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de Alimentos

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## **SUMMARY OF THE WORK OF THE FIRST REGULAR 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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## TABLE OF CONTENTS

	Page
<b>CURRENT AND FUTURE STRATEGIC ISSUES</b>	
2011/EB.1/1      Opening Remarks of the Executive Director	1
<b>ANNUAL REPORTS</b>	
2011/EB.1/2      Annual Report for 2010 to ECOSOC and the FAO Council	3
<b>RESOURCE, FINANCIAL AND BUDGETARY MATTERS</b>	
2011/EB.1/3      Fourth Update on the WFP Management Plan (2010–2011)	4
2011/EB.1/4      Report of the External Auditor on WFP Operations in Somalia and WFP Management Response	5
<b>ASIA REGIONAL PORTFOLIO</b>	
2011/EB.1/5      Summary Report of the Impact Evaluation of School Feeding in Cambodia and Management Response	7
2011/EB.1/6      Draft Country Programmes—Cambodia 200202 (2011–2016)	7
2011/EB.1/7      Draft Country Programmes—Timor-Leste 200185 (2011–2013)	7
<b>WEST AFRICA REGIONAL PORTFOLIO</b>	
2011/EB.1/9      Summary Evaluation Report Mali Country Portfolio (2003–2009) and Management Response	9
<b>SOUTHERN, EASTERN AND CENTRAL AFRICA REGIONAL PORTFOLIO</b>	
2011/EB.1/11     Draft Country Programmes—United Republic of Tanzania 200200 (2011–2015)	10
2011/EB.1/12     Budget Increases to Development Activities—Ethiopia Country Programme 104300	10
2011/EB.1/13     Budget Increases to Development Activities—Rwanda Development Project 106770	10
2011/EB.1/14     Budget Increases to Development Activities—Uganda Country Programme 108070	10
<b>LATIN AMERICA AND CARIBBEAN REGIONAL PORTFOLIO</b>	
2011/EB.1/15     Budget Increases to Protracted Relief and Recovery Operations— Haiti 108440	13
<b>MIDDLE EAST, CENTRAL ASIA AND EASTERN EUROPE REGIONAL PORTFOLIO</b>	14
<b>SUDAN REGIONAL PORTFOLIO</b>	15

	Page
<b>ORGANIZATIONAL AND PROCEDURAL MATTERS</b>	
<b>2011/EB.1/16</b> <b>Distribution of Seats at the WFP Executive Board</b>	15
<b>ADMINISTRATIVE AND MANAGERIAL MATTERS</b>	
<b>2011/EB.1/17</b> <b>Reports of the Joint Inspection Unit Relevant to the Work of WFP</b>	16
<b>OTHER BUSINESS</b>	
	17
	17
<b>Annex I</b> <b>Decisions and Recommendations</b>	18
<b>Annex II</b> <b>Agenda</b>	23

## CURRENT AND FUTURE STRATEGIC ISSUES

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

1. Noting that 2011 was the 50<sup>th</sup> anniversary of the founding of WFP, the Executive Director observed that its original mission – to solve the paradox of hunger in a world of plenty – remained relevant as WFP developed new tools to meet changing needs in a rapidly changing world. In particular WFP aimed to provide the right food, using appropriate tools at the right times and places, to the right people. WFP was also a learning organization, applying its experience to improve effectiveness and efficiency.
2. The Executive Director highlighted the flexibility of WFP's robust tool box with reference to four of the various scenarios to which it could be adapted. She discussed the importance of delivering targeted nutrition, using pictures of brain scans of 3-year-old children that provided a "burden of proof" of the irreversible damage of malnutrition to children under 2 years of age. WFP had made a priority of nutrition interventions for children under 5, pregnant and lactating women, and people with chronic illnesses. She noted the importance of partnerships, making special mention of the cluster system, the Committee on World Food Security and the other Rome-based agencies. The Secretariat was reviewing lessons learned from 2010 mega-emergencies in relation to its emergency response capability, and was upgrading supply chains and enhancing distribution controls. It was also improving its accounting mechanisms, disclosure policies and prioritization approaches with a view to greater transparency and operational efficiency.
3. In response to food price increases, WFP had begun daily monitoring of global markets to enable swift decision-making; every 10 percent price increase led to an additional US\$213 million cost to WFP. In this context, the Strategic Resource Allocation Committee (SRAC) was effective in prioritizing operations and allocations. The Executive Director reiterated WFP's commitment to risk management; quarterly operational briefings, with a specific risk focus, were to be initiated with an upcoming briefing on high food prices and operations in Somalia and Afghanistan. In addition, an expanded risk assessment section was to be included in country and programme documents. The Secretariat was addressing the 26 recommendations made by the External Auditor concerning Somalia operations. With respect to resource mobilization, in 2010 WFP had raised US\$3.81 billion; the private sector was the sixth largest contributor in 2010, while a number of donors had provided their largest contributions ever. WFP needed predictable multi-year funding to give it the flexibility to address changing needs and to use food assistance modalities. The Executive Director thanked donors and looked forward to continued collaboration in 2011.
4. The Board welcomed the Executive Director's remarks, and congratulated WFP on its 50<sup>th</sup> anniversary. Board members commended WFP staff for their commitment and courage in challenging situations and noted that their safety and security were a priority. Several members noted the need to improve security arrangements and avoid consecutive hardship postings. Board members welcomed WFP's readiness to evaluate its operations and learn the lessons of experience, in particular in relation to new initiatives such as Purchase for Progress (P4P) and cash and voucher programmes; they urged WFP to continue to develop P4P and similar approaches that supported smallholders and local markets. Greater collaboration among the Rome-based agencies would avoid duplication and ensure that tasks were allocated appropriately.

5. Board members drew attention to the need for WFP to continue to scale up the use of new tools, broaden the donor base and extend inter-agency mechanisms such as evaluations and sharing of vulnerability analysis and mapping (VAM). Some members cautioned, however, that controls would be needed to ensure that resources were adequate to cover needs. The proposal for quarterly operational briefings was unanimously welcomed. Work in initiatives such as the One UN approach led to enhanced coherence and prioritization. Collaboration with governments to ensure eventual hand-overs was also important in this regard. Noting that delivering food assistance was a complex process, Board members urged WFP to continue to develop optimal monitoring systems.
6. Some members urged WFP to improve its reporting to donors to maximize accountability and transparency. Increasing internal controls was crucial in order to avoid fraud, particularly in view of risks to WFP's international reputation. WFP's prioritization of women and children under 5 was applauded, particularly in the context of sustained recovery. Board members also commended WFP's advocacy to prioritize nutrition in national development plans and urged WFP to seek private-sector funding and partnerships to ensure that beneficiary numbers and ration sizes were maintained. In this context, every effort had to be made to contain costs and ensure that food assistance interventions were as efficient as possible. The need to find funding for non-food activities such as training and capacity development was noted by several members. There were also calls to reduce export restrictions to reduce the constraints faced by many developing countries.
7. Board members welcomed the development of innovative and flexible financing mechanisms and maximization of regional and local food procurement. It recommended continuing to focus on the issue of the effects of food price volatility on the most vulnerable. Board members noted that the United Nations, particularly WFP, should contribute to developing the leadership and training the experts needed to develop and implement new approaches to address hunger issues.
8. Board members noted that urgent action was needed to address emerging problems related to energy, water, land and food and emphasized the need for collaborative policy-making and a coordinated international emergency response. WFP's role as an expert in the humanitarian community on nutrition and VAM was recognized, and Board members urged WFP to continue such interaction to benefit the humanitarian system. Some Board members requested further information on the funding gap and strategies for addressing it. Some members asked for clarification on WFP's proposals for addressing needs arising from "mega-emergencies", noting that the number of hungry people in the world was increasing.
9. The Executive Director thanked the Board for its recognition of the dedication of WFP staff and for their field visits. She noted that WFP was fully focused on its mission: its mandate and identity were clear in the minds of staff and supported by the Board. WFP was committed to constant re-evaluation of its work to ensure that its approaches were appropriate. She noted that multi-level collaborations were ongoing with the Food and Agriculture Organization of the United Nations (FAO) and other United Nations partners with a view to developing a more integrated response system.
10. With regard to the Board's recommendations for more work on risk assessment and management, the Executive Director informed members that a robust risk register had been developed and was being refined to identify common risks and risk types. In view of the threats to staff safety, WFP was developing a realistic "how-to-stay" policy. WFP was also working on prioritization issues, scaling up of proven tools and downsizing programmes as necessary; the Board would be kept informed of progress in these areas. WFP continued to

