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SUMMARY OF THE WORK OF THE FIRST REGULAR SESSION OF THE EXECUTIVE BOARD, 2009

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, contained in the document WFP/EB.1/2009/16.

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TABLE OF CONTENTS

	Page
CURRENT AND FUTURE STRATEGIC ISSUES	
2009/EB.1/1 Current and Future Strategic Issues	1
ANNUAL REPORTS	
2009/EB.1/2 Annual Report for 2008 to ECOSOC and FAO Council	3
POLICY ISSUES	
2009/EB.1/3 WFP Gender Policy	3
2009/EB.1/4 WFP Policy on Disaster Risk Reduction	4
2009/EB.1/5 Strategic Results Framework	5
RESOURCE, FINANCIAL AND BUDGETARY MATTERS	
2009/EB.1/6 Fourth Update on the WFP Management Plan (2008–2009)	6
2009/EB.1/7 WFP Audit Committee Terms of Reference	8
2009/EB.1/8 Appointment of the External Auditor	9
2009/EB.1/9 Report of the External Auditor on Preparedness for IPSAS and WINGS II and Response of the WFP Secretariat	9
EVALUATION REPORTS	
2009/EB.1/10 Summary Evaluation Report Nicaragua Emergency Operation 10700.0 and Immediate Response Emergency Operation 10695.0	10
2009/EB.1/11 Summary Evaluation Report Madagascar PRRO 10442.0	11
REGIONAL PRESENTATIONS — WEST AFRICA; SOUTHERN, CENTRAL AND EASTERN AFRICA; THE SUDAN	
SOUTHERN, EASTERN AND CENTRAL AFRICA REGIONAL PORTFOLIO	
2009/EB.1/12 Protracted Relief and Recovery Operations — Kenya 10666.0	13
2009/EB.1/13 Protracted Relief and Recovery Operations — Uganda 10121.3	13
REGIONAL PRESENTATIONS — MIDDLE EAST, CENTRAL ASIA AND EASTERN EUROPE; LATIN AMERICA AND THE CARIBBEAN; ASIA	
MIDDLE EAST, CENTRAL ASIA AND EASTERN EUROPE REGIONAL PORTFOLIO	
2009/EB.1/14 Budget Increases to Protracted Relief and Recovery Operations — Tajikistan 10603.0	17
ADMINISTRATIVE AND MANAGERIAL MATTERS	
2009/EB.1/15 Reports by the Joint Inspection Unit Relevant to the Work of WFP	17
OTHER BUSINESS	
2009/EB.1/17 Report on the Joint Meeting of the Executive Boards of UNDP/UNFPA, UNICEF and WFP	18



CURRENT AND FUTURE STRATEGIC ISSUES

Current and Future Strategic Issues (2009/EB.1/1)

1. The Executive Director welcomed Board members to the First Regular Session of the Board for 2009. She began her remarks by noting that WFP had scaled up its work in response to the global challenges of 2008, developing more robust tools, doubling local food purchases, starting Purchase for Progress (P4P) in several countries, introducing cash and voucher programmes to increase access to food and enhance nutrition, and improving targeting. Internal reforms included the establishment of an Ethics Office and a Division of Performance and Accountability Management, adoption of International Public Sector Accounting Standards (IPSAS) and the development of the new WFP Information Network and Global System (WINGS II). All of these reforms were completed with a view to achieving greater efficiency and improved financial controls. The Executive Director appreciated the support of the Board in setting up these changes.
2. WFP's logistics support on behalf of WFP and other agencies had included air support in 16 countries and the transport of 3.2 million mt of sea cargo in sometimes hazardous conditions. The goals continued to be maximum effectiveness, efficiency and transparency; WFP was working to optimize partnerships with other United Nations agencies and private-sector entities. The Executive Director particularly appreciated the new donors that had emerged in 2008, and the substantial increases in funding provided by many Member States, especially where the funding provided greater flexibility.
3. The Executive Director stressed that the battle against hunger could be won, although many challenges remained: political will was essential in achieving adequate food production and equitable access. The number of hungry people was growing rather than decreasing, due in large part to the food price and financial crises. Declining remittances, unemployment, access to credit and access to adequate supplies of food to prevent hoarding all needed urgent high-level attention to avoid further swelling the ranks of hungry people.
4. The Executive Director warned the Board that threats to the safety and security of staff were reaching serious levels: 14 WFP staff had been killed in 2008, with 26 wounded and 14 abducted; 2 deaths had already occurred in 2009. The staff of contractors and non-governmental organizations (NGOs) were also vulnerable. There was an urgent need to consider ways of enhancing staff safety.
5. The Executive Director concluded by paying tribute to the work of Mr John Powell, who was retiring after 19 years of service; a video had been prepared in his honour. Her commendation was warmly endorsed by the Board. In his response, Mr Powell included a strong plea for attention to the question of staff security.
6. The Board expressed its condolences for those who had lost their lives in the service of WFP and appreciation for the commitment shown by WFP staff in the service of the hungry poor. Members noted that all countries were feeling the effects of the financial downturn and that there was a need for advocacy to increase contributions to support the work of WFP; it was important to maintain the trust of donors and beneficiaries. Board members stressed the need for increased partnerships among United Nations agencies, the private sector and NGOs to overcome challenges, bearing in mind that donors may not be in a position in the coming years to increase their contributions to meet unforeseen needs. Coordinated international action and innovative approaches were essential if poverty and



hunger were to be eliminated. The need for more predictable funding was stressed by several members, who also noted that many countries were seeking assistance with long-term development, rather than aid in the short term, with a view to achieving sustainable self-sufficiency. Some members suggested using innovative joint approaches that combined food assistance with development efforts such as work to combat desertification; others noted the importance of improving safety nets as a means of preventing the spread of food insecurity.

