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Summary of the work of the 2022 second regular session of the Executive Board

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Summary of the work of the 2022 second regular session of the Executive Board

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Current and future strategic issues

2022/EB.2/1 Opening remarks by the Executive Director

1. The Executive Director opened his remarks by commending WFP staff in the field, who were working to address increasing levels of need in what could be the worst global humanitarian crisis since the Second World War, with WFP responding to 23 level 2 and level 3 emergencies in 2022 alone. He said that WFP was reaching more than 130 million direct beneficiaries a year, but 349 million people remained at risk of starvation. The global situation was likely to get worse until at least 2024 as the current challenge of food price inflation gave way to food scarcity resulting from fertilizer price rises caused mainly by the war in Ukraine. As a result smallholder farmers, particularly in Africa, would probably plant fewer crops than usual, and a USD 2 billion fertilizer shortage would mean the loss of up to 20 percent of food production.
2. Addressing the threats was vital to the safety and security of not only the nations directly affected but also those to which people escaping hunger were likely to migrate, and the Executive Director called for strategic financing, attention and collaboration from donors to maximize the effectiveness and efficiency of the available resources. He thanked the many donor countries that had increased their contributions to WFP and partners over the previous year. WFP's projected revenue for 2022 was between USD 12.2 billion and USD 13 billion, including about USD 1 billion from international financial institutions, up from USD 19 million four years earlier.
3. In a normal year 400 million people relied on food exports from Ukraine. The Russian Federation and Ukraine together produced 30 percent of the world's wheat supply and 20 percent of its maize, while the Russian Federation was the world's largest exporter of fertilizers. The war in Ukraine therefore had repercussions for global food availability, and renewing the Black Sea Grain Initiative, which enabled the export of grains and fertilizers from Ukraine, was essential. WFP and its humanitarian partners were advocating that renewal, and participants at a recent meeting of United Nations Member States held in New York had discussed how to make use of the 283,000 mt of Russian fertilizers held in Europe. As a result, the fertilizer had been donated to WFP and a first shipment had been delivered to Malawi.
4. There was more promising news from Ethiopia, where the Executive Director had recently met the Prime Minister. Following the signing of a peace treaty between the federal and Tigray authorities the resolution of access and other issues seemed imminent, and positive developments in the restoration of essential services and the disengagement of troops had stimulated an increase in contributions to WFP programmes in Ethiopia as donor confidence returned. The Executive Director hoped for a similar outcome in Yemen.
5. Conflict was not the only cause of crisis, however, and 2021 was the first year in which more people had been displaced by the effects of climate change than by conflict, including in drought-hit countries in Africa, South America and Central America.
6. Turning to internal issues, the Executive Director said that the proportion of women in the WFP workforce continued to rise, with women holding 42 percent of positions worldwide: 39 percent of national level positions and 47 percent of international level positions.
7. In concluding, the Executive Director called on donor countries to provide more flexible funding to facilitate WFP's efforts to break down the humanitarian and development "silos", and he urged the humanitarian community to cooperate and coordinate more closely in making optimum use of available resources.

8. Board members, including one speaking on behalf of a list and one on behalf of a group of countries, praised the Executive Director and the staff of WFP for their work in assisting the world's most vulnerable people, mentioning in particular WFP's emergency responses in flood- and conflict-affected countries and its commitment to mainstreaming cross-cutting issues such as gender, protection, accountability and disability inclusion into all of its work. One Board member suggested that multilateral funding be tapped to finance work on those issues.
9. Many Board members welcomed WFP's increasing work on building resilience and addressing the root causes of crises, including through engagement with partners at the humanitarian-development-peacebuilding triple nexus and the mainstreaming of anticipatory action. Board members said that WFP was ideally suited to play an important role in working with partners at the triple nexus and in resilience building. They called on management to define that role carefully, taking into account WFP's mandate and comparative advantages and demonstrating the added value of WFP's involvement. A number of Board members encouraged WFP to continue to leverage its partnerships to maximize the availability of funding, the efficiency of resource use and the sustainability of outcomes, including by facilitating South-South and triangular cooperation and localized response. One Board member looked forward to the development of WFP's resilience policy and another recommended that WFP develop a localization policy. Several Board members said that the recently launched Changing Lives Transformation Fund would support WFP's implementation of the triple nexus approach.
10. The increasing frequency of climate emergencies made preparedness and anticipatory action more important than ever, and Board members commended WFP for raising international awareness of the crucial role that humanitarian actors could play in supporting climate adaptation interventions for the world's most vulnerable people. They encouraged WFP to consider climate resilience during the design and implementation of all of its programmes.
11. Many Board members condemned the war in Ukraine as one of the causes of the current global price inflation and resulting food crises. There were calls for a strong international response to the crisis, with a number of Board members also urging the international community to ensure that the Ukraine response did not drain resources from vital humanitarian responses in other parts of the world. Many Board members applauded the Black Sea Grain Initiative and its success in stabilizing food prices and ensuring exports of grain from Ukraine, two thirds of which had gone to developing and low-income countries. They thanked the Executive Director and staff of WFP for their role in facilitating those exports and expressed support for the full implementation and extension of the initiative beyond its current expiration date.
12. With many donor countries facing fiscal pressure and WFP facing an increasing funding gap, Board members encouraged WFP to continue to prioritize the people and communities with the most acute needs and to diversify its sources of funding, including in the private sector and through partnerships and South-South and triangular cooperation arrangements. A number of Board members welcomed WFP's increased engagement with, and receipt of funding from, international financial institutions but said that it was important for WFP to understand the significant implications of that engagement for WFP operations and strategic priorities, in particular its resilience policy and programmes. WFP needed a firm evidence base to enable effective and efficient implementation of country strategic plans (CSPs) and the scale-up of appropriate interventions, and one member welcomed WFP's emphasis on evaluation as a source of valuable evidence and learning.

13. Turning to internal issues, many Board members mentioned the need for WFP to ensure that it had the human resources, internal systems and policy framework needed for effective implementation of the strategic plan for 2022–2025. They welcomed the recent revision of several key policies and the growing attention to workforce planning and workplace culture throughout the organization. Several Board members urged management to begin the appointment process for a new Executive Director and to fill other critical vacant senior positions as quickly as possible, taking into account the need for gender parity and equitable geographic representation.
14. Many Board members outlined their countries' achievements in mitigating food insecurity and poverty at home and in contributing to efforts to do likewise in other countries. Given the unprecedented level of need, a number of Board members called on the international community to increase its support for humanitarian and development work, including through innovative action and political decision making. More specifically they urged donors to provide more unearmarked, multi-year and flexible funding, including for WFP's resilience programmes.
15. During the discussions several Board members said that countries had to adhere to international humanitarian law and thus allow full and unhindered humanitarian access to people in need and to guarantee the safety of humanitarian workers. A few said that the international sanctions imposed on certain countries were disrupting international food supply chains and discouraging donors from supporting life-saving programmes in those countries.
16. The Executive Director thanked Board members for their comments and for their countries' support of WFP.

Special address by the Vice-President of Colombia

17. Owing to a number of important events that required her presence in Colombia, Her Excellency Francia Elena Márquez Mina, Vice-President of Colombia, was unable to attend the session in person. She therefore addressed the Board via video link.
18. She began by stating that addressing global, regional and national food insecurity was a key priority for her country's Government, which, led by President Gustavo Petro, was focusing its efforts on responding to the current food sovereignty crisis in Colombia by rebuilding and strengthening local and national food production systems. Improving access to food was an essential part of that work and required the Government and its partners to address key issues such as the availability of safe drinking water, particularly in rural areas; ongoing armed conflict and the full implementation of the recent peace agreement with the Revolutionary Armed Forces of Colombia; inequitable access to land ownership and tenure, particularly among indigenous and Afro-descendant people and smallholder farmers; and increasing prices for food, fertilizers and other agricultural inputs.
19. Progress had been made in recognizing the land tenure rights of indigenous and Afro-descendant people and smallholder farmers, and further developments were expected over the coming months. However, the Vice-President stressed that in addition to securing access to land, vulnerable communities also needed support in creating enabling conditions for increased food production in a participatory and sustainable manner. Towards that end, the Government was working to enhance the availability of irrigation systems and agricultural inputs, as well as to strengthen public procurement of food for family welfare programmes from smallholder farmers. As the main breadwinners and family heads among most indigenous and Afro-descendant households, women were central to those efforts.

20. The Vice-President affirmed that food assistance programmes should involve not just delivery of food to a country but also efforts to facilitate local development, including by building capacity to process agricultural products. In closing, the Vice-President said that Colombia's fertile land and rich biodiversity gave the country a unique potential for enhancing agricultural and food production and sovereignty and that her country's Government looked forward to working with WFP and other United Nations entities to ensure that food was accessible to all and that children would no longer die of hunger in Colombia.
21. Three Board members, speaking on behalf of their lists, thanked the Vice-President for her statement and commented on the relevance of Colombia's experience to the region and the world. One said that the focus on indigenous and Afro-descendant communities was of particular interest to countries in other regions with significant indigenous populations, which had often maintained traditional knowledge and farming practices that made them valuable partners in ensuring food security. Women had an important role in the transmission of traditional knowledge to future generations, and it was important to support indigenous communities in preserving and disseminating their traditional practices, including through the digitization of knowledge for use in wider education.
22. Praising Colombia for hosting refugees and displaced people and integrating them into host communities, another list representative said that the situation in Colombia called for action at the humanitarian-development-peace nexus and the leveraging of WFP's mandate to change as well as save lives. His list supported WFP's work in country capacity strengthening and South-South and triangular cooperation in the areas of disaster risk reduction, social protection programmes and the building of resilience to climate change. List members were also committed to advocating greater inclusion of the voices, perspectives and knowledge of women, indigenous people and other vulnerable population groups in the work of the Rome-based agencies.
23. The third list representative said that the experience of indigenous and Afro-descendant communities in Colombia illustrated the importance of maintaining international support for countries in Latin America and the Caribbean, where the needs of vulnerable people and communities were often overlooked. Resilience building interventions in particular should be focused on indigenous and Afro-descendant women in rural areas, who were the leaders of their communities and had an important role in helping to maintain and strengthen those communities.
24. The Vice-President listed some of the challenges that her Government faced in addressing hunger and malnutrition in Colombia, including armed conflict, drug trafficking and the increasing impact of climate change, which had a disproportionate effect on vulnerable and marginalized people. As an Afro-descendant woman herself, she spoke on behalf of those women, men, girls and boys who did not have the opportunity to speak themselves, and she looked forward to working with Colombia's partners to strengthen the country's food production capacity and sovereignty.
25. The Executive Director thanked the Vice-President, saying that he looked forward to enhanced collaboration with her, President Petro and the Government of Colombia to ensure that the country achieved its objective of zero hunger in the very near future.

Operational matters

Oral global overview on humanitarian needs and operational concerns and priorities

26. Describing the severity of food insecurity around the world, the Deputy Executive Director, Supply Chain and Emergencies Department, called for a new model of engagement that would foster positive feedback loops in humanitarian, development and peacebuilding work. He also said that it was necessary to protect WFP from liability when the organization

- had to negotiate with non-state armed groups in order to assist vulnerable food-insecure communities in areas affected by conflict and violence. He also reported significant challenges related to the availability of specialized nutritious foods, the production of which was insufficient to meet global needs; WFP was exploring short-term procurement solutions through the Global Commodity Management Facility to cover a shortfall of 24,000 mt for 2022 and was working to support the manufacture of such products in the Global South.
27. Between January and October 2022 WFP had assisted 133 million people, including through scaled-up responses in Afghanistan, Ethiopia, Somalia, South Sudan and Yemen. The organization was on track to reach its target of 160 million people by the end of the year.
 28. Board members commended WFP for its work in crisis response, anticipatory action, resilience building and risk mitigation and management in the context of the grave state of global food security. One member invited the Deputy Executive Director to say more on what was needed to address the root causes of the global food crisis. Another asked how WFP would ensure that its staff had the right skills given the growing importance of cash-based assistance, resilience building and nutrition activities.
 29. Several Board members praised WFP's approach to prioritization, with one recommending a gender-transformative approach and another requesting more detail about how WFP was prioritizing in the face of large funding shortfalls. One member speaking for a list called for more flexible, non-earmarked and front-loaded funding for rapid emergency response, noting with concern that almost all regions were facing funding gaps of over 50 percent. One member said there was a need for joint efforts to ensure operational efficiency and for the inclusion of local organizations, in particular women-led organizations, in project design and implementation.
 30. Board members encouraged WFP to improve synergies between the Rome-based agencies and stronger partnerships across the international development community to facilitate implementation of the multisectoral approaches needed to achieve the Sustainable Development Goals (SDGs). They welcomed WFP's partnerships with other United Nations entities and its efforts to support governments, donors and international financial institutions with the prioritization of assistance.
 31. Focusing on risk, one Board member urged WFP to ensure that it had adequate capacity and resources for the oversight and management of the unprecedented amount of funding received in 2022. She cautioned that the scale-up of WFP operations could increase the risk of sexual exploitation and abuse and urged WFP to put systems in place to prevent and address it; transparency was key, and all incidents that could affect programming or beneficiaries should be timely reported to donors.
 32. Regarding specialized nutritious foods, one Board member encouraged WFP to consider paying producers in advance in order to overcome the impact of inflation on the price of the ingredients. Another asked whether regional directors could play a role in exploring procurement options for such foods in their regions.
 33. One Board member called for more efforts to broaden the donor base, in particular to secure funding from international financial institutions and private donors. Another asked how flexible funding could increase the impact of WFP operations on the ground and build the capacity of implementing partners.
 34. Addressing questions related to inter-agency synergies and partnerships, the Deputy Executive Director, Programme and Policy Development Department, described her recent joint trip to the Horn of Africa with the Deputy Executive Director of the United Nations Children's Fund (UNICEF), which had been an opportunity to see how to optimize the partnership between the organizations in the field. The mission had underscored the importance of the quality of assistance as well as the quantity; the value of integrated services that took a unified approach to malnutrition treatment; and the need to scale up

- support for livelihoods using a systems approach with government partners and international financial institutions.
35. Turning to staff skills, the Deputy Executive Director, Programme and Policy Development Department, said that WFP required more nutritionists, conflict analysts and people able to work on strengthening national systems for delivering assistance. On challenges related to specialized nutritious foods she explained that WFP was exploring ways to help producers increase their output. The Deputy Executive Director, Supply Chain and Emergencies Department, added that WFP was already working on small-scale projects to produce such foods in Africa, with a plant in Ghana poised to export its first 400 mt of specialized nutritious foods for WFP operations in Afghanistan. Established producers were also being given more accurate estimates of future demand to guide their investment and expansion decisions. In the meantime, WFP was considering other assistance modalities to overcome temporary shortages of these products, for example by using cash-based transfers in Somalia in conjunction with campaigns to raise awareness of child nutrition.
 36. On the action needed to address the root causes of the global food crisis, the Deputy Executive Director, Supply Chain and Emergencies Department, pointed to ongoing dialogue among academics on the concept of the “polycrisis”, suggesting that the Rome-based agencies could draw on this work to inform the design of multisectoral integrated programming.