be involved in international discussion in forums such as the G20, on issues relating to nutrition, women's empowerment and the development of micronutrient-fortified foods.

11. The Executive Director reiterated the urgent need for multi-year, multilateral contributions. With regard to the 50<sup>th</sup> anniversary of WFP, she looked forward to a November event at Headquarters and various country events, which would be linked to an international humanitarian theme.

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## ANNUAL REPORTS

### Annual Report for 2010 to ECOSOC and the FAO Council (2011/EB.1/2)

12. The Board welcomed the overview of WFP's work and its inclusion of aspects not covered in other reports, including harmonization and joint programming. Members commended the progress made in areas such as gender, protection, South-South and triangular cooperation, Rome-based agency collaboration and capacity development. Several members appreciated WFP's lead role in the emergency telecommunications cluster and co-lead role in the new global food security cluster, its contributions to the United Nations Humanitarian Air Service and food security information systems, and its participation in the reformed Committee on World Food Security (CFS). They commended the expanded use of new tools such as P4P and cash and vouchers and looked forward to forthcoming evaluations of them. Members also welcomed the increased focus on nutrition and observed that P4P and advance purchasing could also contribute to mitigating the impacts of price fluctuations.
13. Members requested that attention be given to mainstreaming of cluster responsibilities into the Management Plan. They urged encouragement of WFP staff to participate in the Resident Coordinator (RC)/Humanitarian Coordinator (HC) pool, particularly staff from under-represented groups. While welcoming the reported gains in efficiency, they also requested more information on the benefits of the cluster system and inter-agency cooperation, and on Memoranda of Understanding with other agencies. The Secretariat was asked to provide a report on WFP's humanitarian work, informal consultations on partnership and collaboration, a previously announced report on efficiency initiatives and enhancements to WFP's Standardized Project Reports.
14. The Secretariat explained that while the number of joint programmes had declined, the number of countries with joint programmes had increased, and programme quality had improved. Drafting deadlines for the report did not allow for the presentation of complete annual data; guidance from the Board was welcomed in relation to prioritization of information to be included in the report, which had strict word limits. With regard to the request for a separate humanitarian report, the Secretariat's understanding was that the humanitarian update would be expanded as part of the Board report to the Economic and Social Council of the United Nations (ECOSOC). A paper on efficiency initiatives would be presented at the 2011 Second Regular Session, while the Secretariat would provide an update on partnerships by the end of the year.
15. In the future more attention would be given to assessing the benefits of collaboration in relation to transaction costs and programme delivery; the Annual Performance Report also provided information on results against the Strategic Objectives and management indicators. Improvements in Standardized Project Reports were expected as a result of increased training and guidance for field offices, technical reviews and better alignment of projects with the Strategic Objectives and related indicators. Five WFP staff members, mainly from developing countries, were currently serving as RC/HC; WFP was hoping to

increase that number. Regarding the CFS, WFP was a full member of the Secretariat and would contribute to sharing the leadership of the CFS Secretariat on a rotational basis.

16. The Secretariat acknowledged the need to find ways to finance WFP's cluster activities through its core budget and would involve the Board in that process. The logistics and emergency telecommunications clusters had already been budgeted for through 2011, while some funding had been made available from donors to cover the transition period for the newly approved food security cluster.

## RESOURCE, FINANCIAL AND BUDGETARY MATTERS

### Fourth Update on the WFP Management Plan (2010–2011) (2011/EB.1/3)

17. Introducing the document, the Secretariat drew attention to the proposal for supplementary expenditure to upgrade field security and treasury management systems, noting that the Management Plan update reflected changes in WFP's price indices for crude oil and cereals, its resource needs and advance financing mechanisms. The various updates to the Management Plan had resulted in a revised programme of work of US\$11.86 billion. The proposed net supplementary expenditure on field security upgrades in 2011 amounted to US\$10.2 million, to be funded from the Programme Support and Administrative (PSA) Equalization Account. The improved treasury management arrangements envisaged enhanced controls at field offices, leading to reduced banking fees, and a system for bulk payments to vendors, employees and beneficiaries of cash and voucher programmes.
18. The cereal price index showed a 10 percent increase in prices since the update document was finalized in December 2010; the crude oil index showed that the price of Brent crude had risen by 5 percent in the same period, but the impact on WFP's transport budgets had to date been negligible. Given price fluctuations since the update document was finalized, the programme of work appeared to be understated by 14 percent, or US\$268 million; the Secretariat would provide a further update at an upcoming risk briefing.
19. The Board thanked the Secretariat for the overview and approved its proposals for expenditures on security upgrades and treasury management improvements. Board members were pleased to see the programme of work reductions in the fourth update but noted that recovery and development work was still needed in Haiti and were concerned that in Somalia the reductions reflected a serious erosion of humanitarian access. Several Board members noted the funding shortfall identified and the need to continue work on broadening the donor base.
20. Board members made a number of requests for changes in WFP's reporting. In particular, an overview table of Management Plan updates that included explanations of all changes in line with the recommendation by the FAO Finance Committee would provide greater transparency. Some members also emphasized the need to show humanitarian needs separately from development needs, as was the practice in some other United Nations agencies. Members urged WFP to ensure that country programmes were aligned fully with national plans, with multi-year funding fully detailed. In an environment of fluctuating food and fuel prices, WFP was urged to identify and prioritize critical needs to ensure optimum efficiency in allocating resources. Some Board members requested a more comprehensive picture of security expenditures and indication that such investments were not wholly dependent on indirect support cost and direct support cost income. Some members requested that the Secretariat report on expected results of the treasury management system and progress in its implementation.