7. Board members observed that global food resources existed, but that ways had to be found to ensure equitable distribution. The significance of food as a factor in the success of other programmes was noted, with the consequent need for coherence and synergy among humanitarian interventions. Several members stressed the need to ease export bans and other constraints to enhance the equitable distribution of food resources, and emphasized the need for more South–South cooperation, particularly to enhance local government capacities. They looked forward to the establishment of a global partnership to address hunger and poverty issues.
8. Board members suggested that WFP should review its internal organization and governance with a view to maximizing operational efficiency; it was important for WFP to prioritize needs and allocate its limited resources in ways that would maximize impacts. Some members called for a review of work in 2008 to identify successes with a view to optimizing approaches in 2009; there was also a call that a document be presented at EB.1/2010 on WFP's part in the humanitarian system. The document would clarify the role of Resident and Humanitarian Coordinators, the role of WFP in the cluster system and WFP use of funding mechanisms such as the Central Emergency Response Fund (CERF). Board members expressed approval of developments already under way such as the appointment of an Ethics Officer and new approaches to gender issues; several members also reiterated the need for Board action on the WFP Audit Committee.
9. The Board was unanimous in its commitment to seeking ways to improve the safety and security of staff, in line with current United Nations approaches, and expressed great satisfaction for the work of WFP personnel in very difficult situations such as that in Gaza. The need to protect civilians in conflict areas was also noted. Board members recommended that a coherent and integrated safety and security system should be developed as a common United Nations responsibility. Several Board members also stressed the need to ensure that all countries worked within the provisions of international law with regard to personnel safety and access to food.
10. In response, the Executive Director expressed her thanks for the Board's support, particularly with regard to matters of staff safety and morale and to the need to protect women beneficiaries, stressing the importance of supporting countries in achieving self-sufficiency. WFP was working to reduce operational costs: the Global Vehicle Leasing Programme, local purchases of logistics services and buying of food at the most favourable times when prices were lower were examples of the approaches involved. The new financial policy framework would help to optimize efficiency, as would greater operational coordination at the country level. WFP's partnerships with the World Health Organization (WHO), the United Nations Children's Fund (UNICEF) and the Food and Agriculture Organization of the United Nations (FAO) were pursuing integrated approaches to malnutrition among children under 2 and to addressing the root causes of hunger. The Executive Director emphasized the significance of the recent Chatham House report, especially regarding the need to close the gap between humanitarian and development work; she also reiterated WFP's commitment to supporting agricultural development and



safety nets. The Executive Director noted WFP's appreciation of multi-year funding, which enhanced operational coherence and efficiency.

ANNUAL REPORTS

Annual Report for 2008 to ECOSOC and FAO Council (2009/EB.1/2)

11. The Secretariat presented the report, which was prepared in accordance with guidance from the Economic and Social Council of the United Nations (ECOSOC) and took into account comments made by the Board at its First Regular Session in 2008. WFP was continuing to strengthen its role in the United Nations reform process, and regarded system-wide cooperation and partnerships as priorities for meeting its mission and the Millennium Development Goals (MDGs). WFP's partnerships had increased over previous years: in particular, the Secretary-General's High-Level Task Force on the Global Food Crisis had enhanced collaboration among the Rome-based agencies.
12. The Board commended the report and stressed the value of inter-agency cooperation, while asking to be provided with further examples of it. Several Board members requested that future reports be more analytical and results-based rather than providing an account of activities. Some questioned whether WFP's involvement in such a wide range of areas would prevent it from concentrating on its mandate of saving lives in crisis situations. The Board expressed satisfaction regarding increased funding from private donors and called attention to the role of trust funds, especially in Latin America.
13. In response, the Secretariat emphasized that ECOSOC had set the report format, which focused on development; given the importance of WFP's humanitarian efforts these had also been mentioned in the report. Outcomes and beneficiary numbers were reported in WFP's Annual Performance Report. Following up the request of the Board, the Secretariat would include more analytical and qualitative information in future reports to ECOSOC and the FAO Council. WFP was engaged in development and other issues in response to demands for its extensive field-based and operational experience to be brought to the table, including in areas such as peacebuilding and responses to climate change – which have implications for hunger and food security, and WFP's food and nutrition assistance operations. WFP was supporting community-based responses to climate change through infrastructure projects and awareness raising about its implications; the Secretariat would welcome informal panel discussions with the membership on the issue. A report on joint directions for Rome-based agency collaboration would be presented at the Board's 2009 Annual Session in June.

POLICY ISSUES

WFP Gender Policy (2009/EB.1/3)

14. The Secretariat introduced the policy document, which took into consideration comments made by Board members at a consultation in January. The policy followed approval of WFP's new Strategic Plan, and focussed especially on Strategic Objective 1 – Save lives and protect livelihoods in emergencies. It was the result of a participatory process involving review of partners' gender policies, and consultations with NGOs, the Board and others. The policy replaced the previous WFP gender policy, building on its strengths and addressing the challenges, especially those cited in the evaluation of the



former policy. Innovations in the new policy included: i) a greater emphasis on addressing gender-related protection issues, especially in camp settings; ii) better integration of gender perspective in HIV and AIDS programmes, further involving men and boys in nutrition, health education and care-giving activities; and iii) use of school feeding as one way to promote gender equality. WFP would also strengthen its institutional support for gender mainstreaming through capacity development, reinforced monitoring and accountability, and advocacy efforts. Gender issues would be integrated into the training for country directors. The next step was to develop the gender corporate action plan, which would be linked to the Strategic Results Framework.

15. The Board commended WFP for the policy, welcoming its inclusion of capacity-building, monitoring and evaluation, its addressing of violence, the clear responsibility it gave to top management at WFP for implementing the policy and efforts to increase the involvement of men and boys in gender issues. Some members, however, felt that gender mainstreaming in emergencies was not adequately addressed in the document. It was further noted that the issue of sex for food was not explicitly mentioned. There was concern over the fact that gender balance in staffing at the managerial level still remained a challenge. Members also requested more information about how staff and partner capacity-building would be implemented and funded. Members urged working in partnership with other United Nations organizations and it was suggested that the Rome-based agencies consider developing a joint gender policy. The Board looked forward to the forthcoming gender corporate action plan referred to in the policy and expressed willingness to be engaged in informal consultations during the formulation process.
16. In response to the Board's concerns, the Secretariat explained that its protection interventions would start with assessments and reviews in camps situations, and capacity-building. It would be vigilant that project documents addressed gender issues adequately. New tools were being developed, and informal consultations and continued dialogue with the Board would help in monitoring the policy's implementation. WFP had funds to start the capacity-building process, including for training country directors, but a more detailed assessment of needs would be carried out in relation to the corporate action plan. The Secretariat renewed its commitment to addressing the issue of sex for food.
17. The importance attached by Board members to the corporate action plan was reflected in a revised decision adopted by the Board.

WFP Policy on Disaster Risk Reduction (2009/EB.1/4)

18. Introducing the document, the Secretariat emphasized that it had benefited from inputs from within WFP and the informal consultations with the Board. The aim of the policy was to enhance the capacities of national governments and communities with a view to enhancing their ability to develop disaster risk reduction (DRR) systems. WFP's extensive experience and field presence constituted a considerable comparative advantage in this respect, but an essential basis of the policy was partnerships with expert organizations in order to develop understanding of risks and embed DRR in national programmes. WFP's focus in DRR would be: i) reducing hunger risks, using vulnerability assessments and early-warning systems to help governments to institutionalize a culture of resilience; ii) supporting livelihood adaptations and physical preparedness such as land terracing and water management; and iii) developing detailed disaster management plans in line with national frameworks. The implications of climate change were being borne in mind. The Secretariat thanked Board members for their inputs, which had resulted in several improvements in the paper.