Regional overviews

Southern Africa portfolio

37. In his regional overview the Regional Director for Southern Africa reported that since 2010 the number of food-insecure people in the region had risen from 24 million to 60 million. The Democratic Republic of the Congo, one of the richest countries in terms of natural resources, accounted for 26 million of that total.
38. Food security was a top priority for governments in a region that was rich in agriculture, water and human capital and should be capable of feeding its people. Even apart from conflict and climate change, food systems in the region were fundamentally vulnerable because they relied on smallholder farmers whose traditional methods could not be scaled up. While high youth unemployment was a major concern, young people were not interested in agriculture as it was currently practiced. An agricultural transformation was needed, using innovation and technology both to increase production and to attract young people to farming.
39. There had been recent positive developments in the region. The establishment of the African Continental Free Trade Area provided an opportunity to increase production and trade within the region. In June 2022 the African Union Assembly had noted with appreciation the Kinshasa Declaration on Rural Transformation adopted at the third Africa Rural Development Forum in January of that year, which WFP and the New Partnership for Africa's Development had been asked to implement. In September, ministers responsible for hydrometeorological services and disaster risk management in the Southern African Development Community (SADC) had adopted the “Maputo Declaration on the Commitment by SADC to enhance Early Warning and Early Action in the Region”.
40. There were also a number of promising initiatives under way such as a rapid rural transformation project in southern Madagascar, where four villages without sources of energy were being provided with solar panel kits to supply the energy needed for water, digitalization and extension services, with the aim of demonstrating that transformation was possible when villages had access to power and water.
41. Recent discussions had taken place with the presidents of Madagascar and Mozambique and the Vice-President of Angola on how to prioritize food security interventions. In

Mozambique WFP was working with the International Organization for Migration and national authorities on implementing disaster risk management, and a verification and registration exercise for displaced people in Cabo Delgado province was being undertaken. With regard to the changing lives aspect of its mandate, WFP was working with governments to encourage them to allocate resources to WFP work on national priorities. The Government of South Africa had recently allocated financing for joint work with WFP to share technology and capabilities in order to address the country's priority issues. In addition, WFP had recently signed a memorandum of agreement with the African Continental Free Trade Area secretariat, the African Union and the African Export Import Bank on the disbursement of USD 2 billion in funding set aside by the bank for smallholder farmers.

42. Overall, the regional director said, he was optimistic. The coronavirus disease 2019 (COVID-19) pandemic and recent conflict had given governments a deeper appreciation of the consequences of hunger and the urgency of addressing food insecurity. Governments were also beginning to recognize the power of young people and women, creating opportunities that would support WFP efforts to address food security in the region.
43. Members, including one speaking on behalf of a list, thanked the regional director for the update and WFP for its continued work to tackle hunger in the region and welcomed the various initiatives to transform rural areas and modernize agriculture to address the challenges faced by smallholder farmers and make the sector profitable and attractive to young people. They suggested various avenues for strengthening WFP's food system transformation efforts, including closer work with the other Rome-based agencies, expanded South-South knowledge-sharing and promotion of organic farming and indigenous crops. One member said that transforming agriculture was a task for the entire United Nations system, as well as other development partners and national governments, and another that transformation efforts would fail unless rural development was considered as a whole, encompassing the ecology, production and historical and other values of a given area.
44. One member expressed concern regarding the escalation of human trafficking in the region while commending WFP on its efforts to sensitize staff and provide protection and support services to victims of sexual exploitation and abuse. Another said that it was important for WFP to continue to invest in early recovery support for the region.
45. Responding to member comments, the regional director acknowledged that land tenure was an important aspect of rural transformation and assured members that WFP was working closely with the African Risk Capacity Group in the area of risk and early recovery.

Oral report on the Executive Board field visit to Mozambique

46. The President provided an informal report on a field visit to Mozambique by members of the Executive Board in late October 2022, for which a formal written report would be presented at the Board's 2023 first regular session.
47. The President and Executive Board members from Côte d'Ivoire, Canada, Germany, Norway, Hungary and Argentina had been accompanied by Mozambique government representatives, the WFP Regional Director for Southern Africa, the Country Director for Mozambique and the Board Secretary. The main objective of the visit had been to observe the implementation of the recently approved CSP for Mozambique and to explore how WFP projects and programmes benefited communities. The visit had enabled the Board members to discuss opportunities and challenges in the implementation of the CSP with Mozambique government officials, United Nations country team members, non-government partner agency staff and WFP staff.
48. In the Cabo Delgado district, where WFP was supporting 1 million people internally displaced by natural disaster and armed insurgency, Board members had observed WFP's emergency

- response and its approach to strengthening resilience to natural disasters and climate-related stresses, including social protection, school feeding and climate smart agricultural initiatives. In Tete province they had observed WFP resilience-related social protection, school feeding and climate smart agriculture activities.
49. The President reported that WFP was facing challenges in meeting the needs of internally displaced persons in Cabo Delgado due to insufficient resources and the rising cost of supplies; USD 60 million would be needed to continue delivering life-saving food and nutrition to 1 million people from January to March 2023. WFP was also awaiting government approval of a vulnerability-based targeting survey that was needed for prioritization. With regard to preventing sexual exploitation and abuse, WFP's work on managing the United Nations hotline was greatly appreciated by its partners. Board members had also found that the WFP leadership team in Mozambique was attentive to gender equality considerations, with sufficient human capacity to make all aspects of WFP programmes gender smart.
 50. WFP was clearly the strongest United Nations system actor in the northern part of the country, often present in areas where few other international entities appeared to be operational, leading to requests from governments and beneficiaries that would be best directed elsewhere. For instance, while WFP's resilience work in the Tete district appeared to be effective there were questions about its sustainability and the extent to which WFP efforts were compatible with other agencies' development investments in agriculture and infrastructure. The World Bank, the Food and Agriculture Organization of the United Nations (FAO) and the International Fund for Agricultural Development (IFAD) would be appropriate partners in the development of large-scale irrigation, roads and machinery, but greater coordination was required.
 51. In general, WFP was positively focused on stimulating the local economy through cash transfer programmes and local procurement for school meals, with emphasis on building the capacity of local non-governmental organizations. Board members had found that WFP was delivering life-saving and life-changing programmes across the country despite the complex operational environment. The field visit had provided them with a clearer sense of WFP operations on the ground and deeper insights into the challenges and opportunities faced by WFP, its partners and its beneficiaries.
 52. At the conclusion of his report, the President invited other Board members who had participated in the visit to share their views.
 53. The member from Canada endorsed the President's description, saying that the trip had been a rewarding and valuable opportunity to see WFP staff in action and recommending that other members participate in future Board missions. She suggested that joint meetings with the other Rome-based agencies to discuss Rome-based agency collaboration be held at the outset of future country visits, noting that many Board members also sat on the boards of the other Rome-based agencies. She also recommended that the gender policy be applied more creatively at the country level, such as by bringing women smallholder farmers into value chains as vendors to encourage and foster their engagement; that WFP's resilience building service package be clarified; and that the President of the World Bank be invited to a session of the Board to discuss the World Bank's engagement with WFP and other United Nations agency partners in these contexts.
 54. Speaking on behalf of the Government of Mozambique, Mr Dalepa Stanley Luis Dalepa, Deputy Permanent Representative of Mozambique, thanked the Executive Board for the recent visit to the country, which he described as an opportunity to strengthen cooperation between the Government and WFP. He expressed appreciation for WFP's humanitarian and technical assistance, financing and food security development, school feeding and resilience programmes, and he reiterated the Government's commitment to working closely with WFP in implementing the CSP for his country approved in June 2022.

Latin America and the Caribbean portfolio

55. The Regional Director for Latin America and the Caribbean began the overview of her region with an update on Haiti, which was experiencing a new surge in violence and social instability due to the activities of organized crime groups and violent demonstrations in response to rising fuel and other prices, depreciation of the currency against the dollar and insecurity. The recent adoption of United Nations Security Council resolution 2653 had opened the door to sanctions against the leaders of armed groups. Meanwhile, Haiti had 4.7 million people in Integrated Food Security Phase Classification (IPC) phase 3 or higher, and for the first time in Haiti and the entire region there was a population in IPC phase 5, in Cité Soleil, Port-au-Prince. In addition, there were 700 confirmed cholera cases, and a shortage of fuel, drinking water and vaccines increased the risk of the disease spreading.
56. WFP had declared a corporate scale-up in Haiti and since September had been assisting 150,000 people as part of the emergency response. It had also supported its partners in Haiti through the transport of passengers, inputs and supplies from a base in the Dominican Republic. Unfortunately, two WFP warehouses had been damaged in looting that had been partly instigated by radio stations.
57. Another country of particular concern was Cuba, which had structural problems and had been severely affected by the COVID-19 pandemic, rising inflation, the Ukrainian crisis and, most recently, Hurricane Ian. Together with the Government, WFP was strongly focused on disaster preparedness and food pre-positioning. Since the hurricane WFP had complemented the Government's monthly food basket, distributing rice and oil to more than 500,000 people and providing mobile warehouses, cooking kits and tents. Between January and October WFP had assisted 680,000 people, more than the number planned for the whole year.
58. Overall, Latin America and the Caribbean was facing development setbacks, including in food security and nutrition. Regional growth was expected to be just 0.8 percent between 2014 and 2023, and economists anticipated a lost decade ahead. There was an urgent need to move forward with a multidimensional measurement of development that did not exclude middle- or high-income countries. The external debt in many Caribbean countries was well over 90 percent of gross domestic product, and the region was dealing with polycrises, with the post-pandemic recovery hampered by the situation in Ukraine, a worse-than-average hurricane season, climate change and one of the world's largest migration crises.
59. In terms of food security, domestic food prices did not reflect the recent drop in international grain prices, and the decline of many local currencies had hit countries that were net food importers especially hard. Production shortages in some staple crops were also driving up local food prices. Fertilizer shortages and climate shocks were expected to reduce corn, rice and wheat production, and countries were considering shutting down food exports. Rising energy, transportation and fertilizer costs would continue to affect food production and prices; the region had the second-lowest fertilizer self-sufficiency rate in the world, importing 78 percent of its fertilizers. The situation would deteriorate if the current scenario persisted, driving the number of severely food-insecure people as high as 13 million. Since the beginning of the year the number had already increased by 2 million, to 10.6 million.
60. The situation had had a strong impact on WFP operations. WFP had directly assisted 6 million people with food and cash-based transfers since January to ensure that local markets could continue to operate and had reached millions more through technical assistance, service provision and government social safety networks. Cash-based transfers and food costs were expected to rise 10 percent owing to inflation, which would prevent WFP from reaching 800,000 planned beneficiaries. The country offices in Haiti, El Salvador, Colombia and Guatemala had recently increased the value of their transfers by 20 to

- 50 percent to cover the cost of the food basket. WFP had food supply agreements in the region that had helped to mitigate the impact of the crisis by ensuring price stability over the term of the agreements; nevertheless, the 58,000 tons of food purchased in 2021 would have cost USD 15 million more in 2022.
61. The number of hurricanes in the Caribbean Sea had been higher than normal. Of note were Hurricanes Bonnie and Julia, whose unusual trajectories possibly showed a change in hurricane patterns. The storms' impact on the coasts of Central America had ravaged the region, especially in indigenous and Afro-descendant communities. A rapid needs assessment indicated that 1.3 million people had food needs arising from those disasters. WFP, together with governments, had assisted 800,000 people since the beginning of the hurricane season and supported governments in preparing for future needs. Following Hurricanes Fiona and Ian, WFP had assisted 500,000 people in the Dominican Republic and Cuba. In the current season, in addition to food, WFP had contributed through innovation in the use of parametric insurance; in Nicaragua and Belize, for instance, there was a non-profit risk pooling mechanism that provided insurance against catastrophe risks.
 62. The combined effect of the climate crisis and the pandemic had led many households to migrate in search of jobs. Between September 2021 and 2022, the number of migrants had risen 37 percent at the border between Mexico and the United States of America and 73.5 percent at the Darién crossing on the border between Colombia and Panama. WFP was doing what it could to address the situation.
 63. WFP was working with governments in Guatemala, El Salvador and Honduras, the World Bank, private insurance companies and other actors in the private sector as part of the Partnership for Central America, a consortium that would improve access to insurance for smallholder farmers and the most vulnerable in those three countries. A multi-donor trust fund would fund 2 million farmers each year in an effort to improve the financial resilience of vulnerable people in Central America. WFP was collaborating with the Central American Integration System to strengthen institutional capacity for the control and monitoring of food security in member countries, with a particular focus on IPC and the issuance of alerts to guide decision making.
 64. WFP was also working to generate evidence and to position food security as a central theme in forums of the Community of Latin American and Caribbean States, the Organization of American States, the Caribbean Community and the Association of Caribbean States. In partnership with FAO and IFAD, WFP was leading a regional coordination group linked to the 2021 United Nations food systems summit, which to date had allowed the reactivation of 14 country road maps. Countries of the region were also working to further the aims of the summit's school meals coalition.
 65. WFP's needs in the region had increased to USD 861 million in 2022 but only 62 percent of that amount was expected to be secured by year-end. Host countries in the region had invested USD 117 million in WFP in the current year through direct contributions and the provision of services but faced major challenges owing to inflation and limited fiscal space; meanwhile traditional donors were reducing their presence in the region due to other global priorities.
 66. As a final comment, the regional director raised the issue of inequality, saying that national data masked the nutritional inequality faced by indigenous and Afro-descendant peoples in the region. To address the issue, WFP had developed specific cross-cultural strategies with indigenous and Afro-descendant communities, seeking to adapt to their needs while incorporating ancestral knowledge.
 67. Members thanked the regional director for her presentation and WFP for its work in the region, highlighting its emergency response work in Haiti and for migrants and refugees in Colombia, Ecuador and Peru; its role in providing logistics and transportation support for

the broader humanitarian community; its rapid scale-up of assistance in response to tropical storms Ian and Julia; its implementation of the school feeding programme in the Bolivarian Republic of Venezuela; and its analysis of the specific needs of indigenous and Afro-descendant people. They also affirmed their commitment to continued cooperation with and support for WFP in tackling the region's complex issues.

68. Members echoed the regional director's concerns, in particular regarding migration in the region. One said that rising migration should be countered by more monitoring and evaluation, innovation and research, greater use of technology to support implementation of public policies, programmes and projects and better use of resources, adding that much like Africa Latin America needed agricultural transformation. Another suggested that the classification of people as migrants and non-migrants be avoided in favour of language expressing human rights and shared concerns regarding the climate crisis.
69. One member said that a complete solution for the region required broader dialogue with the United States, Canada and regional cooperation mechanisms to find a new approach to middle-income countries.
70. The regional director thanked members for support provided for Haiti. She confirmed that the United Nations Humanitarian Air Service currently had sufficient funding in place but had launched a funding appeal in anticipation of higher spending, adding that WFP's role in Haiti as a provider of humanitarian logistics was crucial. She reported that the loss of USD 4.5 million of food from looted warehouses was being addressed through insurance claims. On the question of migration, she agreed that it was important to address it through programmes that built resilience and livelihoods and said that the Changing Lives Transformation Fund was an important mechanism for doing so.