21. Board members recommended that local and regional purchasing be further developed to reduce the impacts of global price changes, and that grain stocks be replenished by forward purchasing when prices were advantageous. Some members sought details of WFP's plans for securing funds pledged at the L'Aquila G20 meeting in 2010; others noted that the outcomes of P4P and cash and voucher programmes needed to be accurately assessed on the basis of agreed indicators. Board members asked to be assured that developments relating to the Management Plan and programme of work be reported in greater detail with a view to enhanced clarity and transparency.
22. The Secretariat undertook to incorporate the suggested improvements in the next Management Plan process, which had commenced, and to report on the benefits accruing from the investments in field security and treasury management. The Secretariat stressed that the Management Plan – which was a governance document, not an operational blueprint – would become significantly longer if all the Board's recommendations were adopted: the need was to find the right place to report on the various issues identified. The proposal for a table of changes and updates with justifications would be adopted to enhance transparency and ensure that all advisory body recommendations were considered.
23. The Secretariat also pointed out that humanitarian and development issues were separately reported through the programme categories, but noted that Management Plan figures for a biennium might not be the same as those reported in documents such as the Annual Performance Report. The Secretariat undertook to provide full details on the allocation of funds for security, and how the security strategy linked to the funding sources. The Secretariat was participating in a United Nations system working group on the United Nations Department of Safety and Security costs and benefits for each agency. The Secretariat would also seek to enhance local purchase mechanisms with a view to containing costs, and was continuing to work on expanding the donor base with a focus on governments.
24. The Executive Director, noting that the L'Aquila G20 conference had focused on long-term issues such as access to food and links between farmers and markets, stated that WFP would seek to integrate its plans with the operational and food-security plans of the humanitarian community as a whole. The Office of Hunger Solutions was working to establish holistic approaches to ending chronic hunger.

### **Report of the External Auditor on WFP Operations in Somalia and WFP Management Response (2011/EB.1/4)**

25. The representative of the External Auditor presented the report, which was based on a six-week audit of WFP operations in Somalia, made at the request of the Board; it had included a review of the Inspector General's work on the issues in 2009 and an analysis of the WFP internal control environment in Somalia. It was emphasized that the main thread of the External Auditor's report was on preventive controls that would be more effective than the detective controls. The need for a comprehensive risk management strategy was also reiterated.
26. The Secretariat assured the Board that management had endorsed all 26 of the External Auditor's recommendations, and outlined the management response to the report. An update on progress in implementing the recommendations would be presented at the Board's 2011 Annual Session. With reference to Recommendation 23, new reporting mechanisms in the WFP Information Network and Global System II (WINGS II) would be piloted in the second half of 2011 and if successful would replace the current system. The Secretariat would increase its consultations with stakeholders on risks, both through quarterly briefings on potential risks and through the inclusion of risk assessments in all

project and country strategy documents. Three stakeholder seminars in Nairobi would examine ways to respond to the humanitarian situation in Somalia in the future. An Executive Management Council had been established to formalize and focus decision-making on corporate risk; the Secretariat reiterated WFP's zero tolerance for fraud and corruption and pointed out that neither the Inspector General nor the External Auditor had found evidence of significant diversion or systematic fraud.

27. In general, the Board commended the report and management response. It welcomed the Secretariat's commitment to carrying out and communicating the results of risk assessments, and requested improvements in the measurement, management and communication of all potential risks, especially to the Board. Monitoring the effects of humanitarian assistance in conflict situations would help this. Full transparency and improved accountability were crucial, along with greater alignment of programmes and planning with specific situations. Several members requested a seminar on risk tolerance; it was suggested that the External Auditor report and management response be sent to the United Nations sanctions committee dealing with the Somalia allegations. Several suggested that any further WFP investigation of these allegations should be based on the results of a cost-benefit analysis.
28. Many members emphasized the need for applying lessons learned from the Somalia experience to WFP operations in similar high-risk environments, acknowledging the importance of ensuring that vulnerable populations in hostile environments received assistance. There was a call for more systematic Board access to information on programme implementation, firmer commitment to clear documentation and reporting of changes made to distribution plans, and stronger internal controls.
29. The External Auditor was keen that the main mandate enunciated in the terms of reference be placed in focus. The representative of the External Auditor explained that the full audit was conducted from 11 October to 19 November 2010 when the Monitoring Group on Somalia (MGS) evidence had not yet been released to WFP. She clarified that the figures on food ending up in markets presented at a consultation in December 2010 had been only preliminary; they were not included in the final report in the light of management's reply, which further corroborated the audit view that the base was too narrow to arrive at the ten percent figure. The External Auditor was confident that the Secretariat would implement its recommendations effectively, but emphasized the need for rigorous beneficiary identification and assessment of partners' capacity in operations.
30. The Inspector General was examining whether any individual WFP staff members were responsible for what had happened in Somalia and would present its findings at the Annual Session in June. The MGS had turned over additional documentation in November 2010, and the Inspector General had asked it to provide further clarification of some points that had emerged from this.
31. The Secretariat reported that the new anti-fraud and anti-corruption policy included ethics training for all staff by the end of 2011. The Secretariat undertook to schedule the risk consultations requested by the Board, and to respond in writing to one Board member's concerns regarding, for example, the processes and timing for implementing the report's recommendations and its request for more detailed management responses to some of the issues raised in the report. These communications would be shared with the rest of the Board.
32. The Executive Director noted that the Board's concerns and the risks involved in such contexts were very important: WFP faced a very critical decision on whether to stay in Somalia. In referring to the Copenhagen conference led by the Organisation for Economic

Co-operation and Development, the Executive Director pointed out that many were also asking whether the risk of failing to engage in such contexts outweighed most of the risks of engagement. She further noted that WFP might not have sufficient capacity to deal with extremely high-risk environments, but assured the Board of the Secretariat's commitment to do everything in its power to improve its work in those contexts. She reiterated the importance of safeguarding the confidence of WFP's stakeholders, parliaments and publics and thanked the Board for an extremely constructive dialogue, to be continued in order to decide together how to move forward in Somalia.

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## ASIA REGIONAL PORTFOLIO

### Summary Report of the Impact Evaluation of School Feeding in Cambodia and Management Response (2011/EB.1/5)

#### Draft Country Programmes—Cambodia 200202 (2011–2016) (2011/EB.1/6)

#### Draft Country Programmes—Timor-Leste 200185 (2011–2013) (2011/EB.1/7)

33. Summarizing the situation, the Deputy Regional Director for Asia (ODB) drew attention to the effects of high food prices and natural disasters in a context of funding shortfalls and limited capacities. In line with the Strategic Plan, WFP was deploying cash and voucher schemes and, where feasible, electronic food vouchers; cash grants for micro-enterprises were showing good results. In order to effectively manage risks associated with cash and voucher programmes, the region had stepped up the quality and breadth of its needs analysis, monitoring and oversight. ODB was shifting steadily to food assistance support for government safety-net systems and development of risk-management and disaster-response capacities. WFP was reviewing its operations in Afghanistan with a focus on strategy, operational modalities and risk management. In the Democratic People's Republic of Korea (DPRK), WFP would lead an inter-agency assessment following a request from the Government for emergency food assistance; the Board would be updated once the results were available.
34. The Board welcomed the ODB report and commended the alignment of WFP interventions with government programmes. Members noted that in certain cases higher food prices could be advantageous for small farmers in the region. The Board stressed that the DPRK needs assessments be realistic and based on sound evidence, which would require adequate access; it urged WFP to ensure that its assessments and resource allocations in DPRK were fully transparent so that donor confidence was maintained. The representative of DPRK assured the Board that WFP would have the full collaboration of the Government.
35. The Deputy Regional Director reassured the Board that its interventions were planned in collaboration with national and local authorities. He noted that when food prices increased, urban populations were the most affected; while some farmers might profit temporarily, the very poor were not able to derive benefits. Concerning the DPRK assessment, the focus would be on changes since the previous assessment in November 2010. The Secretariat clarified that Afghanistan would be one of the countries examined in the upcoming quarterly operational review.
36. With regard to the impact evaluation of school feeding in Cambodia, the Director of the Office of Evaluation noted that school feeding had been effective in enhancing educational outcomes such as increased enrolment and attendance, and that the take-home rations had

been an effective modality; the learning and nutrition outcomes had been sound. Food assistance had had significant effects in poor households, but the success of the school feeding programmes had been limited by the need for children in poor families to work, and low quality of education in schools and of school infrastructure. The programme was well organized, but had difficulties achieving all programme objectives at once. Therefore, the evaluation recommended that programme objectives should be further clarified and synergies with other projects identified with a view to providing a comprehensive assistance package. The Director of the Performance and Accountability Management Division noted that the evaluation's eight recommendations were reflected in the new country programme.