19. The Board commended the quality of the document. Several members gave strong emphasis to the centrality of partnerships, particularly because of the requirement for expertise in various fields outside WFP's core business, and urged that WFP define its role in the overall scheme of DRR with a view to maximizing complementarity with other actors such as FAO, the International Fund for Agricultural Development (IFAD), the Office for the Coordination of Humanitarian Affairs (OCHA), the International Strategy for Disaster Reduction (ISDR) and the United Nations Development Programme (UNDP). Board members identified a clear need to ensure that WFP's DRR policy was expressed in internationally recognized terminology so that there could be no room for misinterpretation or confusion, and in particular so that governments could understand what was being proposed. It was also important to define the ways in which DRR might be mainstreamed into WFP operations.
20. Questions were raised regarding costs to WFP and funding for DRR, which some Board members felt should be part of WFP's regular budget. The Secretariat was asked to clarify references to changes in humanitarian thinking and to define more fully its work with the other Rome-based organizations. The value of WFP's experienced field staff was noted, and some Board members stressed that countries with experience of DRR had already shared trained and experienced personnel with governments coping with the threat of disasters. Several members urged the Secretariat to discuss the proposals at a consultation with experts before the Annual Session and explore more fully the links between the DRR proposals, development work and WFP's special competencies, with a view to defining intervention criteria and instruments. The alignment of DRR with Strategic Objective 2 was noted; Board members stressed the need to recognize that each country would have its own DRR needs and that access to appropriate technologies would have to be arranged.
21. In response, the Secretariat assured the Board that the DRR proposals were not intended as an extension of WFP's commitments: they were a part of its core activities in addressing hunger. The need was for a collaborative and coherent United Nations approach to DRR to address the documented increase in natural disasters and invest in prevention. The Secretariat was already looking at ways of mainstreaming DRR and was working on intervention criteria. The Secretariat also responded in detail to questions from Board members, and agreed that the terminology used should be aligned with internationally recognized norms. The DRR proposals would be discussed further with partners and experts from all regions, as recommended by the Board, in order to develop a more systematic and integrated approach.

Strategic Results Framework (2009/EB.1/5)

22. The Secretariat presented the Strategic Results Framework (SRF), which included changes made on the basis of Board comments made during informal consultations in December 2008. The SRF was a core component of WFP's accountability framework and performance measurement system; it helped align projects with the Strategic Objectives through the use of measurable outcome- and output-level indicators. As the Board had observed during previous consultations, the framework provided the flexibility to adapt to different situations, while ensuring the stability that permitted comparisons across projects and programmes. The Secretariat appreciated donor technical feedback on many aspects of the SRF. WFP field offices had already begun to collect indicator data for the 2009 report.
23. Changes made since the last consultation included a greater focus on the nutrition status of women in emergencies; more emphasis on risk preparedness, rather than impacts; collection of more data on internally displaced persons (IDPs) and assets; and consideration of quality issues in assessing local procurement. Challenges identified had



included how to treat the mid-upper arm circumference (MUAC) indicator; the need to develop methodologies for capturing asset scores; measuring retention levels in school feeding interventions; and indicators for measuring capacity development.

24. Logical frameworks for all new projects would reflect the revised SRF; the *Indicator Compendium*, which included additional details, would be published in the following weeks. Next steps included supporting field offices' use of the framework, developing a performance management strategy to ensure that lessons were learned from past experience and looking at transition indicators. The Secretariat emphasized its interest in remaining engaged with the Board on the SRF.
25. The Board welcomed the SRF as providing a good reporting system for its members and WFP management that translated WFP's mandate into tangible outcomes. Members requested more details on government involvement in developing the indicators and how indicators related to the United Nations Development Assistance Frameworks (UNDAFs) and WFP country programmes and suggested that national-level capacity-building go beyond exit strategies. Members noted the lack of a timed implementation plan, and of essential baseline data for several indicators. The SRF would require systems at the country level to ensure that all relevant data were available; national governments would be partners in achieving objectives and flexibility should be ensured for adapting to countries' different needs. Members expressed concern that some outcomes depending on external factors would be difficult to attribute and that the costs of surveys and expertise could be an obstacle. The Board looked forward to seeing the *Indicator Compendium* and appreciated the invitation to contribute to revisions of the SRF.
26. Responding to the Board's remarks, the Secretariat mentioned its new country strategy documents, which would help to identify who was hungry, where the hungry were, and which tools would best help alleviate hunger. Successful use of the SRF would depend on the involvement of host governments and United Nations country teams, and would be linked to the UNDAF and Poverty Reduction Strategies. Some projects would have additional indicators, for example, to measure the impacts of local procurement on local markets. Baseline surveys were becoming more common; all emergency operations and protracted relief and recovery operations (PRROs) were preceded by assessments. When outcomes could not be fully attributed, WFP could still be reported as having made a contribution. To reduce costs, WFP used information from others' surveys or extrapolated results from samples.
27. The Board requested an update on the SRF and its implementation at EB.1/2010, along with details about lessons learned during the roll-out.

RESOURCE, FINANCIAL AND BUDGETARY MATTERS

Fourth Update on the WFP Management Plan (2008–2009) (2009/EB.1/6)

28. The Secretariat presented the documents Fourth Update on the Management Plan (2008–2009) and Additional Information on the Third Update on the Management Plan (2008–2009), along with details on the General Fund and interest income performance requested by Board members during the recent informal consultation. The two documents had been reviewed by the FAO Finance Committee and the Advisory Committee on Administrative and Budgetary Questions (ACABQ). Both committees appreciated the additional information and the Secretariat's response to their questions and concerns; their suggestions would be incorporated into future updates.