Asia and the Pacific portfolio

71. In his overview of the region, the Regional Director for Asia and Pacific said that 70 million people there were living in acute hunger, three times as many as in 2019. Debt-stressed governments were struggling to respond to needs and the food security situation in many countries was likely to deteriorate further. In 2022 WFP had reached 31 million people across the region with direct transfers.
72. In Myanmar, continuing population displacements, constrained humanitarian access, inflation and funding shortfalls were exacerbating the crisis, leaving 15 million people food insecure. WFP had reached 3 million people in 2022 but had lost access to 120,000 owing to conflict in Rakhine State. A new law obliging non-governmental and civil society organizations to register with the de facto authorities, the blacklisting of Myanmar by the Financial Action Task Force and the planned 2023 elections were all likely to affect the economy, people's incomes and the response capacity of the humanitarian community. WFP was assisting 900,000 Rohingya refugees in Bangladesh but would run out of funding at the end of February 2023.
73. A September 2022 flood in Pakistan had affected 33 million people and left one third of the country under water. The Government's social protection system was assisting nearly 18 million people with cash transfers, while WFP had reached 2.3 million facing emergency levels of food insecurity, was providing logistics services for the humanitarian response and planned to expand the supply chain for specialized nutritious foods.
74. In Afghanistan WFP had reached 22 million people with food and cash-based assistance, including 500,000 with resilience building and food systems projects, including 40,000 women. Ongoing challenges included a rise in violence, interference with humanitarian access, the exclusion of women and girls from secondary education and much of the workforce, and the arrival of winter. WFP had pre-positioned food for 1.5 million people in remote areas, but an additional 14 million people were in desperate need; the

- 2022 humanitarian response plan was only 50 percent funded, and WFP had a funding shortfall of USD 1.4 billion for the following six months.
75. In Sri Lanka WFP had assisted 450,000 people and planned to reach 3.4 million in early 2023. It was providing cash-based transfers for 675,000 people and, in the coming weeks, would provide school meals for 1.1 million children and raw materials for a government specialized food processing factory. WFP was also assisting in the retargeting and enhancement of social protection and other assistance programmes.
 76. Board members praised WFP for its role in the collective humanitarian response in the region, particularly following the floods in Pakistan, addressing needs and supporting governments in strengthening social protection systems. The linking of emergency humanitarian assistance to long-term development programming was essential in helping to alleviate the root causes of food crises. Many Board members highlighted what they described as their countries' strong partnerships with WFP in the region.
 77. One member encouraged WFP to strengthen its partnerships with governments and local communities with a view to maximizing the effectiveness of its support in the region; to continue to prioritize life-saving humanitarian assistance in Myanmar while seeking to mitigate the impact of the international restrictions on the national economy; and to pursue efficiencies in order to mitigate the effects of pipeline breaks in Bangladesh. Urging Member States to increase their contributions to WFP, the same member recommended that WFP communicate more effectively regarding the trade-offs and prioritization that budget shortfalls made necessary.
 78. Responding to questions raised, the regional director said that WFP took trade-offs into account in its work on prioritization and efficiency. The linking of short-term emergency and long-term development interventions had been facilitated by the adoption of the humanitarian-development-peace nexus approach and the increased focus on resilience building in government social protection programmes. WFP's Pakistan response provided a good example of a rapid switch from emergency response to recovery and reconstruction.
 79. Predictable funding was essential to resilience building. The need for humanitarian response had risen significantly, but WFP continued to emphasize the strengthening of country capacity, social protection and climate change adaptation in all of its core programmes. WFP's resilience building work included joint programming with FAO on rural reconstruction, water harvesting and irrigation in Afghanistan and partnerships with international financial institutions, host country governments and national and international NGOs.
 80. Information about forthcoming harvests would be available once analyses of fertilizer availability and the potential impact on harvests were completed. Limited fertilizer availability would reduce productivity and yields.
 81. The Sri Lanka programme provided an example of WFP's involvement in the targeting of social protection programmes, with WFP distributing cash-based transfers through the Government's national social protection network using its own socioeconomic targeting. To encourage the participation of women and girls in WFP programmes and their own communities, WFP gave them larger transfers and incentives, as in Afghanistan and Pakistan.
 82. There were clear signs of rising hardship in the Pacific small island developing states, and inflation rates of 25–35 percent in a small number of states were resulting in changed consumption patterns, increased negative coping strategies, depleted savings, increased debt and reduced expenditure on healthcare and education.

Middle East, Northern Africa and Eastern Europe portfolio

83. The Regional Director for the Middle East, Northern Africa and Eastern Europe outlined the situation in the region, where six active and simmering conflicts and the effects of climate change were among the drivers of growing population displacement, reduced food production and increasing hunger. The number of food-insecure people in the region was 54 million, up from 34 million prior to the COVID-19 pandemic.
84. The Government of Ukraine, with bilateral donor support, was the largest provider of social services in Ukraine, with international humanitarian assistance filling the gaps. WFP was providing in-kind food and cash-based assistance for 3 million of the 17 million people directly affected by the war and was supporting the Ministry of Social Policy in the integration of 16 benefits under its social safety net into one system. WFP's assistance and purchases through the Black Sea Grain Initiative had injected USD 600 million into the Ukrainian economy. A WFP-led humanitarian blockchain initiative on the coordination of cash-based transfer programmes had helped to generate savings of USD 35 million over five months, enough to support an additional 185,000 people for three months. The onset of winter was likely to increase the number of people requiring assistance, and WFP needed USD 677 million to fund its operations for the next six months.
85. After presenting a short video on the links between climate change and food security, the regional director highlighted the countries in the region that were highly dependent on food imports and therefore very vulnerable to price shocks. The regional director shared that, according to a recent report issued by the World Bank, 4 of the 10 countries across the globe hardest hit by food inflation were in the region – the Islamic Republic of Iran, Lebanon, the Republic of Moldova and Türkiye. The Syrian Arab Republic and Yemen had not been considered in the report due to a lack of official data. The cost of WFP's operations in a number of countries had increased by between 20 and 30 percent, forcing WFP to reduce its food rations and cash-based transfers.
86. The regional director then outlined WFP's operations in individual countries. In Lebanon 43 percent of the population, or 2.2 million people, were expected to face a hunger crisis from January 2023. WFP had added 1 million Lebanese beneficiaries to the 1 million refugees it was already assisting and, with the World Bank, was helping the Government to consolidate the national social protection system. Pending a decision regarding the renewal of United Nations Security Council resolution 2642, on the cross-border delivery of food assistance in the northwest of the Syrian Arab Republic, WFP had scaled up its piloting of an alternative model for sourcing food for that area; renewal of the cross-border resolution was nevertheless essential.
87. Owing to funding gaps, rising food prices and increased operating costs, needs were outstripping WFP's capacity to respond in many countries. In Yemen, WFP general food assistance, nutrition support and school feeding were still less than required. Without additional funding WFP would have to suspend its monthly e-voucher distributions in the State of Palestine and assistance for refugees and internally displaced persons in Iraq. Seventy percent of the refugees assisted by WFP in Jordan had seen cash transfers cut by 30 percent, and WFP was reaching only a third of the vulnerable people it had planned to assist in Libya.
88. Board members, including one speaking on behalf of a list, thanked the regional director and her staff for their efforts in serving the most vulnerable people and bringing hope to the region. Many members commented on the Ukraine conflict and WFP's work with the Government of Ukraine to assist the most vulnerable. Stressing the crucial importance of the Black Sea Grain Initiative, one member urged the parties to the initiative to sign a long-term agreement to avoid the need for frequent renewals. Another member asked whether WFP was monitoring the effects of the initiative on food availability in Ukraine.

89. With regard to other operations, one member encouraged WFP to continue to work with NGOs in the Syrian Arab Republic on contingency plans pending the renewal of United Nations Security Council resolution 2642 and to bolster its supply chain management and oversight of commodities and programmes in Yemen. The same member said that WFP's experience in Lebanon provided a good example of how WFP could work with international financial institutions on social protection and resilience programmes.
90. Responding to questions the regional director said that needs were identified on the basis of food security assessments, which also informed any ration cuts. One third of global nitrogen fertilizer exports came from the region and phosphate reserves were also strong, so there were no fertilizer shortages in the region. WFP worked with FAO and governments on increasing the production of smallholder farmers.
91. Post-harvest losses had been halved in Egypt as a result of the Government building storage facilities and WFP providing relevant training in communities that had benefitted from the facilities. WFP's relationship with the Sana'a-based authorities in Yemen was managed at a very high level of the organization, including by the Executive Director, who had met with the authorities in an effort to ensure that operations could continue according to the standards required by the Board and WFP management. The Board would be informed of any developments in that regard.
92. In the Syrian Arab Republic WFP planned to identify additional ways to deliver food for vulnerable people in Idlib, including through the piloting of local procurement, and to expand cash-based transfers to reach 250,000 beneficiaries in the first quarter of 2023. In Lebanon 354,000 people, or 7 percent of the population, were expected to be in IPC phase 4 (emergency levels of food insecurity) by January 2023. Building on its experience in Lebanon, WFP was working closely with the World Bank on joint analysis and planning for the development of social protection systems across the region.
93. In Ukraine, access to the areas near the front line of the conflict was negotiated by the humanitarian coordinator and had not yet been granted. At the start of WFP's operation targeting had been based on the Government's lists of internally displaced persons but was currently based on assessments of vulnerability managed by the inter-agency cash working group. The Government was setting up shelters for people who had lost their homes, but post-conflict repair and reconstruction would require a coordinated international response beyond the scope of the United Nations. Exports from Ukraine were not affecting food availability in the country, where siloes had remained full. However, access to food was an issue for many displaced people.

Eastern Africa portfolio

94. Presenting the overview for the Eastern Africa region, the regional director said that conflict, the COVID-19 pandemic, rising food and fuel prices and the impact of climate change had pushed up the number of acutely food-insecure people in East Africa from 51 million to 82 million in 2022. The Sudan, South Sudan, Ethiopia and Somalia were the countries of highest concern, with record levels of humanitarian need. Rates of child malnutrition had soared, largely due to the impact of prolonged drought on agriculture and livelihoods. Meanwhile, access to cereals and fertilizers exported from the Black Sea area was critical for the region; the combined impact of a lack of fertilizer and the drought were expected to cause a drop in regional cereal production of between 17 and 20 percent in 2022.
95. WFP assistance would remain crucial until sustained rainfall was received. If the next rainfall season was poor, food insecurity would continue to rise. Populations in Ethiopia, northern Kenya and Somalia were already facing severe hunger. WFP was doing everything possible to avert famine in Somalia, scaling up life-saving support from 1.5 million to 4.7 million people between April and November 2022. In South Sudan WFP continued to play a major role in supporting the population and building the foundations for future development. The

- country continued to face devastating flooding, which had displaced over 1 million people and was fuelling intercommunal conflict. In the Sudan, political instability and insecurity had left over 15 million people food insecure.
96. WFP welcomed the cessation of hostilities in Ethiopia and was resuming operations in Tigray. A test flight to Mek'ele was planned for the following day, and work to ready trucks with in-kind assistance and fuel was ongoing. Humanitarian access required that all stakeholders adhere to their commitments and that consistent messages be passed from the federal to the local level.
 97. Despite the enormous challenges in the region, WFP continued work to transform local food systems, harnessing its extensive regional presence and capacity. The organization was investing in anticipatory action and risk insurance and engaging in new and renewed partnerships with the other Rome-based agencies, the United Nations Environment Programme (UNEP) and others. Home-grown school feeding approaches were being taken up across the region, and work to quantify the economic impact of WFP operations, particularly procurement and supply chain activities, was under way.
 98. With regional funding needs of over USD 6 billion, WFP was working to diversify its donor base. The governments of Somalia and the Sudan were two of the top three donors to WFP in the region, through funding provided by the World Bank. All donors were called upon to support WFP in addressing the enormous needs in East Africa, particularly through flexible funding.
 99. Speaking on behalf of her list, one Board member commended WFP staff for their dedication and prompt response to rising humanitarian need. She encouraged WFP to mobilize more resources and work in synergy with local, regional and international partners, adding that support for smallholder farmers and school feeding programmes was a priority for the region.
 100. Observing that food security was being undermined by the region's reliance on fertilizer, fuel, rainfall and imports, one Board member called for a high-level transformation of food systems to increase resilience. He asked how WFP could support such change. Another Board member pointed to flexible funding as key to enabling WFP to respond quickly in emerging crises. She commended WFP for progress in expanding anticipatory action with governments, other United Nations entities and civil society partners and requested more information about WFP's resilience programming, its approach to the humanitarian-development-peace nexus and its use of innovation and green solutions in the region.
 101. Calling for greater international attention to the Horn of Africa drought and additional funding, one Board member asked how WFP was prioritizing life-saving assistance. She also asked what measures were being taken in northern Ethiopia to ensure that the delivery of assistance was vulnerability-based and adhered to the humanitarian principles, as well as how WFP planned to engage other donors and non-traditional funding sources in response to the growing funding gap, particularly in the Sudan and South Sudan.
 102. Another Board member pointed to protection from sexual exploitation and abuse (SEA) as an important issue, particularly in South Sudan and the Horn of Africa. She urged WFP to thoroughly investigate SEA allegations and to act swiftly and decisively, adding that it should examine ways to enhance existing protection mechanisms. She commended WFP operations in Tigray and other conflict-affected areas of Ethiopia and said that her country would continue to support the scale-up of assistance to hard-to-reach populations.
 103. One Board member asked about barriers to field-level collaboration between WFP and UNEP.

104. The regional director assured Board members that WFP would continue to work with governments to tailor resilience building and food systems strengthening initiatives to local, national and regional needs. Engagement in these areas offered opportunities to integrate programming with technology and innovation.
105. Investment in anticipatory action was welcome, not least because the concept had been demonstrated and interventions needed to be scaled up. WFP also continued to invest in analysis of its work, particularly regarding the impact and optimization of resilience building activities. In terms of prioritization, WFP had to make tough choices, and sometimes it could not afford to invest in malnutrition prevention. This resulted in children being reached too late, when it was more difficult and expensive to treat them. On funding diversification, WFP had had success with international financial institutions and foundations and continued to engage with the Gulf states. Board members were encouraged to support those efforts.
106. The regional director echoed the concerns voiced about SEA and said that WFP was investing across the region in training staff and partners and continued to seek ways to minimize and ultimately eradicate SEA. The partnership with UNEP was still being developed but would focus on climate change adaptation, restoration and nature-based solutions; integrated water resource management; the food, energy and water nexus; a food systems review; and green logistics. UNEP brought normative and technical expertise that WFP wanted to apply at scale in the field. WFP would update the Board on the potential impact of the partnership at future sessions.

Western Africa portfolio

107. In his overview of the region the Regional Director for Western Africa reported that the global food crisis had hit the region hard, leaving the most vulnerable unable to afford adequate food. The cost of food was extremely high, increasing more than 30 or 40 percent in some countries. The anticipated impact of the crisis on food availability in 2023 was also of concern: initial estimates indicated that 2022 cereal production growth was expected to remain relatively low despite a good rainy season; in addition, fertilizers were in short supply and expensive, and their distribution was expected to be hampered by logistics challenges in 2023.
108. The global food crisis had exposed long-term structural vulnerabilities. Most countries in the region were net food importers and many faced huge fiscal deficits and high debt loads, while their food import bills were rising due to increasing transportation costs. The region's economic model encouraged the export of raw materials and cash crops and the import of food, hindering the development of local food production and shifting consumer preferences towards imported food.
109. The global food crisis was an additional layer of vulnerability in the region. Climate change was already an exacerbating factor, as was conflict. Western Africa had become the most conflict-affected region in Africa, with violence in the Central Sahel expanding significantly in recent years. The situation in Mali and Burkina Faso was particularly worrisome. In Burkina Faso, where 5 million people, more than 20 percent of the population, needed humanitarian assistance, insecurity had drastically reduced humanitarian access. Over 525,000 people were estimated to be living in inaccessible blockaded areas, some of which WFP feared could be facing catastrophic levels of food insecurity. In Burkina Faso and in Mali, authorities and beneficiaries reported that insecurity had limited access to agricultural lands and prevented farmers from either planting or harvesting crops.
110. In the coastal countries the number of food-insecure people had quadrupled to 4.4 million since 2019, and governments' limited fiscal space to meet their needs meant that the situation could deteriorate rapidly, leading to further economic distress, social unrest and the reversal of hard-won development gains. The risk of spill-over of the crisis from the

Central Sahel to the Gulf of Guinea countries had materialized in 2022, with an increasing number of security incidents and population movements in the northern parts of those countries, especially in Benin and Togo. A small window for prevention remained but immediate action was required.