37. The Deputy Regional Director noted that post-conflict Cambodia had the resources to escape the poverty trap: WFP saw its role as an enabler in supporting national food security, recovery and development programmes, particularly those targeting education, nutrition and livelihood development. With regard to the country programme (CP), WFP's plans included purchasing 70 percent of food requirements locally and building emergency response capacities. Cash-based modalities would be used as appropriate and operations would be designed in collaboration with stakeholders to be cost-effective and sustainable in the long term with a view to hand-over.
38. Board members commended the quality of the evaluation, the positive results and the taking up of the evaluation recommendations in the new CP. They suggested that WFP go further to develop systems for assessing value for money to assure donors that their contributions were used effectively and to inform governments on what it took to achieve objectives. Sound baseline evidence would have to be obtained from the outset of operations to achieve this. There was also a need to clarify the criteria for community-based nutrition, livelihood support and health care interventions and to ensure that gender and environmental issues were recognized. Some members asked for details of WFP's capacity development work with government institutions and its plans for hand-over, suggesting that a budgeted operational workplan and timeline be developed for achieving sustainability and national ownership. Others asked for clarification of WFP's partnership arrangements, noting that FAO and the United Nations Children's Fund (UNICEF) had programmes that could be synergized with WFP's interventions. The importance of establishing priorities to take account of possible resource shortfalls was again emphasized.
39. The country director in Cambodia confirmed that collaboration with FAO and UNICEF was ongoing in several areas, and informed the membership that WFP supported community nutrition by training health volunteers for mother-and-child health (MCH) programmes; the major criterion for inclusion in MCH programmes was stunting (chronic malnutrition). Partnerships were developed with non-governmental organizations (NGOs) for piloting voucher MCH programmes. Although not explicit in the CP document, Enhanced Commitments to Women objectives were addressed in the CP, and gender and environmental indicators would be used in targeting and reporting. WFP saw eventual national ownership of the CP programmes as a core feature, but realistic expectations and decisions regarding the eventual hand-over would have to be made on the basis of the status of government finances and management capacity: these matters would be reflected in the amended CP document. Work was ongoing with the World Bank and other partners to develop monitoring modalities on new pilots; opportunities for working with the Ministry of Agriculture would be examined, particularly within the context of Cambodia's decentralization programme.

40. With regard to the Timor-Leste CP, the Deputy Regional Director observed that the operation was in line with national plans and that responsibility for school feeding had been taken over by the Government. WFP was seeking to develop national capacities as a primary objective and to improve infrastructures; it would include school kitchens and the provision of fuel-efficient stoves in its programme.
41. Board members approved the balance of CP activities, and urged caution with regard to handing over school feeding programmes in view of limited ministry capacities. The next draft of the CP document should include reference to synergies with other actors, more accurate data on food insecurity and component costs, further development of monitoring modalities and clarification of the logframe in terms of outcome and output indicators. Board members suggested that a strategy be prepared for the envisaged 2013 hand-over, along with provisional plans for an extended presence after that date. Questions were raised as to the extent of WFP's consultations with other agencies at the planning stage and the extent to which gender issues were included in capacity development activities.
42. The Deputy Regional Director observed that work on the hand-over had been in progress for some time, and staff had been embedded in ministries to facilitate this work. The essential requirement was to ensure that the Government was in a position to take over food assistance mechanisms: capacity development work was ongoing with this in view, and a workplan and timeline were being developed along with indicators for measuring progress. The country director assured the Board that synergies with the protracted relief and recovery operation (PRRO) would be sought and that the logframe would be adjusted as recommended by Board members.

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## WEST AFRICA REGIONAL PORTFOLIO

### Summary Evaluation Report Mali Country Portfolio (2003–2009) and Management Response (2011/EB.1/9)

43. The Regional Director reported on a generally improved food production situation throughout the region, but with large areas still facing food insecurity, governance crises, malnutrition, and the effects of floods and high food prices. Given the volatile situation in Côte d'Ivoire, the budget revision of the development project had been postponed and emergency operations have been put in place in Côte d'Ivoire and Liberia. Following elections in Niger and Guinea, WFP was repositioning its assistance to bring it into line with new government priorities. The regional bureau was exploring measures to cope with the effects of high food prices, including forward purchases and increased cash programmes. Net food importing countries whose markets are well integrated with international ones will suffer the most from rising food prices. It was also enhancing its nutrition capacity and focusing on evidence-based nutrition activities for vulnerable children during the critical first 1,000 days of life. Regional bureau priorities included improving emergency preparedness, developing a risk reduction training package, identifying ways of implementing operations in areas with limited or risky access to vulnerable populations and working with governments.
44. The Director of the Office of Evaluation presented the evaluation of the country portfolio for Mali, where WFP's contribution was of vital importance. The Board commended WFP's work in that country but raised some concerns, including about the chronic funding deficit, and the need for enhanced capacity development efforts and for WFP to ensure synergies with its partners.

45. Responding to the Board, the country director reported that recent increases in local resource mobilization and pooled funding with the United Nations country team were improving somewhat the funding situation. The country office was already implementing evaluation recommendations, such as by involving local administrations more in implementing WFP programmes, especially school feeding. Greater alignment with other United Nations agencies was difficult to achieve in areas where WFP was the only agency operating. As many responsibilities as possible were being shifted to local governments and NGOs and the country office was studying models for school feeding hand-over. WFP would continue to work directly in areas where markets did not function and food insecurity was high. The country office was finding ways of improving its programme approach by assessing benefits derived by communities from different types of programmes. A budget revision would be presented at the 2011 Annual Session, and would include reporting on progress in implementation of the evaluation recommendations.
46. The Secretariat reaffirmed the value of evaluations as tools for learning lessons; WFP was collecting lessons learned from all its school feeding programmes to identify common ones. Programme staff could also gather lessons by attending the meetings the Office of Evaluation held when presenting its evaluation reports.
47. The Burkina Faso delegation, in thanking the Board for the approval of the country programme on a no-objection basis, assured the Board that the Government would create favourable conditions for the successful implementation of the country programme.
48. The Deputy Minister of Agriculture of Cameroon noted that regional food security was threatened by inconsistent harvests, high food and fuel prices, uncertain energy supplies and natural disasters. She commended WFP on interventions that were improving food security in many areas and praised the harmonious relations between WFP and the Government.

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## **SOUTHERN, EASTERN AND CENTRAL AFRICA REGIONAL PORTFOLIO**

### **Draft Country Programmes—United Republic of Tanzania 200200 (2011–2015) (2011/EB.1/11)**

### **Budget Increases to Development Activities—Ethiopia Country Programme 104300 (2011/EB.1/12)**

### **Budget Increases to Development Activities—Rwanda Development Project 106770 (2011/EB.1/13)**

### **Budget Increases to Development Activities—Uganda Country Programme 108070 (2011/EB.1/14)**

49. The Regional Director for Southern, Eastern and Central Africa drew attention to the evolving triple threat of high food and fuel prices, volatile weather patterns and conflict that was affecting the region. Risks to food security and potential measures to mitigate them were being constantly monitored, and WFP was providing data on staple food and fuel prices to global price monitoring bulletins. Emergency preparations were being accelerated and food security assessments were being carried out in partnership with governments. In line with the Strategic Plan, WFP was seeking to improve nutrition to counter stunting among children and was collaborating with other agencies such as

UNICEF and FAO to achieve operational synergies. Innovative cash-based transfer modalities were being introduced, including delivery and tracking approaches based on electronic food vouchers: these were proving cost-effective. The HIV response was evolving to include nutrition programmes designed to enhance medical outcomes.