29. Figures in the fourth update were current as of 30 November 2008. The 2009 requirements had declined by US\$948 million compared to requirements outlined in the third update, mainly because of lower food prices. However, new operational requirements of US\$449 million had increased the Programme of Work to a total of US\$10.85 billion – not including US\$80 million for more recent projects such as in Gaza. Losses on investments during 2008 of US\$20 million were described in the context of over US\$300 million in gains during the preceding four biennia, affecting the unearmarked portion of the General Fund; these and longer-term losses affecting staff liabilities were viewed as reasonable by the Audit Committee. WFP had revised its investment strategy to further protect its assets, particularly by: i) reducing the short-term investment portfolio; ii) following more conservative investment guidelines; iii) shifting to government-backed bonds; and iv) increasing the balance in money market accounts. Final figures for 2008 would be presented in the audited financial statements at the Board's Annual Session in June 2009.
30. The Board appreciated the level of detail provided, requested that such detail be provided in future reports and encouraged ongoing dialogue on the Management Plan. Members also commended WFP's more conservative approach to investments; they requested information on trends and greater justification for certain priorities covered by the Programme Support and Administrative (PSA) budget. They encouraged WFP to continue pursuing innovative funding mechanisms and sources, noting the increased support from private donors; it was important for donors to commit to longer-term funding to provide WFP with further cost-reducing options. Members suggested that greater transparency and communications would increase Board understanding and support of the Management Plan. It was requested that the Secretariat provide information concerning forecasts, including of future staff needs, price trends, the cost implications of the use of ready-made food products and the likely impact of the global financial crisis. The Board also took note of the comments of the ACABQ and the FAO Finance Committee.
31. Responding to the Board's comments, the Secretariat stated that it was relatively confident that projections were realistic and that investment figures would improve over the year. It clarified that: i) the increased operational costs were based on approved budget revisions for existing programmes; ii) further details on operations were available in project documents, while cost comparisons with previous years and other details were included in the Annual Performance Report; and iii) lower costs allowed for greater programme coverage. With reference to staffing priorities, the evaluation function had been supported through an additional US\$1 million in PSA funding; the success of private-sector fundraising was made possible by advocacy work by fundraising and communications staff. Models would be explored for including in the Management Plan a budget for unforeseen emergencies. Future management plans would have yearly figures; compliance with International Public Sector Accounting Standards (IPSAS) required comparisons of actual and budgeted expenditures for each year. The Secretariat was very willing to continue to provide the higher level of details shared at the current session and to engage the Board in dialogue concerning future updates and the next Management Plan.

WFP Audit Committee Terms of Reference (2009/EB.1/7)

32. The President introduced the External Audit Advice Paper concerning the Audit Committee, part of WFP and United Nations System work to improve governance mechanisms. The Executive Board Bureau had been working on the issue for some time and had requested the report, which had been discussed by the membership at an informal consultation and reviewed by the ACABQ and FAO Finance Committee. The External Auditor presented his commentary on the importance, principles and terms of reference for an independent Audit. Given that WFP already had an Audit Committee, his recommendations were based on best practices and identified changes that would ensure that the Audit Committee complied with these. These would include making the Committee independent of the Secretariat, reporting and providing independent expert advice to the Board and the Executive Director. This would improve accountability and transparency within WFP and enhance the integrity and credibility of its governance structures.
33. The Board welcomed this step towards improved governance and oversight in WFP. The Audit Committee's unbiased advice would be a risk-management tool for the Executive Director and would provide the Board with an independent view on the effectiveness of the Programme response. While some members sought to accept the proposed terms of reference and start implementing them as quickly as possible, others felt that clarification was needed and that the terms should be revised in light of Board comments. Members emphasized the need for regular Audit Committee reports and full respect for confidentiality.
34. In response, the External Auditor stated that there was no single right approach. Some Board questions were addressed in the report or the terms of reference themselves; part of an efficient Audit Committee's role was self-assessment and monitoring of its own terms of reference. Terms in office should be limited to ensure that members continued to challenge procedures. By reporting appropriately on internal and external audit reports to the Executive Board, audit committees contributed to transparency while protecting confidentiality.
35. Following consultations, the Board resumed its discussion, asking that the following issues be reflected in the revised terms of reference: i) both internal and external audit reports would be considered by the Committee; ii) "use of resources" would be deleted from the language in paragraphs 1 and 2 (b); iii) Committee member term renewal would not be automatic but subject to an assessment of members' contributions during their first term; iv) members would be allowed to attend by video conference but a quorum must be physically present at meetings, one of whom was to be the Chair; v) the Committee Secretariat function was to be carried out by WFP staff that were not part of internal audit; vi) attendance by WFP staff at Committee meetings would be at the invitation of the Committee Chair; vii) the Board was to approve the appointment of Committee members on the proposal of the Executive Director; viii) the External Auditor was to summarize the criteria for selection of Committee members in the terms of reference; and ix) due regard must be paid to equitable geographic representation on the Committee. The Board also asked the WFP Secretariat in consultation with the Audit Committee to provide an analysis and recommendation on the question of honoraria for Audit Committee members. Appointments under the new terms of reference would be phased in as members of the existing Audit Committee completed their terms. Former members of Permanent Representations or the WFP Secretariat were not to be appointed to the Committee until a two-year period had elapsed after relinquishing those responsibilities. Finally, the



experience with the Audit Committee would be reviewed and presented to the Annual Session in 2010.

36. The Executive Director expressed her appreciation for the work of the Audit Committee and was confident that the Board would also benefit from it. An Audit Committee under the revised terms of reference would mean that WFP continued to lead on issues of best practices in governance and oversight within the United Nations System.

Appointment of the External Auditor (2009/EB.1/8)

37. The Secretariat presented this item, which sought to bring WFP's procedure for appointing an External Auditor into line with those of other United Nations agencies, as part of the harmonization of financial regulations.
38. The Board welcomed the use of a competitive bidding process for selecting an External Auditor and approved the proposal. Most members agreed that eligibility be restricted to national auditing organizations; one member expressed regret that private-sector auditors were not to be included in the competition.
39. The Secretariat noted the Board's comments and clarified that the current External Auditor would be eligible to compete in the next selection process.

Report of the External Auditor on Preparedness for IPSAS and WINGS II and Response of the WFP Secretariat (2009/EB.1/9)

40. In presenting the Report, the External Auditor stressed that the adoption of IPSAS was an important element in United Nations reform. WFP aimed to be the first United Nations entity to conform to these international standards. Compliance with the standards would lead to improved financial reporting, better financial management, increased transparency and better-informed decision-making. The timetable for implementation was tight, and the Secretariat was addressing issues that remained to be resolved. The "dry run" accounts for January to September 2008 were being used to develop WFP's capacity to handle IPSAS. The External Auditor's recommendations were to be seen as a constructive contribution towards ensuring that WFP could achieve full IPSAS compliance, managing the significant changes involved. An important element in transition towards IPSAS was the upgrade of WINGS II.
41. The implementation of WINGS II had been subject to delay and changes to scope of the project, increasing costs from US\$39 million to US\$56.5 million. The External Auditor's view was that the patchwork of legacy systems had rendered reliable financial reporting in compliance with IPSAS a more fragile, problematic and cumbersome process than would be the case under a fully implemented WINGS II environment.
42. In relation to IPSAS, the Secretariat accepted all recommendations made by the External Auditor and informed the Board that actions had already been taken to begin addressing all recommendations. In relation to WINGS II, the Secretariat appreciated the need to have the system up and running as soon as possible, but it was also very important not to risk going live too early. If deployed too early without the full and final testing risks were higher than for a slightly later go-live date. The Secretariat accepted the recommendation to quantify the savings and benefits from the implementation of WINGS II. There was expected to be a productivity dip after go-live, but the Secretariat was fully confident that WINGS II would bring significant benefits within less than a year. A baseline assessment would be made prior to go-live and a further measurement taken in 2010.