111. As the expansion of violence had also affected WFP's supply routes, the regional bureau was assessing potential alternative routes to ensure the continuity of supply.
112. To meet immediate assistance needs, WFP was scaling up its emergency response, especially in the Sahel. During the 2022 lean season WFP had reached an average of 95 percent of its targets in the Group of Five for the Sahel and Nigeria, providing assistance to 8 million people. When and where possible, WFP aimed to link its short-term response with long-term strategies to further strengthen national systems and people's resilience. WFP was leveraging its own food procurement and supporting government procurement as well as local production where possible; 64 percent of the food purchased through the Global Commodity Management Facility in 2022 had been sourced from the region. Over the past few years WFP had also made investments to support the local value chain for specialized nutritious foods; that had been paying off, allowing WFP to procure specialized nutritious foods within the region.
113. Following localized severe dry spells, African Risk Capacity insurance pay-outs were expected for the governments of the Gambia, the Niger and Togo and for WFP in Mali and Burkina Faso. Insurance instruments like those provided by African Risk Capacity were an important means of ensuring early response and preventing people from adopting negative coping behaviours.
114. Reporting on positive outcomes of WFP resilience building interventions in Burkina Faso and the Niger, the regional director gave the example of one village where over 50 hectares of previously barren land had been restored to produce sorghum. Twenty percent of programme participants had been internally displaced people. Water harvesting schemes supported by WFP had made near year-round vegetable production possible, and compost production and sale had become a source of extra income for people. The community was planning to set up a cereal bank with the 2022 sorghum harvest.
115. In the Niger, which in 2022 had faced its worst food security crisis in a decade, 80 percent of the 848 villages supported by WFP resilience building programmes in areas classified as extremely vulnerable by the Government had not required emergency assistance during the lean season, unlike other villages in such areas. Thus, about half a million people did not need food assistance thanks to WFP's investments in strengthening community resilience.
116. WFP had stepped up efforts to partner with international financial institutions and was poised to sign its first partnership with the French development agency to support school feeding in Burkina Faso. WFP was also cooperating with the Islamic Development Bank to support the governments of Benin, the Gambia and Senegal in efforts to bridge the funding gap in order to advance human capital development and finance national school feeding programmes. It had also launched a cooperation pilot with the International Monetary Fund on joint analysis and joint advocacy for the social sector, aimed at strengthening social safety nets and school feeding in Guinea-Bissau, Togo and Sierra Leone, and had initiated discussions with the Bank for Investment and Development of the Economic Community of West African States to identify innovative ways of working together to support governments.
117. Donors had been generous but needs had grown exponentially, and the region was still facing a funding gap of USD 708.5 million for the next six months.
118. Members, including one speaking on behalf of a list, thanked WFP for its work in the Western Africa region, including its efforts to build its airlift capacity to reach populations in need in inaccessible areas, pre-position food commodities at strategic locations ahead of the lean season and cooperate with international financial institutions to support national priorities.

119. Members expressed concern regarding the situation in the Central Sahel and the Lake Chad Basin, with one speaking on behalf of a list asking WFP to continue to provide food assistance to refugees from the Sudan and the Central African Republic in Chad and another asking WFP to ensure that food assistance was delivered in a principled manner based on vulnerability. Additional concerns were raised regarding humanitarian access, including the cost of air transport; growing humanitarian needs that far exceeded available resources; and anticipated supply chain issues.
120. In their comments members sought additional information on targeting to improve cost efficiency, diversification of WFP's funding base, humanitarian access and Rome-based agency cooperation.
121. Responding to comments and questions the regional director acknowledged that there were many refugees in Chad that WFP was currently unable to support. Regarding access in Burkina Faso he explained that WFP used commercial convoys to move food to several towns blockaded by non-state armed groups. WFP took a very principled approach and did not itself use military escorts because commercial convoys escorted by the military were being attacked. WFP's access strategy was to work to establish the right conditions for access by strengthening staff capacity to foster community acceptance. In Burkina Faso the resident coordinator was working on setting up a humanitarian cell with the Government so that access could be discussed transparently and solutions found. In the meantime air transport, while expensive, was allowing WFP to reach the most vulnerable.

2022/EB.2/2 Country strategic plan – Guinea-Bissau (2023–2027)

122. The Guinea-Bissau Country Director presented the CSP for that country for 2023–2027, which was fully aligned with the priorities of the Government and the United Nations sustainable development cooperation framework. The new CSP introduced four shifts in WFP operations: better integration between programmes; the mainstreaming of climate change adaptation; support for the national social protection system; and increased consideration of transversal issues such as disability inclusion, gender equality, women's empowerment and environmental sustainability. Strong partnerships would be key to the success of the new CSP.
123. Board members welcomed the new CSP, endorsing its focus on social protection, nutrition, climate change adaptation and gender and disability-sensitive approaches. They also supported the inclusion of a crisis response component and the clear plan for partnerships.
124. One Board member highlighted home-grown school feeding initiatives as a priority of his country and called on WFP to sustain and expand such programming in Guinea-Bissau. Another member urged WFP to collaborate closely with other school feeding actors to eliminate duplication of efforts. South–South cooperation and the exchange of experiences to support school feeding and local development were also priorities for Board members.
125. One Board member praised WFP for its work on cash coordination and its efforts to foster better coordinated responses. She expressed appreciation for the focus on community leadership for asset creation activities but suggested that flood control infrastructure required a very high level of technical oversight and overarching government-led strategies. Applauding the CSP focus on climate-related early warning systems, she sought more information on how that component of the CSP would benefit the population.
126. The country director thanked Board members for their comments, recommendations and support.
127. The Minister of Education for Guinea-Bissau welcomed the newly approved CSP as part of the longstanding partnership between WFP and her country. She praised the integrated package of support set out in the plan, in particular WFP's support for the national school feeding programme and work on the development of a shock-responsive social protection system.

Policy issues

2022/EB.2/3 Compendium of policies relating to the strategic plan

128. Senior management presented the compendium of policies relating to WFP's strategic plan for 2022–2025, which contained an annual analysis of those policies. In addition to outlining all existing policies, the compendium highlighted ongoing evaluations and updates that would further ensure alignment with the new strategic plan, strengthen efforts to improve policy coherence and incorporate the role of partnerships into WFP policies.
129. Policies were one element of the normative framework in place to support the achievement of WFP's strategic goals; other instruments included strategies, implementation plans, directives, circulars and guidance. WFP was working to strengthen the framework using the full range of policy instruments, including by revising and formulating guidance to address challenges and needs in the field. A revamped, user-friendly digital programme manual, providing the latest guidance in line with the strategic plan, was being finalized.
130. The next two years would see new or updated policies presented to the Board in areas such as aviation, South–South cooperation, cash-based transfers and school feeding. Policy and strategic evaluations were planned on key themes including nutrition and HIV, climate, resilience, peacebuilding, CSPs, the environment and emergency preparedness. WFP was also working on other areas flagged by the Board – localization, inclusion, the engagement of young people and migration – and on the corporate enablers set out in the strategic plan. For example, localization was reflected as a priority throughout WFP's policies (including the policies on emergency preparedness and country capacity strengthening) and programme guidance. WFP was also closely engaged in the work of the Inter-Agency Standing Committee and other broad workstreams on localization.
131. Speaking on behalf of her list, one Board member congratulated WFP on the compendium, saying that it set out policies in a clear and logical way in support of CSP design, ensuring that activities were harmonized with the 2030 Agenda and contributed to the achievement of the WFP strategic plan.
132. Several Board members highlighted the role of the Board in policy development. Speaking on behalf of his list, one encouraged WFP to engage with the Board to deepen its understanding of WFP's role and comparative advantages. He welcomed the initial consultations on the policy on policy formulation and exchanges with management in the context of the governance review. He also asked whether the compendium had helped streamline the CSP design process and suggested that, in addition to the compendium, management should prepare a written analysis of policy changes introduced by the new strategic plan and indications of current and potential policy gaps. The analysis should encompass other normative instruments such as strategies and circulars and cover topics including localization, the humanitarian–development–peace nexus, partnerships, funding, technology and innovation and should be submitted to the Board by November 2023.
133. Another Board member welcomed new policies in areas such as school feeding, climate change, disaster risk reduction and South–South and triangular cooperation, remarking that WFP's knowledge of school feeding could add value to national policies.
134. In response to Board member comments the Deputy Executive Director, Programme and Policy Development Department, said that the policy compendium had evolved over time, and had proved a useful resource for addressing policy gaps and that it had been helpful to have succinct articulations of policies consolidated in one place as a reference point that facilitated programme design and advocacy. WFP welcomed the opportunity to draw up a more considered gap analysis as requested by the Board for 2023.
135. The Director, Programme – Humanitarian and Development Division, encouraged Board members to provide further feedback on the compendium. He noted that one workstream

for the implementation of the strategic plan was dedicated to the normative framework. Evaluations also considered policy compliance when examining CSPs, and the Board would have further opportunity to engage with management on that subject during discussions of the evaluation of the CSP policy, including how policy was translated through guidance into design and application through CSPs.

2022/EB.2/4 Update on collaboration among the Rome-based agencies

136. Reporting on collaboration between the Rome-based agencies, the Deputy Executive Director, Partnerships and Advocacy Department, said that the global food security crisis was giving renewed impetus to such collaboration at the country, regional and headquarters levels. A global tripartite memorandum of understanding between the three agencies would provide a framework for their future collaboration and was due to be finalized by the end of 2022.
137. Cooperation with FAO had deepened, particularly through engagement with international financial institutions and in the area of resilience building. As both a United Nations agency and an international financial institution itself, IFAD was increasingly present in discussions with other such institutions in support of food security and nutrition objectives. The Rome-based agencies were also working together to keep food security issues on the agenda for the Group of Twenty.
138. Board members commended the Rome-based agencies for their joint work, in particular in school feeding, gender and nutrition. They encouraged greater engagement with the African Union on mobilizing resources to end hunger and achieve the SDGs; the agencies should also assess the enablers of and barriers to collaboration and build on lessons learned from successful initiatives such as the Joint Programme on Accelerating Progress towards the Economic Empowerment of Rural Women.
139. Many members remarked that collaboration should not be a goal in itself but rather a means of achieving better efficiency and effectiveness. Decisions should be evidence based and collaboration should be flexible, focused on technical support and within the mandate of each organization. One Board member said that the Agricultural Market Information System was useful in that regard; another singled out the IFAD crisis response initiative as a good example of joint action based on the comparative advantages of each agency.
140. One Bureau member endorsed the recommendations presented in the update on Rome-based agency collaboration related to how the agencies could position themselves in global initiatives and play a greater role in the United Nations system-wide response to global food and nutrition challenges. Others welcomed the preparation of internal guidance aligned with United Nations system guidance on joint programmes and said that they looked forward to the signing of the new memorandum of understanding. One Board member encouraged WFP to work on defining and measuring resilience in operational terms, building on work carried out by the World Bank.
141. Turning to the forthcoming informal joint meeting of the Rome-based agencies' governing bodies, one Board member encouraged the agencies to ensure that such meetings were conducted in person when possible; in addition he highlighted fertilizers, school feeding and joint Rome-based agency programming in the Sahel as priorities for his country for the next meeting.
142. Speaking on behalf of his list, one Board member inquired about sharing premises and common services at headquarters, as was being done at the country level. Another Board member said that it was important to aim for a common strategic framework for the agencies, as difficult as that was. Other Board members emphasized the importance of South-South cooperation and knowledge transfer at the national and regional levels.

143. Board members requested that in future updates management report on areas for improvement as well as success stories. Several members sought additional insight into the role of the Rome-based agencies in the Global Crisis Response Group; others requested more information about the role of WFP in the food systems coordination hub and its support for national pathways, Rome-based agency collaboration at the humanitarian-development-peace nexus and approaches aimed at reducing competition between the agencies and overlapping activities. One Board member asked about the complementarity of the United Nations Joint SDG Fund and the World Bank's Food Systems 2030 Trust Fund.
144. Responding to Board member questions management explained how WFP was working with IFAD and FAO in Africa, particularly through the Development Partners Group of the Comprehensive Africa Agriculture Development Programme, which WFP chaired with the support of the African Union. Management also highlighted monthly inter-agency meetings between WFP, the World Bank, the International Monetary Fund and the World Trade Organization as an example of a new approach to partnerships.
145. On resilience building, the three Rome-based agencies had worked together to harmonize their definition of the concept; however, it could be timely to review the definition, particularly to take into account the concepts used by international financial institutions.
146. WFP engaged with the Global Crisis Response Group through the Global Network Against Food Crises and also maintained direct contact with the chair of the group. The Joint SDG Fund was supported by donors and was designed to support implementing agencies; by contrast, the World Bank fund was designed to support government implementation of initiatives. The two approaches could complement each other, with WFP playing a role in interacting with national governments regarding their decisions on funding from international financial institutions and with regard to donor support.
147. On administrative collaboration the Rome-based agencies were using a cost-benefit approach, with decisions also guided by practices in the United Nations system, United Nations development system reform and the Business Innovation Group. The premises used by WFP, IFAD and the International Development Law Organization in Rome were covered by contributions from the Government of Italy rather than from WFP voluntary contributions; however, the organization remained open to proposals to establish shared premises in the future.

Resource, financial and budgetary matters

2022/EB.2/5 WFP management plan (2023–2025)

148. Recalling that previous drafts of the WFP management plan for 2023–2025 had been discussed with Board members at informal consultations and in bilateral meetings, the Deputy Executive Director and Chief Financial Officer, Management Department, and the Deputy Director, Corporate Planning and Performance Division, presented the document, outlining the items that management was requesting the Board to approve or consider.
149. Board members, including three speaking on behalf of their lists, endorsed the plan, saying that it reflected a realistic response to the increasingly challenging environment in which WFP operated. Many members urged WFP to continue to prioritize its life-saving emergency response, but a number also welcomed its commitment to working at the humanitarian-development-peace (triple) nexus and its increasing engagement in resilience building, climate change adaptation and mitigation, gender equality and disability and diversity inclusion. One member, speaking on behalf of a list, urged WFP to simplify the presentation of future management plans in accordance with the bottom up strategic budgeting exercise and its objective of improving transparency and accountability.

150. Many members commented on resourcing, encouraging WFP to continue to diversify its funding sources, including by engaging with international financial institutions and the private sector and exploring alternative financing mechanisms such as bilateral debt swaps and the mobilization of funds through South–South and triangular cooperation arrangements. A number of members mentioned the value of collaboration with other United Nations entities (particularly the other Rome-based agencies) in optimizing the use of funds and exploring innovative approaches to fundraising and programme implementation. One member welcomed management's plan to report on softly earmarked contributions, saying that it would encourage more donors to provide flexible and multi-year funding.
151. With regard to staffing, one member speaking on behalf of a list encouraged WFP to strengthen and diversify the capacity of its human resources for the more integrated approaches that it was adopting, including its work at the triple nexus. The same member sought information on WFP's progress with initiatives on workforce planning, workplace culture and the management of NGOs and requested regular updates on the forthcoming country office support model optimization and simplification (COSMOS) initiative.
152. Other questions were raised with regard to priority setting at the headquarters, regional and country levels; the concentration of WFP operations in four or five countries; the effects of currency fluctuations on forecast contributions; the allocation of resources between saving lives in emergencies and building resilience; the indirect support cost budget; lessons learned from WFP's experience with South–South and triangular cooperation; the role of evaluation in WFP's overall oversight function; the reclassification of baseline activities, other services and direct activities; and the cost per beneficiary of WFP assistance modalities.
153. Members of the senior management team responded to points raised during the discussion. The leadership group set WFP's corporate priorities at the start of the budget planning cycle and subsequently ensured that budgets were in line with those priorities. Improvements in transparency introduced since the bottom up strategic budgeting exercise included clearer explanation of critical corporate initiatives, strengthened prioritization, the sharing of financial information dashboards with Board members, improvements to the annual performance report, streamlined governance oversight and corporate reporting through annual country reports and donor reporting and progressive monitoring of significant risk and control issues. There was nevertheless still room for improvement, and to that end management pledged that it would be more explicit about its priorities and about budgeting, with the leadership group devoting greater attention to matters below the management results level. Management would also describe more explicitly how it would address corporate risks flagged in internal control statements and oversight recommendations that had not yet been fully addressed.
154. As part of the COSMOS initiative a new model designed to address overlaps between WFP units would be piloted in three functional units at three country offices in 2023, with a view to identifying the efficiencies and other improvements that the model would produce and the implications of using it throughout WFP. The findings of the pilot would be presented to the Board in the middle of 2023. Management and the Independent Oversight and Advisory Committee were defining the role of the evaluation function in relation to other independent oversight work.
155. Cost per beneficiary was higher for cash-based transfers than for in-kind food or voucher distributions because of the higher than average values of cash-based transfers in Ukraine and Lebanon, which accounted for a large proportion of the total. Approximately 40 percent of the donor contributions received in 2022 had been in currencies other than the United States dollar. Depreciation of those currencies against the dollar had resulted in a 4 percent, or USD 400 million, drop in the spending power of the contributions concerned. Efforts to diversify the donor base included tapping a wider range of the funding "envelopes"

of existing donors, such as those for climate financing. The 2022 target for private sector funding had been significantly exceeded by the end of the third quarter of the year, and WFP was exploring the potential for using debt swaps and debt relief arrangements with bilateral partners.