50. Hand-over strategies were being developed in collaboration with governments with a view to transitions to government-owned food security programmes: as part of this, school feeding schemes were being included in national budget processes and WFP was supporting training to develop the necessary capacities. In 2010, WFP was very active in regional markets, purchasing 783,000 mt of food valued at US\$241 million. Through P4P WFP purchased 75,000 mt of food valued at US\$22 million from 45,000 smallholders in ten countries. The Regional Director concluded his situation summary by thanking donors for their support.
51. In introducing the first common country programme document to be prepared under the Delivering as One approach, the Regional Director went on to note that the draft common CP for the United Republic of Tanzania was aligned with the national five-year development plan and the United Nations Development Assistance Plan (UNDAP) and developed in collaboration with donors, the Government, communities and NGOs. WFP envisaged that the school feeding activity would be handed over within a few years. Improved food security was anticipated as P4P was rolled out in collaboration with the National Food Reserve Agency and other stakeholders.
52. Board members applauded the coherent approach to CP planning under the One UN reform, and thanked the Government for its support. The United Nations country team was praised for ensuring that the CP was aligned with national policies and the UNDAP. Given that the common CP was the first of its kind, Board members recommended that greater assistance be provided from Headquarters, that the planning process take account of the national financial calendar and that steps be taken to harmonize the annexes for future common CP documents. The advantages of the common CP approach were expected to include greater cohesion and flexibility, more stakeholder participation, reduced costs, increased impacts and enhanced transparency.
53. There was concern that WFP operations were not fully integrated in the common CP. Some Board members recommended that specific attention be given in the document to the right to adequate food and additional integration of gender issues in all activities; risk analysis could also be given greater prominence, and the document should include contingency plans for possible resource shortfalls and a clear reference to refugee support. Board members also asked for further information on collaborations with other United Nations agencies, noting that WFP should focus on areas where its comparative advantages would have maximum impact. A global acute malnutrition indicator should be included in the document to ensure that nutrition outcomes were reported.
54. The country director observed that the CP document focused on information that would enable the Board to make an informed decision. The programme was fully aligned with the UNDAP, with WFP's components clearly defined. Human rights and gender issues were underlying concepts and so not spelt out in each section of the document. Collaborations with FAO and the Comprehensive Africa Agriculture Development Programme were ongoing, and WFP was developing coordinated partnerships with the Ministry of Agriculture and the World Bank; WFP was also part of a task force set up to support the Government. Refugees were being supported under a separate programme.
55. The Secretariat stressed that the common CP procedure was new and that the Board's guidance on refining documentation would be appreciated. Consultations with partners

were planned with a view to ensuring coherence in business practices, budgeting and performance measurement. The Executive Director praised the Government of the United Republic of Tanzania for its willingness to embark on a new initiative in CP design that would lead to closer alignment with normative operations. WFP would produce a revised annex detailing its contributions to the common CP.

56. With regard to the proposed budget increase to the Ethiopia CP, Board members recommended that the school feeding component include provisions for long-term sustainability as a wholly owned government programme. More information was requested on the extent of current government participation, local purchase options, budgeting and beneficiary selection criteria. Board members noted that WFP was a respected and trusted partner in Ethiopia and commended the participatory nature of the CP planning process and the alignment of the components with the Government's development strategies and with Managing Environmental Resources to Enable Transitions to More Sustainable Livelihoods.
57. The acting country director emphasized the Government's commitment to school feeding as a core national policy. The national food management improvement project had resulted in enhanced tendering processes, capacity-development, supply route optimization and real-time food tracking; delivery delays had been reduced in spite of the lack of surfaced roads and food had been pre-positioned for the hunger season. Food purchases were made locally as far as possible, and fortified blended foods were being provided as appropriate. Beneficiary selection criteria had to be flexible to respond to different needs in different areas, but every effort was made to ensure that they were robust. The hand-over strategy envisaged the phasing out of school feeding in schools with high enrolment, but in the long term it would depend on the future food security situation.
58. Regarding the budget revision to the Rwanda Development Project, Board members praised WFP's cooperation with FAO in agricultural and gardening projects, but asked for further information about the corn-soya blend (CSB) or CSB+ breakfast being introduced into school feeding programmes. Board members also asked whether government and partner staff had acquired the skills to manage school feeding after the projected hand-over in 2012, and recommended that a detailed transition plan be drawn up that included provisions for capacity-development. Some members noted the need to extend local purchasing to further increase benefits to local farmers. Questions were raised as to the inclusion of transport costs in the budget revision, the beneficiary selection criteria in force and the extent of government financial support.
59. The country director observed that CSB was already in use in school feeding schemes and that assessments had shown that stunting was reduced as a result; the choice of CSB or CSB+ depended on local needs, and priority would be given to local produce in preparing school meals. With regard to the hand-over, the Government had moved the school system to a nine-year cycle, with the result that an additional 50,000 pupils had entered the school feeding programme; the budget revision would help communities to adjust to the new requirements. The revision of transport costs reflected two previous increases and so appeared larger than it actually was. Capacity development work related to school feeding was ongoing in various ministries and local government departments. With regard to selection criteria, WFP worked with the Government to identify assistance requirements; the Government was also investing in new buildings and had introduced additional teacher training following the change of the teaching language from French to English.
60. With reference to the budget revision to the Uganda CP, Board members noted the improvements in the food security situation and the shift to conditional food assistance; some members suggested that a global acute malnutrition indicator be developed to enable



accurate assessments of nutrition status. The Board approved the introduction of cash-based assistance schemes, but the need for a sustainable school feeding model was noted. Some members questioned WFP's involvement in projects such as infrastructure development that fell outside its core mandate and suggested that stricter divisions of labour be worked out with partners such as FAO. Questions were raised concerning the high levels of other direct operational costs (ODOC), the reductions in some beneficiary categories and the interactions of the CP with the national safety net programme.

61. The country director outlined the developments in WFP's Uganda operations to reflect changing needs. With the introduction of schemes such as water harvesting and enhanced crop and livestock production there had been a marked decrease in dependence on outside food assistance. Programmes were being integrated with government policies and used as a platform for development activities where appropriate. The country director assured the Board that WFP's collaborations with FAO were based on practical divisions of labour and noted that the large ODOC figure was a result of including non-food activities in the category to separate them from food-based activities. He also thanked donors warmly for ensuring that the CP was fully funded.