43. The Board welcomed the document and appreciated the efforts made by the Secretariat in implementing IPSAS. Members of the Board appreciated the improved governance and oversight resulting from IPSAS adoption. The Secretariat addressed IPSAS-related inquiries related to implementation costs, timeline, readiness and cooperation with others in the United Nations System.
44. Some members asked about whether WFP considered changing software provider, how much the solutions were going to cost and whether contractors could be penalized for failing to deliver. Others expressed concern regarding the delays in deploying WINGS II, urging rapid incorporation of deferred functionalities. Board members asked for clarification of the management responsibilities for WINGS II introduction, a costed timetable of deferred functionalities and an assessment of the savings realized by the new system.
45. In response to the Board's questions, the External Auditor noted the importance of specifying the basis for accounting and observed that the financial regulations simply needed to specify that IPSAS was the framework used. He noted that in the processes under consideration there were inevitable costs, but that these were not expected to have an adverse effect on operations.
46. Concerning WINGS II, the Secretariat stressed that it would go live by mid-year and would be within the budget allocated by the Board. The Secretariat also stressed that the interim stock valuation solution was robust and much better than the manual solution; it could continue to be used indefinitely in some smaller offices that did not have good connectivity. SAP had stopped supporting the WFP-customized version of the software, but WINGS II would be based on a newer version which was fully supported and would be easier to upgrade in the future.

EVALUATION REPORTS

Summary Evaluation Report Nicaragua Emergency Operation 10700.0 and Immediate Response Emergency Operation 10695.0 (2009/EB.1/10) Summary Evaluation Report Madagascar PRRO 10442.0 (2009/EB.1/11)

47. Introducing both evaluations, the Director of the Office of Evaluation (OEDE) noted that they had been carried out under the Evaluation Quality Assurance System introduced in 2008 to ensure systematic and robust coverage of evaluation criteria. Evaluations of smaller operations were valuable for the country offices involved, which could learn from them and enhance future interventions. Discussing the two evaluations at the same meeting also allowed comparison of an emergency operation (EMOP) response and a PRRO. Both evaluations had found that there was a need to set very clear objectives, use the same results indicators and improve monitoring systems; the fact that more beneficiaries than anticipated had been reached with the amount of food originally planned could be seen as an example of efficiency, but might have other implications in terms of effectiveness.
48. The Nicaragua evaluation had found that the operations were relevant to the situation, had clear objectives and were aligned with WFP's mandate and the actions of the Government and the United Nations. The evaluation had found that the logistics element of the operations had been particularly successful; the asset creation was also successful, but there was uncertainty as to the effectiveness of the nutrition element.



49. The Board welcomed the summary evaluation document, and commended the country office on its focus on alignment with government and donor policies and with WFP's Strategic Objectives. Board members urged WFP to follow up the recommendations rigorously, particularly in terms of local purchasing and involving local authorities in programming activities. Board members also cautioned that the chronic food and nutrition needs and expected natural disasters in Nicaragua and the region as a whole would require larger-scale long-term interventions in collaboration with partners. Board members approved the recommendation to use proxy indicators as necessary and noted the need to balance ration quantity with quality; clarification was sought as to consultation with partners on ration issues. Some concern was expressed that a PRRO had been suspended during the EMOPs: Board members urged that emergency needs should not impinge on ongoing operations. Some Board members urged WFP to involve a wider range of partners to ensure that all available expertise was exploited and for future evaluations to provide greater analysis of WFP effectiveness in addressing the specific needs of women and girls. The need to collect outcome-level results was noted, and there was a recommendation that monitoring should be improved, for which funding should be found in the PSA budget.
50. In response, the Secretariat thanked the Board for its inputs, which would be given careful consideration, and noted that there were regular emergency preparedness exercises in the region in view of the known risk from hurricanes. The evaluation recommendations were such that they could be implemented without undue difficulty. OEDE was looking into the possibility of real-time evaluations to better cover emergency responses. With respect to gender, evaluation guidelines required focusing on gender and it was a matter of getting the evaluation teams to do so. The Secretariat's response to evaluations would be coordinated and monitored through the new Performance and Accountability Management Division.
51. The evaluation of Madagascar PRRO 10442.0 had been requested by the Madagascar country office. The PRRO was designed as a mechanism for responding to recurrent crises in Madagascar more rapidly than through repeated EMOPs; the evaluation found it had been effective in achieving its joint objectives of protecting lives in crisis situations and enhancing resilience to shocks. In spite of its flexible design, its estimates of beneficiary numbers and resource needs had proved accurate. Its targeting was good in terms of geographical area and consistency with assessments and government policy. Rations were well designed, and responses were appropriate and sufficiently flexible to respond to varying needs. However, the PRRO's objectives were very generic and lacked clear indicators and synergies with WFP's country programme. The PRRO design was also complicated by seeking to deal with both slow- and rapid-onset emergencies in different areas of Madagascar. Logistics were good, but what to do with unused pre-positioned food stocks had proved a challenge. The PRRO had helped to reduce household food expenditures and child malnutrition rates, and to stabilize prices. The recovery objective of food-for-work (FFW) activities was harder to assess because these interventions had concentrated on shorter-term asset improvements rather than the building of infrastructure.
52. While recognizing the PRRO's progress in achieving objectives and reducing the need for repeated EMOPs in countries vulnerable to recurrent shocks, the Board underlined lessons that could be learned for future PRROs. These included ensuring that objectives were not too generic to be measured, addressing issues of data scarcity, developing ways of estimating beneficiary numbers as accurately as possible, and addressing challenges with the pre-positioning of food stocks. The evaluation had also found no clear indication of how the PRRO contributed to longer-term recovery. Members encouraged WFP to strengthen its partnerships with NGOs, including through ensuring adequate reimbursement rates. A budget increase from US\$13 to US\$29 million dollars made it



difficult to draw conclusions about financial management of the PRRO. The Board encouraged WFP to take a more active role in donors' efforts to improve early-warning systems.

53. WFP undertook to consider these points in future project planning. An upcoming audit of WFP's Madagascar operations would examine the PRRO budget increase, making it possible to assess financial management of the PRRO. OEDE sought to select evaluation team members with as wide a range of skills and expertise as possible, but to limit costs compromises had to be made based on the main technical requirements of each project.