156. In the management plan, “baseline activities” comprised those activities funded from the programme support and administrative (PSA) budget, critical corporate initiatives funded from the PSA equalization account and programme support activities funded from trust funds and special accounts. “Other services” complemented WFP programmes rather than contributing to them directly. “Direct activities” were directly linked to, and funded from, CSPs.
157. With regard to workforce issues, WFP aimed to have strategic workforce plans in place in 54 percent of its country offices by the end of 2023. The results of the strategic workforce planning exercise to date included revamped job profiles and terms of reference, an updated staff code of conduct with new values and principles and greater emphasis on diversity and inclusion. Training and talent management initiatives included the launch of a global training programme on inclusive leadership, a formal mentoring programme and a framework for national staff recruitment and promotion. Candidates for the position of Deputy Executive Director of the Workplace Culture Department would be interviewed in December, and interviews for the Deputy Executive Director of the Supply Chain and Emergencies Department had just finished.
158. To strengthen NGO management the NGO Partnerships Unit at headquarters had been consolidated and increased in size, and PSA funds had been allocated to regional bureaux to cover their oversight and support of NGO management in country offices.

2022/EB.2/6 Update on the Changing Lives Transformation Fund

159. Describing the growing need to reduce recurrent dependence on humanitarian assistance, WFP management set out the rationale behind the Changing Lives Transformation Fund (CLTF), which had been devised in response to evaluation recommendations on enhancing WFP access to funding, including for development. The fund would support up to ten country office projects under one of three transformative investment themes: transition, systems strengthening and climate adaptation. A four-step process for selecting the best projects had been designed, and performance would be assessed using a framework of key performance indicators. Recognizing the importance of multisectoral solutions to hunger and food and nutrition insecurity, the CLTF would involve partnerships with governments, other United Nations entities, international financial institutions, multilateral funds, civil society and the private sector.
160. Speaking on behalf of his list, one Board member welcomed the consultation process on the CLTF and endorsed the drive to reinforce WFP’s changing lives work. He called on management to put in place clear exit strategies that ensured that programmes were sustainable after handover. He also said that activities funded by the CLTF must not undermine other country-level initiatives and should be evaluated in terms of both their success within a country and the performance of the CLTF itself; the results of such evaluations should be shared with the Board and with regional and country offices. He sought more insight into the role of regional and country offices in the fund in general and how WFP would share lessons learned.
161. Taking the floor on behalf of his list, another Board member welcomed all efforts to diversify funding and increase investment in resilience and food systems in support of SDGs 2 and 17 but asked management to ensure that the CLTF did not result in staff or funding being diverted from humanitarian assistance. He said that proposals should be assessed individually and be in line with their respective United Nations sustainable development cooperation frameworks (UNSDCFs); country offices should also define WFP’s comparative

- advantages in their proposals and include gender equality considerations. In the context of rising food insecurity and growing funding gaps, the criteria used for selecting projects should have a greater focus on reducing the number of food-insecure people, particularly in fragile settings. Planning should be rigorous to ensure that WFP complemented government and partner efforts and identified where partnerships were needed; partner buy-in should be secured before proposals were submitted to the fund.
162. Turning to the question of reporting he said that WFP's annual performance report should include a separate section on the CLTF, and he suggested the use of a common indicator to measure the performance of funded projects. He requested more information on how WFP tracked the performance of resilience building work and sought clarification of a discrepancy between the draft text and the Board decision approving the CLTF with regard to the timing of evaluations. He also asked for a timeline for the implementation of the fund and said that in the light of discussions on the CLTF WFP should update its policy on resilience building to clarify the role of the organization in that area.
 163. Describing saving lives and changing lives as complementary and indivisible facets of WFP's mandate, one Board member said that the CLTF was a welcome step towards increasing WFP's contribution to building the resilience of vulnerable populations. She called for international solidarity to meet the needs of people affected by conflict, climate shocks and other crises and to build sustainable societies. Several other Board members echoed her comments, adding that although WFP had to prioritize emergency response, global food security trends indicated that a new approach was needed to prevent recurring crises. Long-term investment was required to foster sustainable food security and build the resilience needed to reverse current global trends; school feeding programmes were an excellent example of how WFP could contribute to that goal.
 164. Saying that country offices should explain WFP's comparative advantage in their proposals, one Board member asked how such advantages would be assessed, how projects would be staffed and how WFP would ensure that CLTF projects did not dilute rapid response capacity. Another Board member said that a long-term view was needed when assessing the performance of the CLTF because resilience could not be built in three years.
 165. WFP management thanked Board members for their support. Initially, WFP intended to use its existing knowledge management processes to share lessons learned from CLTF projects, which would be co-created with partners rather than be implemented by WFP and then handed over to governments. Country offices would need to specify their engagement with governments in their proposals.
 166. The proposals would also outline how proposed investments would be catalytic, transformative and sustainable; a partnerships strategy would also be presented. Gender equality and women's empowerment were included in the selection criteria, and proposals would need to show clear buy-in from partners. WFP's comparative advantage would be examined in terms of what the organization had to offer, whether it was best placed to implement a proposed initiative and which partners would be involved in achieving the aims of a proposal. All proposals submitted to the CLTF would be fully aligned with CSPs and UNSDCF's.
 167. Regarding implementation timelines WFP expected to roll out funding windows, and each project would include an implementation timeline; given the level of Board interest in the fund, regular updates could be provided, including on the selection process and implementation timelines.
 168. There would be no diversion of human or financial resources away from humanitarian work at the country level; on the contrary, the CLTF could improve country office capacity to implement specific projects. Regarding the focus on reducing food insecurity in fragile settings, management cautioned that while this was an important consideration the fund

represented a very small percentage of WFP's resilience and development work and was designed to be a catalyst for projects that would take time to have a big impact.

169. Management would work with the Board to ensure that WFP's annual performance report provided the necessary information. As the CLTF would be rolled out gradually, however, it might not be possible to provide detailed reporting for the first two years. Management would explore the suggested common indicator for all projects; given the time needed to effect transformative change, performance indicators would need to be carefully chosen. WFP had been working with academic institutions to develop a new approach to measuring resilience building activities, using a theory of change; an outcome indicator called the resilience capacity score was also being tested.
170. WFP was working on its resilience policy; a second round table was planned to take place in January 2023. The results of the evaluation of the resilience policy would be discussed with the Board in June, followed by further consultations to ensure that Board views on WFP's contribution to resilience building were reflected in a new or updated policy.
171. Management confirmed that the discrepancy between the draft text and the Board decision on the timing of evaluations was an oversight: replenishment of the fund would only be proposed following an evaluation. Management also clarified that replenishment meant replenishing the CLTF with resources from WFP's General Fund, which in any case would require Executive Board approval.

Organizational and procedural matters

2022/EB.2/7 Biennial programme of work of the Executive Board (2023–2024)

172. The Secretary to the Executive Board presented the programme of work for 2023–2024, which set out details of the items and documents that would be considered by the Board in the following two years and included a provisional calendar of meetings for the governing bodies of the Rome-based agencies for the same period.
173. One Board member noted that the programme of work did not refer to the nomination of the next Executive Director. Acknowledging the difficulty in predicting the date of the nomination itself, he said that the consultations with the Board on this issue should be as detailed as possible. He added that he hoped the nomination would take place at the 2023 first regular session of the Board rather than during an extraordinary session.
174. Noting that the Executive Board Bureau was very focused on the process for the nomination of the next Executive Director, the Secretary reported that the Deputy Secretary-General had written to the Executive Board President to outline the process that would be followed to select the next Executive Director, which included planned Board consultations.

Asia and the Pacific portfolio

Overview of evaluations of CSPs for countries in the Asia and the Pacific region

175. The Deputy Director of Evaluation presented findings from recent evaluations of CSPs for India, the Kyrgyz Republic, Pakistan, Sri Lanka, Tajikistan and Afghanistan, noting that while the six countries faced different challenges in development, gender equality, food security and conflict all were highly vulnerable to natural disasters, including climate-related shocks, and that country capacity strengthening was a significant component of all the evaluated CSPs. Together the six CSPs had accounted for 52 percent of WFP's expenditure in the region.
176. The evaluations had assessed WFP's strategic positioning, the extent and quality of its contributions, its efficiency and the factors explaining its performance. They concluded that WFP had been a trusted partner of governments that had scaled up effectively to meet

growing humanitarian need due to conflict, natural disasters and the COVID-19 pandemic, either directly or through national social protection systems. While it had been well-positioned to work at the triple nexus, however, its work in that regard had been constrained by perceptions of it as a humanitarian agency; inadequate funding, due in part to earmarking; a need for increased government ownership and community engagement; and integration into national programmes. Thus, food assistance for assets programmes were seen to provide lasting benefits but needed to be scaled up and long-term. School-based programming had improved school attendance and retention; moderate acute malnutrition treatment had been effective but stunting prevention required improvement. Country capacity strengthening work had been extensive in some countries and had been most effective where based on capacity gap assessments, revealing that a comprehensive approach was needed. Gender mainstreaming had seen good progress but gender-transformative programming required more in-depth gender analysis, and while humanitarian principles and accountability to affected populations had received due attention, complaint and feedback mechanisms had been underutilized owing to a lack of public awareness and cultural and access issues. Beneficiary targeting had been well tailored to circumstances but there had been some difficulties in reaching the most vulnerable. Operations had been cost efficient overall but timeliness had been mixed, with COVID-19, funding shortfalls and government capacity limitations and procedures causing some delays. Inadequate and uncertain funding had been a major constraint, in part due to earmarking, which had been concentrated at the activity level. Partnerships with governments and other United Nations entities had been strong, but strategic partnerships needed strengthening, and there was a need for greater staff capacity in certain areas, notably country capacity strengthening.

177. The recommendations resulting from the evaluations called on WFP to design CSPs based on context analyses that enabled country offices to adapt to changing circumstances; to focus on supporting governments in developing food and nutrition security enhancement strategies while remaining ready to respond to crises; to build on its core mandate and comparative advantages to align with government priority needs in areas such as nutrition and supply chains; to enhance links between humanitarian and development activities; to develop medium-term strategies for each CSP based on capacity needs assessments; to continue to strengthen partnerships with governments, other United Nations entities and civil society, including strategic and operational partnerships with host country governments at the national and subnational levels; to review fundraising, advocacy and partnership plans with the aim of mobilizing additional resources and diversifying the donor base; to conduct more comprehensive capacity gap assessments in consultation with governments; to strengthen monitoring to adapt it to constantly changing circumstances and increase investment in evidence generation; to review activity coverage and targeting with the aim of reaching more of the extremely vulnerable; and to conduct in-depth gender analyses to enhance gender transformation and social inclusion.
178. The regional director thanked the Office of Evaluation for its work in Asia and the Pacific, saying that it had helped to ensure that the new CSPs were based on expert opinion and learning. WFP was already taking action in key areas emerging from the evaluations, including by increasing the coherence of activities across strategic outcomes, adopting more robust approaches to country capacity strengthening, seeking to secure more substantive resource flows for resilience building and climate change adaptation programmes and supporting country offices as they adapted to the growing importance of WFP's enabling role.

2022/EB.2/8 Country strategic plan – India (2023–2027)

179. The India Country Director reported on the new CSP for that country for 2023–2027, saying that, in line with national and United Nations priorities and informed by a common country analysis, it was designed to provide technical support for government programmes and

systems with the aim of improving their efficiency and effectiveness. The plan sought to foster better food access, a reduction in malnutrition, increased social and financial inclusion for women and greater resilience with regard to the impacts of climate change. All activities would be implemented in partnership with national ministries or state departments; other key partners included other United Nations entities, academic institutions, civil society and grassroots organizations and private sector entities.

180. Board members welcomed the focus of the new CSP on capacity strengthening, social inclusion and equality given that women, girls and people belonging to certain castes and tribes experienced greater food insecurity than did others. Board members sought more details of WFP's national and regional cooperation with other actors in support of women's empowerment and encouraged WFP to continue to work to promote the structural and economic empowerment of vulnerable groups.
181. Highlighting India's experience in innovation, digitalization, food fortification and high-quality research, one Board member encouraged WFP to use the CSP as an opportunity to share lessons learned with other countries, especially with regard to partnerships; another said that middle-income countries in particular could benefit from insight into India's cooperation with WFP.
182. One Board member asked about the potential synergies between the new CSP and the climate change programme recently launched by the Government of India. Another Board member applauded WFP's support for fortified food production and recommended increased South–South cooperation to showcase lessons learned in India related to food fortification and food-based social protection programmes. She also welcomed the CSP's focus on monitoring, evaluation and learning, which she described as a valuable opportunity for WFP to engage in a robust evaluation of its country capacity strengthening work.
183. The country director confirmed that India was very keen to share its experiences with other countries and was expanding its South–South cooperation accordingly. WFP played a catalytic role in the country, with the Government using its own resources to scale up initiatives in areas such as rice fortification and digital transformation. WFP was also seeking to work with the other Rome-based agencies on knowledge transfer. The CSP encompassed a programme aimed at demonstrating best practice in climate change adaptation, which would be implemented in three states with the involvement of the Ministry of the Environment, Forest and Climate Change.
184. The Deputy Director of Evaluation thanked Board members for their comments. Regarding the evaluation of WFP's contributions to country capacity strengthening, she noted that this was a significant challenge even when a CSP was well designed. WFP continued to explore ways to improve its approach in the area.
185. Upon the approval of the new CSP, the Ambassador of India described the valuable partnership between her country and WFP, which spanned five decades. India was keen to share its food security experiences with other countries during its presidency of the Group of Twenty and beyond.

2022/EB.2/9 Country strategic plan – Kyrgyz Republic (2023–2027)

186. The Kyrgyz Republic Country Director introduced the new CSP for the country for 2023–2027, saying that the country had advanced significantly towards the SDGs but instability, economic decline and the growing threat of climate shocks were undermining progress. Poverty rates had risen from 20 to 33 percent largely as a result of the COVID-19 pandemic. Remittances, the source of over 30 percent of gross domestic product, had fallen by 6.5 percent in 2022 alone, and 50 percent of the population could not afford a healthy diet. In response, WFP and the Government had implemented unconditional assistance and scaled up social protection programmes.