## LATIN AMERICA AND CARIBBEAN REGIONAL PORTFOLIO

### Budget Increases to Protracted Relief and Recovery Operations – Haiti 108440 (2011/EB.1/15)

62. The Regional Director outlined WFP's approach in the region, where the effects of a new wave of food price increases on vulnerable population groups had been exacerbated by El Niño and La Niña phenomena throughout 2010. The regional bureau was focusing on supporting national government priorities in strengthening social protection networks and mitigating the impact of natural disasters, including through increasing its use of innovative tools such as local purchasing, enhancing social networks and capacity development. Cash and voucher activities were increasing, with cash and food for work supporting post-earthquake restoration in Haiti. Regional P4P activities involved 147 partner organizations and more than 66,000 small farmers, including milk and maize producers in Haiti; WFP had provided training to 30,000 small farmers. In Bolivia, promotion of local production chains and food processing aimed at ensuring a sustainable supply of vegetables and protein for school feeding, and WFP was mapping the areas most vulnerable to food insecurity. Rains and floods in Colombia and Guatemala had resulted in lost harvests and stocks affecting 320,000 people. In Central America, the regional bureau was working with national governments to establish a nutrition programme for all children under 2, including by developing and using new nutrition products.
63. The Secretary of State of Haiti thanked WFP and its partners for their support and confirmed that WFP's redesigned PRRO was aligned with the vision of Haiti's Government and civil society. He emphasized the need for greater streamlining among the more than 4,000 non-governmental and other humanitarian organizations operating throughout his country and for capacity development of national government and other institutions.
64. The Board commended the regional bureau's work throughout the region and supported the Haiti PRRO budget revision as an appropriate response to the changes in Haiti's situation since approval of the original PRRO before the earthquake. In particular, members welcomed the scaling up of school feeding and use of cash, and the provisions for meeting unforeseen emergencies. The Board encouraged WFP to apply its gender and

protection expertise, establish a time-line for eventual exit from PRRO activities and collaborate with United Nations and other partners to increase efficiency.

65. Responding to these and other points, the country director confirmed that WFP worked with the other Rome-based agencies, especially on assessments – all of which were carried out jointly – food for work (FFW), cash for work (CFW) and local procurement. The country office was working to include protection provisions and Inter-Agency Standing Committee guidelines on gender violence in all its partner agreements; women's empowerment was a United Nations priority. A new longer-term school feeding programme to start in January 2012 would be presented for Board approval at the November session, and a strategy for addressing chronic malnutrition was being developed for incorporation in the Haiti United Nations Development Assistance Framework (UNDAF) for 2013. Seasonal support had been part of the original PRRO. The ration quoted in the document would be adjusted as required, based on the results of future assessments.

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## MIDDLE EAST, CENTRAL ASIA AND EASTERN EUROPE REGIONAL PORTFOLIO

66. In his overview of the regional situation, the Regional Director for the Middle East, Central Asia and Eastern Europe (ODC) drew attention to renewed threats of instability, which were partly a result of rising food prices. In the case of Egypt, ODC engaged in risk management, keeping staff security as the main priority, managing to maintain its operations in spite of the unrest. Over 10 percent of the population residing in Arab countries were estimated to be hungry; in many countries, imports provided up to 50 percent of caloric intake and governments were taking emergency action to prevent shortfalls in essential foodstuffs such as wheat. Response measures by governments, although not always effective, placed high budgetary stress on them and increased funding gaps. Innovative support approaches were needed to ensure the functionality of safety net policies. A call for WFP support was received from Tunisia to cover pockets of poverty in vulnerable areas of the country.
67. In the Commonwealth of Independent States, food prices were also rising, largely because cereal crop production had fallen by 30 percent in some areas. WFP was assessing needs in terms of nutrition, safety nets, capacity development for hand-over and local agriculture production, and was studying sustainable innovative response options and partnerships to address the problems. Overall, ODC was facing a 50 percent funding shortfall and some operations were in danger of curtailment.
68. The Board welcomed the overview, expressing appreciation for WFP's many years of support in a region of diverse geographic, climatic and cultural conditions. There were concerns about resource shortfalls for the Occupied Palestinian Territory operation, particularly given the contribution WFP food assistance made to the peace process. The instability in Yemen and several other Middle Eastern countries was also a concern, and appeals were made to donors to evaluate the situation, including the potential effects in Europe and other areas outside the region, and to make what resource contributions they could with a view to preventing the situation from escalating into a major emergency.

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## SUDAN REGIONAL PORTFOLIO

69. The Regional Director reported that the recent referendum in Southern Sudan had passed smoothly, thanks to efforts by both parties involved. WFP's preparation for the referendum – including pre-positioning of food – had meant that it had not needed to request additional resources, and the Director thanked donors for their support. General acceptance of the referendum outcome reduced the likelihood of future crises, but WFP had to be ready for all eventualities. Predictable and early funding had also allowed pre-positioning for the 2011 emergency operation assisting almost 6.7 million beneficiaries in Darfur, Southern Sudan and other vulnerable areas. An infrastructure project in Southern Sudan to build 500 km of feeder roads linking beneficiaries, smallholder farmers and agricultural areas to markets was aligned with the Government's food security programme and had full Government support. Another three-year project would be launched to establish a strategic grain reserve in chronically food-insecure Southern Sudan. Infrastructure would be built close to production areas to allow farmers to bring their grain for purchase by WFP, the Government and commercial entities. Cost savings had been made to air services in the Sudan, reducing the cost per passenger from US\$702 in 2009 to US\$446 in 2010. Risk sharing was embedded through partner consultations on all WFP projects and programmes in the Sudan. The three WFP air pilots kidnapped in Darfur in January 2011 were reported to be safe; the Government and partners were cooperating with WFP to bring about their release as soon as possible. In Southern Sudan, risks of intimidation and physical attacks continued to be high.
70. In response to Board questions, the Director confirmed that WFP had long experience of building basic roads to facilitate the delivery of assistance. The approximately US\$320 million reduction in requirements for the Sudan had not been approved in time to be included in the fourth update to the Management Plan.

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## ORGANIZATIONAL AND PROCEDURAL MATTERS

### **Distribution of Seats of the WFP Executive Board (2011/EB.1/16)**

71. The President of the Board reminded members that the current system of seat allocations on the WFP Executive Board had come into force on 1 January 2000, with a provision that it be reviewed in 2010 and amended if required. When Bureau members had consulted their Lists during 2010 to gather views on the matter, a consensus had emerged for maintaining the system as it stood. With this in mind, the Board unanimously approved the President's proposal to adopt the draft decision without amendment. This decision would be conveyed to ECOSOC and the FAO Council for ratification.