REGIONAL PRESENTATIONS — WEST AFRICA; SOUTHERN, CENTRAL AND EASTERN AFRICA; THE SUDAN

54. The Regional Director for West Africa observed that in spite of estimates of good harvests, the prices of sorghum, maize and rice remained high; governments had already introduced protectionist measures in an attempt to secure food stocks. Remittances, on which many households depended, were in decline, and falling demand for products such as cotton and palm oil was threatening livelihoods. Conflicts were impeding development, with attendant insecurity for humanitarian staff. The Regional Director noted the instability in the Central African Republic that was increasing food insecurity, WFP's work with partners and governments to support refugees in Cameroon, the situation in Guinea following the recent coup, and falling gross domestic product (GDP) in Liberia. WFP's work in the region was helping governments to prevent violence stemming from frustration among unemployed young people. Regional challenges also included crop infestation, flooding and drought; WFP's responses focused on saving lives; addressing malnutrition, HIV and tuberculosis; building infrastructure and water controls; and food-for-work schemes for planting trees.
55. The Regional Director for Southern, Central and Eastern Africa (OMJ) drew the Board's attention to challenges facing the region, including the global financial crisis, high food prices, conflict and an increasing number of disasters connected with climate change. WFP was supporting governments in the region in developing safety nets by responding with specific, measurable, attainable, relevant and time-bound (SMART) programmes to enhance household and community resilience to shocks; activities included increasing local and regional procurement, school feeding and others. P4P incentives were helping farmers to increase cereal production and compete in local markets; in cases where food availability was not problematic, cash and voucher programmes were stimulating markets. Projects were under way to reduce environmental damage and rehabilitate degraded land using water harvesting and land-management schemes to enhance livelihoods. In Kenya, nutrition in refugee camps was being improved with micronutrient sprinkles and dried fish. Across the region, decreasing remittances had major food security implications for families who depended on them; new emergency operations would be required to cover the growing number of needy people. In the Horn of Africa, conflict, high prices, disease, reduced trade, displacements and pressures on land and water resources had increased hunger and malnutrition; an estimated 60 million people would need food assistance in 2009. Conflict was displacing large numbers of people in the Democratic Republic of the Congo, Uganda and neighbouring countries. Inter-agency plans for the Great Lakes area were being developed to enhance food security to deal with a very complex set of issues over an immense geographic area. In Zimbabwe, many families were reduced to one meal a day and the number of vulnerable people requiring food and nutrition assistance was rising; WFP expected to reach 5.1 million beneficiaries in early 2009, but there was a



US\$65 million shortfall in funding for the operations. WFP was also providing transport and warehousing services to concerned agencies involved in assisting cholera patients.

56. The Regional Director for the Sudan (OMS) noted that in Darfur WFP was reassessing its intervention strategy now that refugee camps had stabilized, with markets and livelihood activities; food security had improved, but not sustainably. Remittances, which provided significant income, were declining. Monitoring of the rural population would be increased to improve targeting, and ration scales and composition would be reviewed along with the ration card system. Challenges in 2009 included finding resources to support demobilized combatants and working in insecure conditions under threat from armed groups. Local procurement was being implemented where possible, and WFP was working with the Government to try to keep prices down. The Humanitarian Air Service operation, on which many organizations depended for access, was only 27 percent funded, and WFP had been obliged to increase the fees for using it.
57. The Board appreciated the thorough analyses of the situations presented by the Regional Directors. Board members noted the major contributions by some donors to the Sudan operations, which supported 4 million beneficiaries, and praised the decision to increase local purchases, which could help with the establishment of a strategic grain reserve. The importance of protecting food producers in insecure areas was noted by several members. A question was raised as to the effects of AIDS on operations in the regions. Other members asked for clarification regarding the use of CERF and other funding mechanisms. Board members noted with approval that development projects such as water harvesting, land terracing and planting were under way in many locations.
58. In response to the Board's questions, the Regional Director for OMJ undertook to report back on the AIDS issue. It was noted that CERF funding of US\$25 million had been obtained for work in the Sudan in 2008; figures for 2009 were not yet available. The Regional Director for OMS reiterated that the improvements in coping mechanisms and camp conditions were not sustainable; the essential requirements for resolution of problems in the Sudan were security, political will and reconciliation.

SOUTHERN, EASTERN AND CENTRAL AFRICA REGIONAL PORTFOLIO

Protracted Relief and Recovery Operations – Kenya 10666.0 (2009/EB.1/12)

Protracted Relief and Recovery Operations – Uganda 10121.3 (2009/EB.1/13)

59. Apologizing for the lateness of the documents, the Secretariat explained that the documents had been removed from the approval procedure and were being presented at the session for consideration only. It assured the Board that measures had been taken to ensure that the situation would not be repeated. The Secretariat proposed that the Board's comments, along with observations made in writing before the end of February 2009, be incorporated into the documents, which would then be submitted for the Board's approval by correspondence, in line with the established procedure. In the case of the Kenya PRRO, the revised document would take into consideration the results of an assessment underway at the time of the Board meeting.
60. The Regional Director introduced the two documents emphasizing that they had been designed with stakeholder participation, were geographically targeted, gender-sensitive, cost-effective and used SMART interventions. The Kenya operation consisted of a three-point strategy to: i) support the Government in the development of a social protection strategy for vulnerable groups including women, orphans and other vulnerable children;



- ii) provide relief to save lives and protect livelihoods; and iii) develop resilience to shocks by supporting the creation of household and community assets (the recovery component). The Uganda PRRO aimed to save lives among IDPs and refugees through general ration distributions and innovative use of seasonal cash transfers, complementary inputs to partners, community-based approaches and provision of supplementary and therapeutic feeding. Locally available foods would be used when possible.
61. Members of the Board regretted that the lateness of the documents had given members very little time to study them. It was noted that Executive Board Rules of Procedure stipulated that documentation should normally be made available four weeks before the beginning of a Board session. A mechanism for making comments and approving the operations would have to be agreed during the ongoing session. In the case of Uganda, the Board expressed interest in taking the opportunity to look at the entire Uganda “package” consisting of PRRO 10121.3, the draft country programme and the foreseen EMOP.
62. With regard to Kenya PRRO 10666.0, Board members noted that the Government of Kenya was fully involved and that the operational partners had experience in the country; there was also general acceptance of the innovative and cost-effective approaches proposed. Further details regarding the water-harvesting component were requested. Members noted the innovative proposal to use the carbon credit system, observing that it was essential to ensure that the communities involved fully understood it. Board members suggested that care would be needed to avoid duplication of activities, while ensuring that all areas were covered, and a question was raised as to the exact definition of the beneficiary groups. Some members suggested that a greater focus on the needs of women and a clearer hand-over strategy would enhance the operation.
63. The Board noted with approval that Uganda PRRO 10121.3 was designed to support the Government, which was creating a framework for implementation and mobilizing resources. Board members also noted that the PRRO was aligned with Strategic Objective 1, MDG 1 and WFP’s gender policy, and that it was based on community participation with women in many leadership roles. The Board took special note of the inclusion of P4P and local procurement activities. Members observed that an effective strategy was needed to resolve the problems causing continued displacement of IDPs and refugees.
64. In response to the Board’s questions about the Kenya PRRO, the Secretariat stated that the water-harvesting techniques had been developed and tested in the Sahel, with good results in terms of environmental conservation, improved pasture and increased crop production. A hand-over strategy would be developed as the operation progressed, taking into consideration issues of security and the development of coping mechanisms.
65. Regarding the Uganda PRRO, the Secretariat stressed that it had been designed in collaboration with donors and United Nations organizations and was aligned with WFP’s Strategic Plan. Given the changing situation in Uganda and the Board’s and partners’ interest in working with a new PRRO, it was essential that implementation should start as soon as possible to achieve the stated aims. The Secretariat assured the Board that all relevant factors were being considered, and that assessment of the operation would be undertaken jointly with partners.
66. The Board took note of the two documents and requested the Secretariat, on an exceptional basis, to revise the PRRO documents taking into account the comments of the Board during the session and those submitted by the end of February 2009, along with discussions at informal consultations to be arranged in the coming weeks. The PRROs