187. Building on evaluation recommendations the new CSP sought to mainstream country capacity strengthening, improve beneficiary targeting and strengthen the strategic positioning of WFP with regard to the Government social protection programme. WFP would also seek to diversify its funding base, including through joint resource mobilization, and to reinforce government monitoring and evaluation capabilities. Through these measures WFP aimed to support the development of human capital, strengthen the resilience of communities and contribute to action plans for the Global Mountain Summit, which would be hosted by the Government of the Kyrgyz Republic in 2027.
188. Board members endorsed the CSP, noting that it reflected government priorities such as the expansion of shock-responsive social protection, access to healthy diets and rural development. One member welcomed progress in strengthening national social protection, resilience and government capacity related to food security and nutrition. Another praised the focus on climate change adaptation and disaster risk reduction for smallholder farmers. The handover of logistics operations and WFP contributions to national legislative and management systems were also praised.
189. One Board member expressed interest in the recommendations arising from the evaluation of the previous CSP that WFP adopt a more development-oriented profile and seek more diversified and development-oriented partnerships. She added that the integration of a gender component and the “leave no one behind” focus of the new CSP were appropriate given that communities and the Government needed support to tackle local and global challenges related to climate change and food insecurity. Another Board member sought more information about how WFP would coordinate disaster risk management and climate change adaptation activities in order to leave no one behind.
190. Several Board members highlighted WFP support for school feeding in the Kyrgyz Republic, with one encouraging WFP to work closely with other school feeding actors to avoid duplication and ensure the sustainability of activities. Another called for an expansion of school feeding to preschool children, adolescents and other vulnerable groups.
191. Expressing concern at recent conflict at the border between the Kyrgyz Republic and Tajikistan, one Board member urged WFP to continue its humanitarian response to the crisis.
192. The country director thanked Board members for their engagement and guidance. On disaster risk management and climate change adaptation, WFP was working with the Government on risk profiling and policy review at the national, local and community levels. Building on successful irrigation and riverbank infrastructure projects, WFP was working on joint assessment, planning, implementation and evaluation with the Government. The microinsurance initiative and anticipatory action mechanisms would involve community engagement.
193. Country capacity strengthening would continue to be a priority, with activities at the local and national levels and with the involvement of NGO partners. The Government was interested in building human capital, and in that context WFP was discussing the scope of the school meals programme with the Ministry of Education.
194. Following the approval of the CSP, the Minister of Labour, Social Security and Migration of the Kyrgyz Republic thanked WFP for its contribution to development and support for the implementation of national social policies. He expressed his country's strong support for the new CSP, saying that it would complement government efforts to enhance livelihoods and deliver balanced social protection policies that lifted people out of poverty.

2022/EB.2/10 Country strategic plan – Pakistan (2023–2027)

195. The Pakistan Country Director reported on the new CSP for Pakistan for 2023–2027. Informed by recommendations arising from the evaluation of the previous CSP (2018–2022), the CSP was designed to enhance capacity strengthening support for the federal and provincial governments, embed WFP activities in government programmes and strengthen the organization's development role. Aligned with government priorities and the UNSDCF for the country, the CSP strategic outcomes focused on livelihoods, basic social services, food systems and shock response. The plan also incorporated a partnership action plan adapted to Pakistan's lower-middle-income status, which would guide WFP's work with international financial institutions and its efforts to mobilize resources through the Government's annual budgetary process.
196. Several Board members commended WFP for its rapid response to the recent devastating floods in Pakistan, with two asking how they would affect the crisis response, early recovery and reconstruction priorities of the new CSP. Another Board member expressed appreciation for the importance given to improving nutrition under the new CSP, especially through support for private sector fortified food production and technical assistance to the Government on school feeding.
197. One Board member welcomed the new CSP's focus on gender equality, accountability to affected populations and protection and praised WFP support to the Government in formulating a coherent policy framework for school feeding. She asked which initiatives would be included in the school feeding framework and how the CSP would meet the food needs of vulnerable refugees in Pakistan.
198. Endorsing CSP components related to social protection, nutrition, supply chains and climate change resilience, another Board member sought more information regarding potential barriers to a government-supported scale-up of livelihood and climate resilience building activities and asked which areas of governance WFP was targeting in its efforts to address social vulnerability to the impacts of climate change. He also said that concurrent crises would test the capacity of the CSP to respond to increased humanitarian need while retaining a focus on resilience building and institutional capacity strengthening.
199. In response to Board questions the country director explained that any new school feeding programme would be led and managed by the Government. It was noted that the Government had joined the school meals coalition established at the 2021 United Nations food systems summit. WFP had already facilitated provincial and national consultations that would inform the development of the programme. The national consultation had paved the way for federal guidance on school meals, and WFP was keen to share lessons learned from successful school feeding programmes in other parts of the region.
200. Turning to the flood response, the country director confirmed that it was currently a primary focus for his office. Thanks to donor support WFP had assisted 2.5 million people and was on track to reach its target of 2.7 million. However, with 33 million people affected by the floods, of whom 14.7 million required food assistance, the scale of the crisis was immense. WFP had appealed for USD 185 million and had received USD 45 million to date; food assistance had been provided upfront to address emergency needs, and the organization was hopeful that donors would continue to support it as assistance gradually moved towards recovery for affected populations.
201. Within the new CSP the flood response fell under outcome 4, while activities to support recovery, livelihoods and more resilient food systems could be implemented under outcomes 2 and 3. On the general question of WFP's operational flexibility, the Deputy Director of Evaluation said that CSP evaluations had concluded that all CSPs should have crisis response outcomes even if they were never activated; it was noted that the earmarking of funds had a negative impact on the organization's operational flexibility.

202. Turning to the situation of refugees, the country director explained that WFP did not provide food assistance for refugees in Pakistan; the Office of the United Nations High Commissioner for Refugees (UNHCR) worked with the Government in that area. It was possible that a new influx of refugees could lead to WFP involvement, however, and the organization had prepared for such an eventuality ahead of the change of political regime in Afghanistan in August 2021, stressing the need for livelihood support in food-insecure communities at the border.
203. On the complex question of how to tackle social vulnerability, the country director observed that for millions of people in rural areas poverty was driven by social structures relating to land tenure, gender, indebtedness and other issues of inequality that were very difficult to address. The United Nations system was advocating change in those areas, especially with respect to gender and the rights of women.
204. Following the approval of the CSP the Federal Minister for Poverty Alleviation and Social Safety described WFP as having been a strategic partner for her Government for 60 years. She highlighted the innovative stunting prevention programme funded by the Government and implemented in collaboration with WFP as an example of the mutual trust and accountability between the two entities. She also emphasized the magnitude of the disaster triggered by the floods, noting that her country was paying a huge price for rising global temperatures while contributing less than 1 percent of global carbon emissions.

2022/EB.2/11 Country strategic plan – Sri Lanka (2023–2027)

205. The Sri Lanka Country Director presented the CSP for Sri Lanka for 2023–2027, saying that it outlined WFP's plans for responding to the recent economic crisis while continuing to move from the direct implementation of programmes to the provision of targeted technical assistance, in particular capacity strengthening. Findings and recommendations from the evaluation of the previous CSP (2018–2022) had been incorporated into the new CSP.
206. Board members welcomed the CSP, saying that it was built on the results achieved under the previous plan and provided an appropriate emergency response to the country's food crisis. One member urged WFP to shift from emergency response to technical assistance only when conditions in the country allowed. Another member endorsed WFP's engagement in the *Thriposh*a programme, which emphasized local food production, and encouraged WFP to leverage the technical capacity of NGOs and local organizations in *Thriposh*a activities while ensuring that its investments in the programme promoted effective and sustainable outcomes.
207. Members raised questions with regard to the CSP's alignment with national development plans, communications between WFP and the Government of Sri Lanka and the impact of the take-home rations that WFP had provided in response to the COVID-19 pandemic.
208. Thanking Board members for their support for WFP in Sri Lanka, the country director said that the emergency response, including WFP's support for the *Thriposh*a and national school feeding programmes, was expected to be required in 2023 only, after which WFP would return to its strategic and technical assistance engagement with the Government. The CSP had been developed with the Government and was in line with national plans and priorities. WFP was providing its NGO and civil society partners with training and guidance, especially in targeting, community feedback mechanisms and third-party monitoring.
209. The Regional Director for Asia and the Pacific said that WFP's engagement in Sri Lanka provided an opportunity to advocate and support healthy food production, the reform of social protection programmes and, through the *Thriposh*a programme, food quality and safety, improved targeting and supply chain management.
210. Responding to points arising from the evaluation of the previous CSP, the Deputy Director of Evaluation said that the emergency response component of the CSP had not been activated in 2021 because it had not been necessary and the Government had not requested

it. There were no issues with the communications between WFP and the Government. No evidence on the outcome of the take-home rations provided by WFP during COVID-19 was available, but the evaluation team had noted that rations had probably been shared among family members so that the impact on the most vulnerable people was not as strong as it might have been.

211. After approval of the CSP, His Excellency Mr K.M. Mahinda Siriwardana, Secretary to the Treasury and Secretary to the Ministry of Finance, Economic Stabilization and National Policy, spoke on behalf of the Government of Sri Lanka to thank WFP for its support in addressing the underlying causes of food insecurity and malnutrition in his country. He confirmed that the CSP supported Sri Lanka's national development vision and country priorities. The Government of Sri Lanka welcomed the Board's approval of the CSP and undertook to continue to support its implementation.

2022/EB.2/12 Country strategic plan – Tajikistan (2023–2026)

212. The Country Director for Tajikistan introduced the new CSP for the country, for 2023–2026, saying that it built on the recommendations resulting from the evaluation of the previous CSP. In the new CSP WFP took a whole-of-society approach to building climate resilience and adaptation and positioning itself as a reliable and effective partner for the Government by focusing on improving livelihoods, education and nutrition outcomes and through on-demand service delivery, with strong partnerships recognized as key to successful achievement of the four CSP outcomes.
213. Members commended WFP on its achievements in Tajikistan to date and welcomed the new CSP, in particular its provisions for continued assistance with school feeding, the fostering of smallholder farmer agricultural production and the strengthening of national government capacity.
214. During the discussion one member said that her country had been unable to transfer its contribution to WFP owing to the sanctions imposed by another country and had consequently been obliged to endorse the reallocation of USD 1.5 million earmarked for capacity building to school meals. She said that the country in question was prepared to harm WFP beneficiaries to achieve its geopolitical goals and that WFP membership should work to change the current WFP financial system. Responding, another member said that his country was committed to addressing global food security and had invested more than USD 2 billion through WFP and the other Rome-based agencies to increase their ability to reach the world's poorest and most vulnerable populations. He added that the sanctions in question did not cover food or fertilizer exports and that his country strongly supported initiatives to facilitate access to food and fertilizer in global markets.
215. Responding to member comments, the country director said that the school feeding programme was the flagship WFP programme in Tajikistan and that he hoped it would continue to serve the people of Tajikistan as WFP made the shift to capacity building and a government handover in the coming few years. He also expressed the hope that a way would be found to ensure that all contributions reached Tajikistan.

2022/EB.2/13 Summary report on the evaluation of the country strategic plan for Afghanistan (2018–2022) and management response

216. The Deputy Director of Evaluation presented the summary report on the evaluation of the CSP for Afghanistan for 2018–2022, which found that responding to the growing emergency needs while addressing early recovery activities was fully relevant although some of the initial CSP ambitions had become challenging to achieve given the increasingly fragile governance and extreme insecurity in the country. Some progress had been made towards zero hunger through the various strategic outcomes. WFP's contribution had been strongest with regard to crisis response. WFP's contribution to strategic outcomes depended on deeper and longer lasting partnerships, but various challenges reduced the scope for

- expanding and strengthening those partnerships. WFP had adapted its response to the pandemic, notwithstanding some unavoidable delays and pipeline breaks. The Deputy Director of Evaluation subsequently emphasized that since most of the data underlying the evaluation had been collected before the Taliban consolidated control of the country in August 2021 flexibility in the implementation of the five evaluation recommendations would be necessary.
217. The Country Director for Afghanistan then provided an update on the country situation before outlining the actions taken and planned in response to the evaluation recommendations, which WFP was committed to implementing to the extent possible despite the dramatically changed circumstances in the country.
 218. Acknowledging the challenges posed by the circumstances in the country Board members, including one speaking on behalf of a group of countries, thanked WFP for its emergency response work and commended it for its role in advocating the rights of women and girls in Afghanistan. They also expressed appreciation for the recommendations of the evaluation report and the steps that WFP was taking to implement them, while indicating their agreement that there was a need for flexibility.
 219. Expressing concern regarding the limited resources available to meet the significant needs in the country, members sought additional information on, among other things, prioritization efforts; partnership-building, including efforts to secure funding from international financial institutions and non-humanitarian sources; policies and strategies for ensuring that female aid workers could continue to work and that women and girls had access to humanitarian assistance; the potential for more focus on resilience; and the overall security situation in the country.
 220. Responding to comments regarding resilience building work, the Deputy Director of Evaluation recalled that the evaluation had made nuanced findings in relation to the results achieved under strategic outcome 2. While strong and lasting positive effects were noted at the individual level there was no evidence of increased resilience at the community level. It was also clear that a medium-term perspective was needed and that failing to pursue livelihood and community recovery activities in parallel with crisis response would have consequences in the medium and long term; predictable long-term funding and partnerships for a comprehensive resilience-building approach at scale were therefore essential.
 221. The country director reported that the security situation in the country had become more of a concern in recent months and that work was under way to prepare for a possibly more difficult environment going forward. WFP was very conscious of the need to both respect – and advocate respect for – humanitarian principles, and it worked hard to ensure its operational independence, impartiality and neutrality.
 222. WFP planned first to prioritize emergency needs, which with 19 million people in IPC phases 3 and 4 would require feeding the 6 million in IPC phase 4, preventing malnutrition and reaching as many of the IPC 3 populations as possible to prevent a worsening situation, and then examining what more it could do to build resilience. Working with partners it had recently initiated resilience work in the form of seasonal livelihood programming workshops for 500 community members, including many women.
 223. To protect women's access to work and humanitarian assistance, WFP and its United Nations partners were making every effort to recruit national female staff, with women representing 34 percent of the national staff recruited in the past 15 months. WFP continued to focus on its vocational skills training programmes for women and still had 40,000 women participating in them. Substantial work was also being done on protection and creating female-friendly spaces as a broader part of the humanitarian effort. Working with national organizations, including some very dynamic women-headed organizations, was also a

priority for WFP, as it was for the humanitarian country team; 75 percent of the non-governmental organizations that WFP worked with were national entities.

224. WFP was engaging with international financial institutions, in particular the World Bank and the Asian Development Bank, with the aim of developing joint programming, or at least greater coordination and synergies, on the key priorities of maintaining essential services, agriculture and rural livelihoods, as well as gender and basic human rights.
225. The Regional Director for Asia and the Pacific, responding to comments regarding resilience activities, said that WFP believed that its model created lasting resilience. The Afghanistan evaluation had been conducted during a period when the country had been overwhelmed by violence and successive natural disasters. Previous resilience work done in Afghanistan, including extensive reforestation and water management work, was still yielding benefits, and very good resilience work was still being done. What the evaluation showed was that WFP had to make such work more effective by focusing its activities on strengthening communities. Food assistance nevertheless remained a priority, with 9 out of 10 Afghan households reporting insufficient food consumption and alarming indicators such as 92 percent of their income spent on food.

2022/EB.2/14 Country strategic plan – Timor-Leste (2023–2025)

226. The Country Director for Timor-Leste introduced the CSP for that country for 2023–2025, saying that it reflected a continued shift for WFP to an enabling role supporting the country's own capacity to reduce hunger and malnutrition. The CSP was focused on nutrition-sensitive, climate-smart food systems, including the strengthening of national supply chain management capacity in emergency preparedness, food fortification and food safety and quality, and incorporated a life cycle approach to child nutrition.
227. Members expressed appreciation for the proposed outcomes and activities and indicated their support for the new CSP and in some cases their contributions to the country's efforts overall. One member applauded plans to cultivate partnerships with the private sector and invest in the monitoring and evaluation systems critical to programming effectiveness and encouraged WFP to continue to invest in a sustainable staffing structure that would support full CSP implementation.
228. Thanking the members for their contributions and support and acknowledging their comments, the country director said that WFP was already engaging with the private sector and working on staffing and expected to have a strong team in place in the coming weeks to start implementation.
229. His Excellency, Rui Augusto Gomes, Minister of Finance for Timor-Leste, thanked WFP for developing what he said was a context-relevant country strategic plan that aided the Government in strengthening national safety net programmes, enhancing resilience in the face of shocks and improving the food security and nutrition status of the country's people, especially women and children. The Government was strongly committed to investing in human capital and considered WFP to be a key partner in its national development efforts.