## ADMINISTRATIVE AND MANAGERIAL MATTERS

### Reports of the Joint Inspection Unit Relevant to the Work of WFP (2011/EB.1/17)

72. The Secretariat expressed its appreciation of the independent evaluations carried out by the Joint Inspection Unit (JIU), noting that the topics relevant to WFP reported in 2010 included offshoring, management and administration, the selection of executive heads, the role of Special Representatives, environmental issues, travel arrangements, ethics issues, enterprise risk management and preparedness for International Public Sector Accounting Standards.
73. Board members acknowledged the value of JIU reports, particularly their independence, and urged the Secretariat to ensure that all recommendations were fully implemented and reported. In this regard, special mention was made of the off shoring report. Some members cautioned, however, that some recommendations from 2009 had yet to be attended to and asked for a timeline for implementation: matters requiring a response included staff rotations, consultancies and special promotions. Board members also pointed out that several management responses to JIU recommendations were couched in the same formalized terms and urged WFP to increase the detail and frequency of reporting on JIU matters. It was suggested that a comprehensive matrix of JIU recommendations and responses be prepared to enhance transparency.
74. Board members noted with approval that recommendations relating to reductions in information technology costs had been implemented, but asked for clarification as to the exact savings achieved. Board members also called on the Executive Director and the Secretariat to comply as soon as possible with the recommendations for a second full staff survey, and asked for clarification as to WFP's implementation of the JIU recommendations on updating its website arrangements. There was also a call for greater attention to recommendations on oversight policy.
75. The Board approved the work in WFP on recommendations for improved management and administration and for enhancing budget controls to contain expenditures, recommending that steps be taken to ensure that field-level costs were included in assessments of expenditure. Board members also approved WFP's work to increase transparency, but urged the Secretariat to continue to develop its reporting to donors on resource allocations. Clarification was sought as to the interpretation of the recommendation to appoint more staff from developing countries to senior management positions.
76. The Secretariat thanked the Board for its constructive feedback, pointing out that not all JIU recommendations could be applied without amendment to reflect realities in WFP, but that consultations with JIU were positive and helped to ensure that WFP remained fully effective. How and when to conduct another staff survey would be discussed among senior managers. The Executive Director also thanked the Board for its observations and undertook to ensure that outstanding recommendations were attended to promptly.
77. Returning to this issue, and following the circulation of an informal document in response to Board queries, the Board requested the Secretariat to present a more detailed action plan for implementing the JIU's recommendations. The Bureau would discuss this at its April 2011 meeting, and insert actions for the Board before passing the action plan to Board members in time for the Annual Session in June, when it could be discussed if requested.

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## OTHER BUSINESS

### Oral Report on the Joint Meeting of the Executive Boards of UNDP/UNFPA, UNICEF and WFP

78. The President reported on her attendance at this meeting, where four topics had been discussed: i) equity: an equity-based approach had been found to save more lives at lower than current costs, and United Nations agencies and governments were urged to focus on being equitable; ii) mainstreaming gender: there was need for tangible results and the integration of gender equity into all systems and programmes; iii) lessons learned for the transition from emergency response and to recovery: gaps in capacity development, funding mechanisms, partnerships and policy had to be filled to ensure a smoother and more sustainable transition; and iv) Delivering as One: an evaluation of the initiative was expected later in 2011. The meeting documents were available on the Board website.
79. Following the meeting, the President had consulted the Secretary-General's Chef de Cabinet about the Board's involvement in the process to appoint or re-appoint the Executive Director in 2012; it was the United Nations Secretary-General who would make the decision, but the Board would be consulted regarding terms of reference.
80. The Board expressed its support for WFP's full involvement in the CFS Secretariat, and urged implementation of the plan to rotate the CFS leadership among the Rome-based agencies. A CFS sub-committee was already working on this issue.

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

The Board adopted the agenda as amended.

*14 February 2011*

**Election of the Bureau and Appointment of the Rapporteur**

In accordance with the Rules of Procedure of the Board, the Board elected H.E. Agnes van Ardenne (Netherlands, List D) as President for a one-year term. Ms Harriet Spanos (United States of America, List D) was elected as Alternate.

The Board elected H.E. LI Zhengdong (China, List B) as Vice-President. Mr Shobhan Pattanayak (India, List B) was elected as Alternate.

The Board elected as members of the Bureau, representing the other three WFP electoral lists, for a one-year term: Ms Fatma Saber (Egypt, List A); H.E. Jorge Eduardo Chen Charpentier (Mexico, List C); and Mr Arsen Vartanyan (Russian Federation, List E). Elected as Alternates were: H.E. Josephine W. Gaita (Kenya, List A); H.E. Juan Manuel Prieto (Colombia, List C); and Mr Jiří Muchka (Czech Republic, List E).

In accordance with Rule XII of its Rules of Procedure, the Board appointed Mr Kent Vachon (Canada, List D) Rapporteur of the First Regular Session of 2011.

*14 February 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.1/1 Opening Remarks by the Executive Director**

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

*14 February 2011*

**ANNUAL REPORTS****2011/EB.1/2 Annual Report for 2010 to ECOSOC and the FAO Council**

The Board approved the "Annual Report for 2010 to ECOSOC and FAO Council" (WFP/EB.1/2011/4). In accordance with its decision 2004/EB.A/11, the Board requested that the Annual Report be forwarded to the Economic and Social Council of the United Nations (ECOSOC) and the Food and Agriculture Organization of the United Nations (FAO) Council, along with the Board's decisions and recommendations for 2010 and this decision.

*14 February 2011*

## RESOURCE, FINANCIAL AND BUDGETARY MATTERS

### 2011/EB.1/3 **Fourth Update on the WFP Management Plan (2010–2011)**

Having considered “Fourth Update on the WFP Management Plan (2010–2011)” (WFP/EB.1/2011/5-A/1), the Board:

- i) **took note** of the projected programme of work of US\$11.86 billion for the 2010-2011 biennium, excluding any provision for unforeseen requirements;
- ii) **approved** supplementary expenditures of up to US\$10.2 million for field security upgrades, to be funded from the Programme Support and Administrative Equalization Account; and
- iii) **approved** supplementary expenditures of US\$1.0 million for a treasury management system, to be funded from the unearmarked portion of the General Fund.

The Board also took note of the comments of the Advisory Committee on Administrative and Budgetary Questions (ACABQ) (WFP/EB.1/2011/5 (A,B,C)/2 and WFP/EB.1/2011/12-B/2) and the FAO Finance Committee (WFP/EB.1/2011/5(A,B,C)/3 and WFP/EB.1/2011/12-B/3 + Corr.1).

*15 February 2011*

### 2011/EB.1/4 **Report of the External Auditor on WFP Operations in Somalia and WFP Management Response**

The Board took note of “Report of the External Auditor on WFP Operations in Somalia” (WFP/EB.1/2011/5-B/1) and the WFP management response (WFP/EB.1/2011/5-B/1/Add.1) and invited the Secretariat to keep it informed on the implementation of the recommendations.

The Board also took note of the comments of the ACABQ (WFP/EB.1/2011/5 (A,B,C)/2 and WFP/EB.1/2011/12-B/2) and the FAO Finance Committee (WFP/EB.1/2011/5(A,B,C)/3 and WFP/EB.1/2011/12-B/3 + Corr.1).

*15 February 2011*

## ASIA REGIONAL PORTFOLIO

### 2011/EB.1/5 **Summary Report of the Impact Evaluation of School Feeding in Cambodia and Management Response**

The Board took note of “Summary Report of the Impact Evaluation of School Feeding in Cambodia” (WFP/EB.1/2011/6-B) and the management response (WFP/EB.1/2011/6-B/Add.1/Rev.1) and encouraged further action on the recommendations, taking into account considerations raised by the Board during its discussion.

*15 February 2011*

**2011/EB.1/6 Draft Country Programmes—Cambodia 200202 (2011–2016)**

The Board took note of draft country programme Cambodia 200202 (2011–2016) (WFP/EB.1/2011/7/3), for which the food requirement is 137,586 mt at a total cost to WFP of US\$131.9 million, and authorized the Secretariat to formulate a country programme, taking into account the observations of the Board.

*15 February 2011*

**2011/EB.1/7 Draft Country Programmes—Timor-Leste 200185 (2011–2013)**

The Board took note of draft country programme Timor-Leste 200185 (2011–2013) (WFP/EB.1/2011/7/2), for which the food requirement is 15,622 mt at a total cost to WFP of US\$21.4 million, and authorized the Secretariat to formulate a country programme, taking into account the observations of the Board.

*15 February 2011*

**WEST AFRICA REGIONAL PORTFOLIO****2011/EB.1/8 Country Programmes—Burkina Faso 200163 (2011–2015)**

The Board approved on a no-objection basis country programme Burkina Faso 200163 (2011–2015) (WFP/EB.1/2011/8/1), for which the food requirement is 42,813 mt at a total cost to WFP of US\$50.3 million.