would then be submitted for approval by correspondence. The Board emphasized the exceptional nature of the procedure and the decisions were modified accordingly.

REGIONAL PRESENTATIONS — MIDDLE EAST, CENTRAL ASIA AND EASTERN EUROPE; LATIN AMERICA AND THE CARIBBEAN; ASIA

67. The Regional Director for the Middle East, Central Asia and Eastern Europe (OMC) noted that food and fuel prices had doubled in some countries in the region, with inevitable negative effects for the most vulnerable. In particular, the situation in Gaza was critical. Emergency supplies were arriving in spite of significant difficulties, and 3,165 mt of food had been distributed; WFP was facilitating transport of essential humanitarian supplies, including for other agencies through the logistics cluster. Future plans for post-conflict interventions in Gaza included support for reconstruction and agricultural regeneration in partnership with FAO. A major problem, however, was the US\$63.3 million shortfall in funding; donors were urged to make funding available. In Kyrgyzstan and Tajikistan income from remittances had fallen sharply, and high prices and bad weather had combined to increase food insecurity. The Kyrgyzstan EMOP targeted 580,000 rural people; the expanded Tajikistan PRRO was covering close to 1.2 million people. In Yemen high food prices had contributed to making 7.4 million people (one out of three) food-insecure; floods had affected a further 22,000. The Yemen country programme supported 1.5 million beneficiaries, including Somali refugees. The regional EMOP was providing assistance to 750,000 IDPs in Iraq and 362,800 displaced Iraqis in Syria. In Algeria, school feeding and relief rations were supporting refugees in the camps at Tindouf. General food distributions (GFDs) were being carried out in 16 refugee camps in Iran; in Georgia GFD was combined with cash transfers to enable families to purchase food in a programme with UNICEF and the Office of the United Nations High Commissioner for Refugees (UNHCR). Various innovative programmes were under way or proposed in the region, including partnerships for food security and projects for capacity-building and information management.
68. The Regional Director for Latin America and the Caribbean (OMP) reported that the outlook for 2009 was not encouraging. Food prices remained high because improvements in international markets had not reached local markets, while effects of the global financial crisis such as increased unemployment and reduced remittances contributed to food insecurity. There was a fear that malnutrition, social instability and massive migration could result from the spiral of reduced GDP, leading to reduced social investment and increased vulnerability to crises and undernutrition. WFP programmes in partnership with governments were addressing the needs of 7.9 million people. The United Nations Humanitarian Resource Depots (UNHRDs) had helped to distribute food in the region, and cooperation agreements were being developed to address hunger and malnutrition by enhancing governments' capacities. WFP was increasing its local food procurement with a view to stimulating markets and was supporting governments in programmes for women's education, school feeding, and vulnerability analysis and mapping (VAM), among others. Funding of US\$194 million was needed to sustain current work and increase assistance for governments.
69. The Regional Director for Asia (OMB) noted that WFP aimed to provide food for 2.9 million people in Afghanistan in 2009. Staff security was a major challenge: the 8,900 security incidents in 2008 meant that fewer NGOs would assign staff to Afghanistan, and no improvement was foreseen for 2009, particularly in view of the expected increase in international military involvement. WFP was working with the Government to reduce



risks, for example by running food convoys with police escorts, but humanitarian staff were being targeted for attack. Wheat prices had risen by 60 percent in a year; a national risk assessment had shown that 68 percent of the population had poor access to food and that food insecurity was increasing. The Afghanistan PRRO faced a funding shortfall of 67 percent. In Pakistan, conflict in North West Frontier Province and the Swat valley was contributing to increased vulnerability, with high risk of attacks on United Nations staff. Few IDPs lived in camps, which made them difficult to reach; the current need was to work with the Office of UNHCR to locate and register IDPs. An estimated 7 million people needed assistance, but programmes in Pakistan were only 32 percent funded. The volatile situation in Sri Lanka had resulted in large-scale displacement, but access to IDPs in the north was still limited. Funding was needed to cover the needs of 1.2 million people, with programmes 88 percent unfunded. In the Democratic People's Republic of Korea (DPRK), only 5 percent of the US\$504 million required for the emergency operation had been funded. The DPRK authorities were not allowing access to many areas, so only 2 million people of the estimated 6.2 million in need were being reached. Rations and beneficiaries had to be prioritized, the number of international staff had been reduced and sub-offices closed; pipeline breaks were inevitable.

70. The financial crisis was having negative effects everywhere: food prices were high, remittances were down and exports were declining. Budget revisions had taken lower prices of some commodities into account to generate cash to purchase food, and WFP was in partnerships to develop pilot schemes for new ways of contracting and for conserving stocks to ensure reliable supplies. In India, WFP was working with the government of Orissa to reduce fraud and abuses in food assistance programmes by using biometric approaches such as iris scanning and fingerprinting to identify beneficiaries and stakeholders, and bar codes to identify resources. Other states and countries were interested in view of the large potential savings.
71. The Board expressed its appreciation for the thorough description of WFP's work in the regions. Several Board members reiterated the need for urgent funding for WFP operations in the Occupied Palestinian Territory, where conditions had deteriorated sharply and a major problem was the limited number of crossing points into Gaza; they wondered about the potential effects of the elections in Israel on operations. The project in Orissa was praised for its innovative approach, and Board members noted that it had considerable potential for scaling up and application in other countries; a request was made for further details. Some Board members asked for clarification of WFP's plans in Latin America and the Caribbean in 2009, especially with regard to rehabilitation and recovery from natural disasters and the estimated numbers of beneficiaries.
72. In response, the Regional Director for OMC stressed that in spite of limited resources WFP was committed to continuing its interventions in the Occupied Palestinian Territory: programmes would be adjusted to meet emerging needs, monitoring was being enhanced and partnerships were being put together with OCHA and the United Nations Relief and Works Agency (UNRWA) to address the issue of access. The limiting factors were staff shortages and lack of funding. The Regional Director for OMP reiterated that the economic crisis was also a food security issue given the importance of remittance income. The needs were for cooperation among countries in the region to mobilize resources and for urgent funding to sustain ongoing programmes.