Eastern Africa portfolio

2022/EB.2/15 Summary report on the evaluation of the interim country strategic plan for South Sudan (2018–2022) and management response

Country strategic plan – South Sudan (2023–2025)

230. The Deputy Director of Evaluation presented the evaluation of the interim CSP for South Sudan for 2018–2022, saying that it had shown WFP to have a strong comparative advantage as an emergency responder but stronger engagement with the Government was needed to enhance focus on sustainability and capacity strengthening and consideration of new funding streams to address severe funding shortfalls. The evaluation had resulted in six recommendations.
231. The Regional Director for Eastern Africa said that the new CSP for South Sudan took the findings of the evaluation into account and reflected the vision of the Government of South Sudan. He described the CSP as the way of the future, in which WFP combined life-saving and resilience activities to meet humanitarian needs while making important investments in the country's resilience.
232. The Country Director for South Sudan introduced the CSP for South Sudan for 2023–2025, which she said aimed to address entrenched inequity and isolation by intentionally leveraging all WFP programmes to build interconnected, peaceful communities with the goal of leaving no one behind. Providing life-saving food and nutrition assistance would remain WFP's highest priority, accounting for 80 percent of the CSP. WFP would also layer and sequence humanitarian interventions with activities focused on human capital development, resilience building, sustainable food systems and infrastructure investments to promote triple nexus programming and inclusion. A key element of the plan was the diversification and strengthening of partnerships with key government institutions, United Nations partners, new donors, international financial institutions and the private sector.
233. Members, including one speaking on behalf of a list, welcomed the evaluation report, indicated their agreement with its recommendations and expressed appreciation for the degree to which its findings had been incorporated into the new CSP.
234. Many members, including one speaking on behalf of a list, another speaking on behalf of all the countries of a list except one and a third speaking on behalf of a group of countries, voiced support for the new CSP, welcoming its focus on life-saving assistance, triple nexus approach, conflict-sensitive programming and emphasis on scaling up resilience building, livelihoods and climate adaptation activities to address the root causes of hunger and conflict, as well as the importance it assigned to gender and accountability to affected populations as cross-cutting issues.
235. Members nevertheless expressed concerns. Most of those who spoke noted the considerable and growing need in the country, with some echoing the evaluation finding that WFP risked being spread too thin. Various members suggested that WFP seek to expand its resource base, consider additional ways to maximize cost efficiency, use cash assistance whenever feasible and make maximum use of partnerships to support the achievement of CSP outcomes. One urged WFP to cultivate the flexibility needed to adapt to changing political circumstances in order to maintain the capacity to respond to humanitarian needs.
236. Two members highlighted climate impacts as being an important factor in the country and urged WFP to integrate climate drivers more fully into the CSP.
237. During the discussion members sought additional information on a number of matters, including social cohesion indicators, refugee food needs assessment, beneficiary targeting and security risk mitigation.

238. Replying to members' comments, the Deputy Director of Evaluation said that the evaluation had found that although still relatively small, the volume of food procured locally had increased by 436 percent between 2018 and 2021, in line with the WFP food procurement policy. Regarding the balance between resilience and crisis response, the evaluation had concluded that in 2022, in view of the Government's increasing interest in resilience building and in the face of donor funding fatigue, the time was right for the next CSP to make progress in the transition towards a long-term resilience-oriented approach.
239. The country director said that WFP mitigated the risk of being spread too thin by consulting regularly with its partners to ensure a robust approach to targeting and prioritization. To mitigate funding gaps WFP was working to expand its donor partnership base and support diversification efforts. WFP was actively engaging with international financial institutions, especially the International Monetary Fund and the World Bank, at the country level to address acute needs and invest in resilience.
240. In terms of peacebuilding efforts in South Sudan, WFP's comparative advantage was its expertise in conflict analysis and its livelihoods interventions. WFP worked with its nexus partners, including the United Nations Mission in South Sudan, and with a range of NGOs engaged in local peace initiatives and peace dialogue.
241. On the gender-transformative approach, WFP was prioritizing assistance to women-headed households and had a number of gender-transformative initiatives in place, including a joint study with FAO of how women farmers were disproportionately disadvantaged and how their burden could be eased. Another initiative sought to protect women in camps by identifying alternative and efficient energy sources that saved them from going to isolated areas in search of wood.
242. While acknowledging that the CSP could have an even stronger focus on climate, the country director emphasized WFP's ongoing work with communities and the Government to strengthen climate adaptation at both the policy level and through practical solutions at the local level, including the adaptation of food systems to the cultivation of flood-tolerant crops such as rice.
243. On the use of cash she said that WFP used it whenever possible, but she cautioned that in the context of South Sudan, a net food importer facing currency devaluation and skyrocketing food prices, it was important to monitor the ability of markets to respond to significant cash transfers.
244. Responding to a question regarding the shift from air to road transport, she confirmed that WFP was working on road construction to reduce its reliance on air service and was also opening river access, all of which would lead to operational efficiency and cost savings.
245. Her Excellency, Rebecca Nyandeng de Mabior, Vice-President of South Sudan, thanked WFP for its unwavering support over more than 40 years and for its long-term vision in South Sudan, which was aligned with the vision of the Government and its partners. She reaffirmed the Government's responsibility and leading role in promoting the welfare of the South Sudanese people and highlighted the need for all to work together to reduce dependency on humanitarian assistance. In her view, South Sudan had the potential to produce enough food to meet its neighbours' needs, and she thanked WFP for adopting a thoughtful approach to its interim interventions and seeking to thoroughly understand the situation and ensure that activities were carried out in an inclusive and equitable manner that contributed to stabilization and reconciliation. She closed her remarks with an appeal that South Sudan be appointed to membership of the Board.

2022/EB.2/16 Summary report on the evaluation of the country strategic plan for the Sudan (2019–2023) and management response

246. The Deputy Director of Evaluation presented the summary report on the evaluation of the Sudan CSP for 2019–2023, saying that overall WFP had succeeded in improving the food security and nutritional indicators for its beneficiaries but that the shift from emergency response to development-oriented programming remained challenging. The Country Director for the Sudan said that WFP management agreed with the five evaluation recommendations, which it had already started implementing, and would incorporate the evaluation findings into the design of the next CSP for the country.
247. Members, including one speaking on behalf of a list, thanked the Office of Evaluation for the summary report and commended WFP on its work in the country, highlighting its success in meeting or exceeding targets for assisting shock-affected populations and the setting of direction for gender-transformative programming. One member praised WFP for building synergies with other United Nations entities and encouraged it to continue to do so.
248. A number of areas for improvement were nevertheless flagged. Two members urged WFP to ensure the inclusion of people and families living with disability, with one requesting disaggregated data on disability. One member asked WFP to share data more regularly to improve the transparency of its results-based reporting. Another, noting with concern the increased frequency of operational pipeline breaks, recommended that WFP engage with all stakeholders in programme planning and implementation and plan scenarios based on its own financial pipelines. The same member asked WFP to consider increasing beneficiary awareness of complaint and feedback mechanisms as a matter of urgency.
249. A member speaking on behalf of a list called on WFP to reflect on how it might best play its role as a catalyst and put a strategic reorientation towards that role at the heart of the new CSP. Another member called on donors to provide sufficient funding to meet the country's needs, without politicization.
250. The Deputy Director of Evaluation replied to the comments relating to disability, saying that the CSP for 2019–2023 had included guidance for monitoring disability but that the guidance was not yet being applied at the time of the evaluation. She added that disability was a particularly delicate matter to monitor.
251. The country director, addressing comments on gender analysis and transparency in data-sharing, said that WFP had started work on those elements and would further develop them in the next CSP, along with the humanitarian–development–peace approach to its work in the Sudan.

Middle East, Northern Africa and Eastern Europe portfolio**2022/EB.2/17 Summary report on the evaluation of the country strategic plan for Jordan (2020–2022) and management response****Country strategic plan – Jordan (2023–2027)**

252. The Director of Evaluation presented the summary report on the evaluation of the CSP for Jordan for 2020–2022, which concluded that WFP had successfully provided general food assistance at scale and reached the most vulnerable refugee households in Jordan. The evaluation had nevertheless concluded that there was room for improvement in how WFP communicated its targeting methods to beneficiaries and that although the organization had worked to improve the efficiency, effectiveness and sustainability of its operations a more systematic approach to monitoring and learning was needed. The evaluation also found that WFP had provided capacity strengthening for national institutions, working towards harmonizing approaches, and had begun to transition from unconditional cash assistance to more predictable social safety nets for vulnerable refugees and Jordanians.

The report presented six recommendations in areas including accountability to affected populations, capacity strengthening, staffing profiles and livelihoods support.

253. The country director then presented the new CSP for Jordan for 2023–2027, saying that it had been informed by the findings and recommendations from the evaluation of the earlier CSP. Its three pillars focused on humanitarian assistance, structural issues and enabling services; the plan would see WFP invest in climate-smart technologies, efficient water usage and better climate risk management in addition to continuing its large-scale food assistance to refugees and its technical support for government institutions dealing with social protection and food security governance. Over 80 percent of the CSP budget would be allocated to assisting over 465,000 refugees.
254. Board members commended WFP for its work in Jordan. One member welcomed the focus of the new CSP on resilience building and sustainability and applauded WFP's work with local communities and supply chains. She encouraged continued investment in analysis of inclusion to help address the needs of people with disabilities and other vulnerable groups and noted that contingency planning would continue to be important in the face of uncertain funding.
255. One Board member echoed the conclusion of the evaluation report that WFP should stay true to its humanitarian mandate even while engaging in development activities. He requested more detail regarding security measures for cash and voucher operations, the planned shift to using e-wallets and the approach that WFP would use to determine whether to reduce unconditional assistance to refugees. He called for better use of monitoring data to assess outcome-level performance under the CSP and expressed interest in the results of the WFP/UNHCR two-way referral system. There was also a call for WFP to improve targeting given that need significantly exceeded available resources.
256. Other Board members said that there was a need for continued close cooperation with other United Nations entities and stakeholders, better explanation of WFP's comparative advantage in livelihoods creation activities and recognition of the need for both emergency response and activities aimed at building the self-reliance of refugees.
257. On the question of cash-based transfer systems and security, the country director said that WFP was working with UNHCR and UNICEF to support the financial inclusion of beneficiaries, who would gradually move from vouchers and prepaid cards to mobile money. A scheme to that end would be piloted and reviewed to reflect lessons learned, with systems in place to ensure security and accountability.
258. WFP was working with other United Nations entities in Jordan on operationalizing the triple nexus and promoting sustainability. The organizations were embarking on a large-scale exercise to verify the identities of refugees and record their capabilities in addition to their vulnerabilities. The responsibility for finding a sustainable solution to the situation of refugees in Jordan was collective, however, and fell upon the Government, donors, international financial institutions and the United Nations, including WFP.
259. The regional director added that WFP had held regional consultations with UNHCR on building the self-reliance of refugees and with FAO on climate and water scarcity. Consultations with UNICEF on social protection and education were planned for January.
260. The Deputy Executive Director, Programme and Policy Development Department, said that Jordan was one of three countries that UNHCR and WFP had identified for stronger collaboration and investment in refugee self-reliance and durable solutions. She welcomed the decision to make refugee self-reliance and reducing dependence on humanitarian assistance one of the strategic priorities for the region.

261. Following approval of the CSP, the Deputy Permanent Representative of Jordan expressed appreciation to the Executive Director and WFP staff, particularly those based in Jordan, for their dedication. He called for global partnerships to tackle the growing and interconnected crises around the world and put an end to hunger.

2022/EB.2/18 Country strategic plan – Lebanon (2023–2025)

262. The Lebanon Country Director presented the country strategic plan for Lebanon for 2023–2025, saying that it represented a continuation of WFP's life-saving assistance to refugees and vulnerable Lebanese and support for livelihoods and social safety nets. WFP would also share its expertise in sustainable social assistance and food systems with the Government in order to reduce future needs. The CSP would be implemented in partnership with the Government, donors, the World Bank, other United Nations entities and NGOs.

263. Board members expressed deep concern at the multidimensional crisis in Lebanon. They welcomed WFP support for the Government in efforts to build sustainable institutions and shock-responsive systems. One Board member highlighted a gender-transformative approach, strong community engagement and conflict sensitivity as key aspects of the new CSP. She called on WFP to strengthen its partnerships, its strategic approach and the integration of cash-based transfers, social protection and capacity strengthening. Other Board members spoke of a need to diversify and expand resource mobilization while also identifying strategies for consistently using the resources available in support of zero hunger.

264. Several Board members praised WFP's support for the social protection system, particularly the use of unrestricted cash and the partnership with the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) on gender and inclusion. One Board member commended efforts to support the development of a national school meals policy that was gender and disability responsive. Another encouraged WFP to engage in a strategic discussion with Board members on the creation of a general and sustainable social security system.

265. One Board member expressed appreciation for the data sharing and partnership between UNHCR, WFP and UNICEF and in particular the agreement with UNHCR on targeting data. She encouraged WFP to share more segregated data on age, gender, disability inclusion and diversity when reporting on the CSP and to ensure that it had sufficient staff in the country to meet donor reporting requirements.

266. One Board member welcomed WFP commitments to disability inclusion and encouraged WFP to work with local organizations to improve accountability. Another praised the focus on meeting the food needs of vulnerable refugees and host communities.

267. Board members sought more information on WFP's scenario planning and the likelihood that rations would be cut in the face of funding shortfalls; the process for and timing of an eventual handover of the national poverty targeting programme to the Government; and plans for livelihood support activities in the light of restrictions on refugee participation in the labour market.

268. Responding to Board member questions, the country director said that WFP had adjusted its programming to reflect lessons learned from the joint assessment on gender conducted with UN-Women; staff specialized in gender issues had also been recruited. WFP had also started to work with local institutions on disability issues.

269. Cooperation with other United Nations entities was strong, particularly for refugee assistance; one cash transfer platform was used by all entities to increase the efficiency and effectiveness of assistance.

270. On social assistance WFP worked with the Government and international financial institutions, including the World Bank; WFP was implementing a government-owned social security system with funding from the World Bank.
271. WFP had been able to reach 2.3 million beneficiaries thanks to generous donor support. If funding shortfalls were to occur, WFP would prioritize the delivery of life-saving support, with possible reductions in rations and cash-based transfer amounts for other beneficiaries. WFP was providing in-kind assistance to vulnerable Lebanese; the modality was being reviewed and beneficiaries were being moved between assistance types when appropriate.
272. WFP had started work on the development of an integrated social assistance programme. Two distinct systems needed to be brought together with unified targeting and reporting mechanisms. Donors were supporting this work, and WFP was engaging in institutional capacity building with the aim of fostering government ownership. The regional director added that although Lebanon had experienced rapid economic decline, the country had the potential to return to a more stable situation that would render WFP support unnecessary. Until that occurred, WFP would continue to support the many refugees and vulnerable Lebanese and take the opportunity to strengthen institutional capacity.
273. Upon the approval of the CSP, the Ambassador and Permanent Representative of Lebanon thanked WFP for what she called its tireless efforts to meet the needs of Syrian refugees and Lebanese in distress. She urged the international community to share responsibility and find sustainable solutions to food insecurity.