*15 February 2011*

**2011/EB.1/9 Summary Evaluation Report Mali Country Portfolio (2003–2009) and Management Response**

The Board took note of “Summary Evaluation Report Mali Country Portfolio (2003–2009)” (WFP/EB.1/2011/6-A + Corr.1) and the management response (WFP/EB.1/2011/6-A/Add.1) and encouraged further action on the recommendations, taking into account considerations raised by the Board during its discussion.

*15 February 2011*

**SOUTHERN, EASTERN AND CENTRAL AFRICA REGIONAL PORTFOLIO****2011/EB.1/10 Country Programmes—Zambia 200157 (2011–2015)**

The Board approved on a no-objection basis country programme Zambia 200157 (2011–2015) (WFP/EB.1/2011/8/2), for which the food requirement is 44,882 mt at a total cost to WFP of US\$50.9 million.

*16 February 2011*



**2011/EB.1/11 Draft Country Programmes—United Republic of Tanzania 200200 (2011–2015)**

The Board took note of the draft common country programme United Republic of Tanzania 200200 (2011–2015) (WFP/EB.1/2011/7/1), including the WFP annex for which the food requirement is 239,995 mt at a total cost to WFP of US\$175 million; it authorized the Secretariat to finalize the WFP annex, taking into account the observations of the Board.

*16 February 2011*

**2011/EB.1/12 Budget Increases to Development Activities—Ethiopia Country Programme 104300**

The Board approved the budget increase of US\$14.1 million for Ethiopia country programme 104300 for 2011 (WFP/EB.1/2011/9-A/3).

*16 February 2011*

**2011/EB.1/13 Budget Increases to Development Activities—Rwanda Development Project 106770**

The Board approved the budget increase of US\$27.1 million for Rwanda development project 106770 “Support to Education” (WFP/EB.1/2011/9-A/2).

*16 February 2011*

**2011/EB.1/14 Budget Increases to Development Activities—Uganda Country Programme 108070**

The Board approved the budget increase of US\$87.9 million for Uganda country programme 108070 “Supporting Government-Led Initiatives to Address Hunger” (WFP/EB.1/2011/9-A/1).

*16 February 2011*

**LATIN AMERICA AND CARIBBEAN REGIONAL PORTFOLIO**

**2011/EB.1/15 Budget Increases to Protracted Relief and Recovery Operations—Haiti 108440**

The Board approved the budget increase of US\$177.4 million for Haiti protracted relief and recovery operation 108440 “Food Assistance for Vulnerable Groups Exposed to Recurrent Shocks” (WFP/EB.1/2011/9-B).

*16 February 2011*

**ORGANIZATIONAL AND PROCEDURAL MATTERS****2011/EB.1/16      Distribution of Seats of the WFP Executive Board**

The Board supported the recommendation of the Bureau on the distribution of seats of the Board, as described in document WFP/EB.1/2011/11-A, and requested the Board Secretariat to submit the document to the FAO Council and ECOSOC for further action.

*14 February 2011*

**ADMINISTRATIVE AND MANAGERIAL MATTERS****2011/EB.1/17      Reports of the Joint Inspection Unit Relevant to the Work of WFP**

The Board took note of the information and recommendations in “Reports by the Joint Inspection Unit Relevant to the Work of WFP” (WFP/EB.1/2011/12-A) and requested the Secretariat to present an action plan to the Executive Board Bureau in April and thereafter to the Annual session 2011 for information.

*16 February 2011*

**SUMMARY OF THE WORK OF THE EXECUTIVE BOARD****2011/EB.1/18      Summary of the Work of the Second Regular Session of the Executive Board, 2010**

The Board approved the document “Draft Summary of the Work of the Second Regular Session of the Executive Board, 2010”, the final version of which would be embodied in the document WFP/EB.2/2010/15.

*16 February 2011*

## ANNEX II

### AGENDA

1. ***Adoption of the Agenda (for approval)***
2. ***Election of the Bureau and Appointment of the Rapporteur***
3. ***Current and Future Strategic Issues***
4. ***Annual Reports***
  - Annual Report for 2010 to ECOSOC and FAO Council (*for approval*)
5. ***Resource, Financial and Budgetary Matters***
  - a) Fourth Update on the WFP Management Plan (2010–2011) (*for approval*)
  - b) Report of the External Auditor on WFP Operations in Somalia and WFP Management Response (*for consideration*)
  - c) Work Plan of the External Auditor for the Period July 2010 to June 2011 (*for information*)
6. ***Evaluation Reports***
  - a) Summary Evaluation Report Mali Country Portfolio (2003–2009) and Management Response (*for consideration*)
  - b) Summary Report of the Impact Evaluation of School Feeding in Cambodia and Management Response (*for consideration*)
  - c) Multi-Donor Evaluation of Support to Conflict Prevention and Peacebuilding Activity in Southern Sudan since 2005 (*for information*)

### Operational Matters

7. ***Draft Country Programmes (for consideration)***
  - Cambodia 200202 (2011–2016)
  - Timor-Leste 200185 (2011–2013)
  - United Republic of Tanzania 200200 (2011–2015)
8. ***Country Programmes (approval on a no-objection basis)***
  - Burkina Faso 200163 (2011–2015)
  - Zambia 200157 (2011–2015)
9. ***Projects for Executive Board Approval***
  - a) Budget increases to development activities
    - Côte d'Ivoire 107590 (**withdrawn**)
    - Ethiopia Country Programme 104300
    - Rwanda Development Project 106770
    - Uganda Country Programme 108070

- b) Budget increases to protracted relief and recovery operations
  - Haiti 108440
- 10. **Reports of the Executive Director on Operational Matters (1 July–31 December 2010)**
  - Emergency Operations approved by the Executive Director or by the Executive Director and the Director-General of FAO (*for information*)
- 11. **Organizational and Procedural Matters**
  - a) Distribution of Seats of the WFP Executive Board (*for approval*)
  - b) Biennial Programme of Work of the Executive Board (2011–2012) (*for information*)
- 12. **Administrative and Managerial Matters**
  - a) Reports by the Joint Inspection Unit Relevant to the Work of WFP (*for consideration*)
  - b) Information Note on Funding of Security Management Arrangements (*for information*)
- 13. **Summary of the Work of the Second Regular Session of the Executive Board, 2010**
- 14. **Other Business**
  - Oral Report on the Joint Meeting of the Executive Boards of UNDP/UNFPA, UNICEF and WFP (*for information*)
- 15. **Verification of Adopted Decisions and Recommendations**

## ACRONYMS USED IN THE DOCUMENT

CFS	Committee on World Food Security
CP	country programme
CSB	corn-soya blend
DPRK	Democratic People's Republic of Korea
ECOSOC	Economic and Social Council of the United Nations
FAO	Food and Agriculture Organization of the United Nations
HC	Humanitarian Coordinator
JIU	Joint Inspection Unit
MCH	mother-and-child health
MGS	Monitoring Group on Somalia
NGO	non-governmental organization
ODB	Regional Bureau Bangkok (Asia)
ODC	Regional Bureau Cairo (Middle East, Central Asia and Eastern Europe)
ODOC	other direct operational costs
P4P	Purchase for Progress
PRRO	protracted relief and recovery operation
RC	Resident Coordinator
UNDAP	United Nations Development Assistance Plan
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
VAM	vulnerability analysis and mapping