MIDDLE EAST, CENTRAL ASIA AND EASTERN EUROPE REGIONAL PORTFOLIO

Budget Increases to Protracted Relief and Recovery Operations – Tajikistan 10603.0 (2009/EB.1/14)

73. The Secretariat presented the budget increase, which was required because Tajikistan had been particularly badly hit by the fuel and food price increases of 2008, with staple food prices rises of up to 130 percent; poor harvests and harsh weather conditions had further stretched household coping capacities. Most people were spending more on food but eating less, and many were consuming stocks or selling assets they could not replenish. Reduced iron, protein, vitamin and mineral intakes were exacerbating already unbalanced diets and increased migration was an indication of the seriousness of the situation. One third of the population was food-insecure, including 800,000 severely food-insecure people. A United Nations flash appeal had been launched in February 2008; WFP had implemented two nationwide food security assessments during 2008.
74. The budget increase was a response to provide for increased beneficiary numbers and food needs, mainly for school feeding and vulnerable feeding, and a PRRO extension to late 2009. Further extensions were likely to be required for another two to three years, as WFP could not foresee programme phase-down before then. The PRRO focused on recovery through food for education, food for health, supplementary and therapeutic feeding, and vulnerable feeding for seasonal food insecurity, including the provision of take-home rations for secondary schoolgirls during the lean period. Tajikistan had suffered from a lack of donor funding in the past, but this situation had started to improve in 2008.
75. The Board commended WFP's food security efforts in Tajikistan, which provided good practices that could be adopted by others. It urged coordinating with IFAD, which was launching a new project in the country, and suggested that WFP consider cash distributions in future interventions.
76. The Secretariat thanked the Board for its comments. The UNDAF process in Tajikistan was on schedule; the regional bureau was looking forward to receiving technical assistance offered by a donor for cash and voucher programmes.

ADMINISTRATIVE AND MANAGERIAL MATTERS

Reports by the Joint Inspection Unit Relevant to the Work of WFP (2009/EB.1/15)

77. Introducing the document, the Secretariat stressed that WFP maintained an excellent relationship with the Joint Inspection Unit (JIU), which was the only United Nations external oversight body. Its recommendations were presented in the customary format, in line with WFP and JIU practice. The JIU reports and notes relevant to WFP addressed issues related to liaison offices, progress towards MDG 6, joint United Nations responses, United Nations common services in Nairobi and a review of United Nations Humanitarian Air Service (UNHAS) activities. Only one report issued in 2008 had a recommendation addressed to the governing body of WFP, which was the report on liaison offices.



78. The Board welcomed the document. Some members requested clarification as to when full implementation of the recommendations could be expected, particularly those relating to the rationalization of field presence and lacunae in the United Nations oversight system. Board members applauded the creation of an Ethics Office and asked when mandatory ethics training would become mainstreamed in WFP. Some members suggested that WFP's Goodwill Ambassador programme should be reviewed with a view to making it more effective.
79. In response, the Secretariat assured the Board that all the JIU recommendations would be addressed and implemented as soon as practicable. WFP was working on harmonization with the United Nations Evaluation Group (UNEG), but the issue was complex and no timetable had been set. Ethics training in WFP would start during 2009, and would become a mandatory element of staff development in the near future. Clarity on how the terms "UNAIDS" and "UNAIDS Secretariat" were used in the JIU report had been raised in the joint response prepared by the UNAIDS Secretariat and all ten Cosponsors. With regard to oversight lacunae in the United Nations System, WFP had implemented most of the recommendations. Some recent actions included the approval of principles for terms of reference of the Audit Committee, and the terms of appointment of the External Auditor approved by the Board. Evaluation in WFP would remain a separate function with its own budget and a direct reporting line to the Executive Director; the spirit of the JIU recommendations would be respected. The recommendations on financial disclosure would be fully implemented in 2009. A policy for disclosure of information would be prepared for the consideration of the Board in 2009; the Executive Director had fixed a term limit for the Inspector General and Director of the Oversight Services Division.

OTHER BUSINESS

Report on the Joint Meeting of the Executive Boards of UNDP/UNFPA, UNICEF and WFP (2009/EB.1/17)

80. The former President of the Board presented a report on the meeting, which took place on 26 January 2009 to discuss food security and harmonization among the organizations. Food security discussions focused on population growth and rapid urbanization, and on the effect of high food prices on food and nutrition security. Harmonization discussions focused on business practices and reinforcing state capacity. Case studies from Tajikistan and Mozambique were also presented. A joint report of the meeting would be agreed upon by the presidents of the Boards and circulated to the membership.



LIST OF ACRONYMS USED IN THIS DOCUMENT

ACABQ	Advisory Committee on Administrative and Budgetary Questions
CERF	Central Emergency Response Fund
DPRK	Democratic People's Republic of Korea
DRR	disaster risk reduction
ECOSOC	Economic and Social Council of the United Nations
EMOP	emergency operation
FAO	Food and Agriculture Organization of the United Nations
GDP	gross domestic product
GFD	general food distribution
IDP	internally displaced person
IFAD	International Fund for Agricultural Development
IPSAS	International Public Sector Accounting Standards
ISDR	International Strategy for Disaster Reduction
JIU	Joint Inspection Unit
MDG	Millennium Development Goal
NGO	non-governmental organization
OCHA	Office for the Coordination of Humanitarian Affairs
OEDE	Office of Evaluation
OMC	Regional Bureau Cairo
OMJ	Regional Bureau Johannesburg
OMP	Regional Bureau Panama City
OMS	Regional Bureau Sudan
P4P	Purchase for Progress
PRRO	protracted relief and recovery operation
PSA	Programme Support and Administrative
SMART	Specific, Measurable, Attainable, Relevant and Time-bound
SRF	Strategic Results Framework
UNDAF	United Nations Development Assistance Framework
UNHCR	Office of the United Nations High Commissioner
UNICEF	United Nations Children's Fund
WHO	World Health Organization
WINGS II	WFP Information Network and Global System II