2022/EB.2/19 Country strategic plan – Republic of Türkiye (2023–2025)

274. The Türkiye Country Director introduced the CSP for that country for 2023–2025, saying that it focused on supporting the Government in the hosting of refugees, including new arrivals such as those from Ukraine, scaling up its livelihoods programmes for refugees and vulnerable members of the host community, assisting the Government in strengthening the national school feeding and other programmes, policies and systems and providing on-demand services for partners, including other United Nations entities.
275. Three Board members took the floor. Thanking WFP for its work in Türkiye, one endorsed the CSP's inclusive approach to supporting refugees and other vulnerable people, its evidence-based exit strategy based on the strengthening of beneficiaries' self-reliance, its strengthened monitoring and evaluation activities and its plans for collecting gender-disaggregated data and strengthening the monitoring and evaluation activities of WFP's partners. He said that he looked forward to receiving updates on the results of the country office's forthcoming strategic workforce planning exercise, noting that two thirds of the upper- and middle-management staff of the office were women.
276. Another Board member called on WFP and its partners to facilitate the return of Syrian refugees to the Syrian Arab Republic. A third member, speaking on behalf of 22 of the countries of a list, commended WFP for supporting the Turkish Government in its efforts to improve the living conditions and build the self-reliance of refugees in Türkiye and encouraged WFP to work with partners in helping Syrian refugee women join Türkiye's workforce.
277. The country director said that a workload distribution exercise had started in October and would enable the country office to review its workforce requirements for the CSP taking into account the planned expansion of WFP's livelihoods programmes in Türkiye. A joint targeting exercise in the temporary accommodation centres for refugees would provide insights into the inflationary trends and emerging vulnerabilities to enable adjustments in WFP's ongoing assistance.
278. Speaking on behalf of her Government, the Deputy Chief of the Türkiye Mission to the United Nations agencies in Rome congratulated the country office on the new CSP, which she said was in line with the eleventh national development plan for 2019–2023. Mass

migration, she said, was a pressing issue, and the responsibility for managing it should be shared among countries. Türkiye looked forward to maintaining its close cooperation with WFP throughout the implementation of the new CSP.

2022/EB.2/20 Interim country strategic plan – Yemen (2023–2025)

279. Following the screening of a short video, the Yemen Country Director introduced the interim CSP for that country for 2023–2025, saying that as one of WFP's largest and most complicated programmes it was unlikely to be fully funded and would require WFP to prioritize its use of resources. Recent developments in WFP's work in Yemen included progress in the biometric registration of beneficiaries in the south of the country, although registration had stalled in the north. The truce between the Yemeni authorities in Sana'a and the Houthis had expired on 1 October and was currently being renegotiated.
280. Board members endorsed the interim CSP and welcomed its focus on saving lives, using school feeding and nutrition programmes to help children reach their full potential, leveraging the humanitarian–development–peace nexus, implementing WFP's gender, protection and accountability to affected populations policies and contributing to joint resilience building programmes with other United Nations entities. They commended WFP's commitment to scaling up engagement with local and national NGOs and other partners, ensuring adherence to corporate due diligence standards and risk management, strengthening community engagement and localization efforts and supporting the recovery of social protection programmes.
281. Many Board members spoke about the need for accurate targeting and the prioritization of programmes and beneficiaries, particularly given the current pressures on international resources. Welcoming WFP's efforts to improve targeting and its prioritization of communities and households in IPC phases 4 and 5, members encouraged WFP to assume a leading role in the development of interoperable tools and systems for the sharing of beneficiary data among partners; they also requested further details on the trade-offs between the number of people reached and the size of rations in seeking to maximize life-saving impact in the face of resource shortages and access constraints.
282. A number of Board members raised questions regarding the registration of internally displaced persons, the disaggregation of information on cash and voucher distributions, whether future price increases were taken into account in budget planning and WFP's engagement with international financial institutions in the country.
283. The country director said that data for planning purposes were gathered from WFP's annual food security and livelihood assessments, which fed into the larger IPC process, and surveys conducted by UNICEF and other United Nations entities. Data sharing with the northern authorities in Yemen continued to be a challenge, but WFP planned to use a blockchain-based transfer platform to facilitate data sharing, starting with the biometric registration data on 2 million beneficiaries that it had collected in the south. A retargeting exercise using biometric registration data was also under way, with the use of WFP's digital beneficiary information and transfer management platform facilitating the de-duplication of beneficiary listings.
284. By balancing ration size against the number of beneficiaries assisted WFP had helped to avert famine, and the number of people in IPC phase 5 had declined from 166,000 to zero since the middle of the year. It was difficult to identify internally displaced persons, who lived in camps and host families or independently in communities, but the biometric registration exercise about to start in the Taiz and Marib regions would focus on the internally displaced population.

285. Most of WFP's operations in Yemen were implemented by NGO partners, of which about half were national and half international. One NGO partner carried out 65 percent of WFP's general food distributions. WFP's shift from emergency assistance to resilience and livelihoods activities depended on donors allowing it the flexibility to use resources for medium- and long-term actions. WFP would invest in resilience and livelihood support where it could, but saving lives remained its priority.
286. Following the approval of the interim CSP the Ambassador of Yemen to Italy thanked WFP and donors for their support for the vulnerable people in her country. In particular, she welcomed WFP's plans to expand home-grown and other school feeding interventions to additional geographic areas, saying that that would help to stimulate the economy and create work opportunities, especially for women.

Latin America and the Caribbean portfolio

Overview of evaluations of CSPs for countries in the Latin America and the Caribbean region

287. The Director of Evaluation presented an overview of the main conclusions and recommendations of the evaluations of the CSPs for the Plurinational State of Bolivia, Ecuador and Peru completed in 2022, noting that the findings of the evaluations, which covered the period from 2017 to mid-2021, had informed the design of the second-generation CSPs developed for those countries.
288. During the period under review the three CSPs had been revised several times, resulting in a 14-fold increase in the number of beneficiaries reached; had been well aligned with national circumstances and priorities; and had been swiftly adapted to deal with changing circumstances, most notably the COVID-19 pandemic. WFP had ably complemented government efforts to deal with emergencies, effectively mitigating food insecurity. Resilience building work had been relevant and had contributed to increases in smallholder production and meeting basic food needs but had been overshadowed by emergency responses and constrained by insufficient national ownership and engagement at the community level; insufficient diversification of assets and integration with other WFP work; a short-term programming perspective; and a lack of coherence with the work of partners. National school feeding programmes had improved but needed stronger links with smallholder farmers and to better integrate nutrition. WFP technical assistance and advocacy had contributed to improvements in policy, regulatory and funding frameworks and risk management, emergency preparedness and social protection, but the resulting increases in national capacity needed to be preserved, a goal made challenging by turnover among government employees, inadequate tailoring of activities to national circumstances and WFP's short-term programmatic vision. Gender equality and women's empowerment had been mainstreamed in CSP design and budgeted for but gender-transformative approaches needed to be strengthened, and while protection and accountability to affected populations had improved they could be further enhanced. WFP had effectively scaled up responses as needed and per beneficiary transfer costs had decreased in the process, but scaling up – and down – had been challenging and had affected internal coherence and synergy across the nexus. Performance had been hampered by funding that was both short-term and strictly earmarked, while partnerships had focused on fundraising to the exclusion of strategic synergies with other development actors.
289. The recommendations resulting from the evaluations called on WFP to invest in policy support initiatives and to strengthen resilience, protection and gender activities to maximize effectiveness across the triple nexus; to strengthen programmatic integration and internal coherence across strategic outcomes during CSP design and implementation; to strengthen strategic partnerships for leveraging resources and to clearly define roles, responsibilities and coordination mechanisms when establishing operational partnerships; to design and

implement integrated results-based monitoring and knowledge management systems combining performance monitoring, process monitoring, context analysis and financial tracking to better inform internal and external decision making; and to develop a strategy for human resource needs and internal capacity building, especially in policy analysis and advocacy and in respect of cross-cutting themes, including gender and protection.

290. The Regional Director for Latin America and the Caribbean highlighted three points arising from the evaluations that she said were of particular relevance to the new CSPs. The first was that WFP had managed to position itself with governments strategically to respond to the COVID-19 pandemic and that it was imperative for it to establish further alliances with governments, donors and non-traditional partners in order to strengthen and consolidate its position in the area of resilience and to support public policies and national programmes aimed at building more resilient communities and societies in the region. The second point was strategic: since countries of the region had considerable national capacity it was important to ensure that WFP's capacity strengthening work continued to be based on empirical data and evidence and that through its interventions it fostered innovative solutions for governments. Several successful pilot projects on evidence generation had already been carried out in the region and used to inform public policies. The third point was that one of the most important areas for investment was human capital: the regional bureau had worked closely with country offices and governments to ensure that they had the necessary profiles and capacity to implement their strategic plans effectively. Securing sufficient funding for human capital and providing countries with the necessary support had been a challenge, however, as highlighted by the evaluations.

2022/EB.2/21 Summary report on the evaluation of the country strategic plan for the Plurinational State of Bolivia (2018–2022) and management response

Country strategic plan – Plurinational State of Bolivia (2023–2027)

291. The Country Director for the Plurinational State of Bolivia presented the CSP for 2023–2027, including how it would take into account the recommendations stemming from the evaluation of the previous CSP for the country, covering 2018–2022. The new CSP would be aimed at eliminating malnutrition, improving the production and incomes of smallholder farmers and creating sustainable food systems, with a focus on the indigenous population and promotion of the country's traditional foods and rich cuisine.
292. Board members expressed broad support for the CSP, applauding in particular its gender focus and support for indigenous women, as well as the proposed development of traditional cuisine. Several commended WFP for incorporating the recommendations arising from the evaluation of the previous CSP for the Plurinational State of Bolivia into the design of the new CSP, especially with regard to furthering the shift towards an enabling role. Several highlighted South-South, regional and triangular cooperation as being important for achieving the aims of the CSP.
293. Responding to member comments the country director said that WFP was preparing for a difficult future owing to climate risks. WFP considered everyone involved in the food sector, including women, young people, smallholder farmers, vendors and transporters, to be important parts of the solution, and was aiming to encourage and facilitate approaches that took advantages of opportunities for growth.

2022/EB.2/22 Country strategic plan – Ecuador (2023–2027)

294. The Country Director for Ecuador presented the CSP for that country for 2023–2027, saying that it was aligned with the Government's national development plan and the UNSDCF and designed to foster synergies with other organizations to achieve common objectives.
295. Board members welcomed the CSP, including in particular the inclusion of migrants and the proposed measures to address childhood malnutrition and strengthen food systems.

296. Alluding to the evaluation of the previous CSP for Ecuador, covering 2017–2021, one member praised WFP for its flexibility in scaling up and diversifying interventions to respond to multiple overlapping emergencies, including the COVID-19 pandemic, and for the progress made in integrating gender as a cross-cutting priority in its field operations, including the appointment of a gender focal point. She commended the incorporation of the evaluation findings into the new CSP overall but questioned whether the new CSP adequately addressed shortcomings identified in relation to nutrition activities, stressing that robust data collection, monitoring and real-time evaluation of nutrition outcomes would be critical during CSP implementation.
297. The country director thanked Board members, in particular those from the Latin American and Caribbean region, for their support, noting that the countries of the region were working together on many common issues. Responding to the comments he confirmed that gender was a key consideration in the new CSP, as was childhood nutrition. With regard to the latter, he said that the second phase of the study on the cost of malnutrition in Ecuador was starting and that the results should be available in the coming months.
298. His Excellency Miguel Falconi-Puig, Ambassador and Permanent Representative of Ecuador, thanked WFP for its efforts under the CSP for 2017–2021, including the food assistance provided to migrants and vulnerable people in Ecuador, and said that he was confident that the new CSP would be implemented effectively, in coordination with national institutions, municipal governments and United Nations entities. He drew attention to a meeting between the Executive Director and the President of Ecuador at which the increase in food prices had been a main topic of discussion. He confirmed that WFP was a strategic ally for Ecuador both for supplying food to public schools and for disaster risk reduction and reaffirmed the country's commitment to cooperation with the organization.

2022/EB.2/23 Country strategic plan – Peru (2023–2026)

299. The Country Director for Peru presented the CSP for that country for 2023–2026, saying that it extended WFP's traditional advocacy and technical assistance work in Peru while updating programmes to keep pace with new challenges such as migration and the impact of COVID-19 on food security, as well as new opportunities. She highlighted WFP's strong collaboration with the Government, which provided funding each year to cover country office costs and support operations, as well as with the private sector and the other Rome-based agencies.
300. Members welcomed the new CSP and its focus on gender issues and strengthening local capacity. One member commended WFP for providing unforeseen emergency direct assistance to vulnerable populations following the influx of migrants and refugees and for integrating the findings of the evaluation of the previous CSP into the new one, including by planning for increased assistance for migrants and refugees. Drawing attention to the financial support provided by the Government, another member praised the long history of cooperation between WFP and the Government, as well as the more recent cooperation with the private sector, and urged other countries throughout the region to learn from Peru's experience and to use it as a model for collaboration.
301. One member requested clarification of WFP's "no-regrets" policy in the context of Peru, modalities for support for vulnerable refugees and migrants who lacked access to the national social protection system and engagement with other humanitarian actors on gender-based violence and protection programming for refugee and migrant populations.
302. The country director replied that the new CSP provided the possibility of direct WFP assistance including no-regrets emergency response, but the Government was unlikely to request that except in exceptional circumstances, and that the new CSP also allowed any required service to be contracted from WFP. In any case, the CSP strongly emphasized

- ongoing support for the national systems that the Government used or could use for emergency response.
303. For migrants and refugees lacking access to social protection, WFP planned to continue cash assistance and to connect with other entities providing livelihood programming, since it did not provide such programming directly. With regard to gender-based violence and general protection, WFP, UNHCR, UNICEF and the International Organization for Migration had recently introduced an inter-agency hotline that migrants could use to ask questions and request help on any topic.
 304. During the discussion one member said that people were migrating because their home country could not meet their needs owing to unilateral action by another country. In response, another member said that his country was part of a broad coalition helping to address the humanitarian crisis underlying migration and that humanitarian goods and activities were exempt from political sanctions. Another member urged the Board to remain focused on consideration of the proposed CSP for Peru.
 305. His Excellency Don Julio Eduardo Martinetti Macedo, Permanent Representative of Peru, conveyed his Government's appreciation to WFP and donor countries for providing humanitarian assistance to the country's people and migrants and technical assistance for strengthening national capacity in emergency response and social protection. He thanked the Board for approving the new CSP, which his Government was committed to implementing in a coordinated and articulated manner in order to close inequality gaps, generate opportunities for resilience and economic growth and strengthen partnerships, with the overall aim of achieving zero hunger.

2022/EB.2/24 Country strategic plan – Honduras (2023–2027)

306. The Country Director for Honduras introduced the CSP for the country for 2023–2027, saying that it had been developed in consultation with the Government, civil society, other United Nations entities and the private sector, as well as the most vulnerable populations in Honduras, including women, indigenous communities, Afro-descendant people and young people.
307. Members commended WFP for its work in the country to date, notably in emergency response and mitigation and school feeding, and expressed overwhelming support for the new CSP, saying that it would continue that work while adding aspects of emergency preparedness, climate change adaptation and enhanced national capacity building and resilience work, including with women and young people.
308. One member said that working at the triple nexus and strengthening the social safety net were of utmost importance but not sufficiently visible aspects of WFP's work, resulting in insufficient funding for those areas. He added that financial support for such work in the Latin American and Caribbean region in general would help avoid more costly actions in the future.
309. Members offered suggestions to enhance WFP's efforts in the country. One encouraged it to work in concert with other actors providing school meals in Honduras, as well as to prioritize support for a gender adviser to build staff capacity and help with gender-sensitive programme design given the widespread gender inequality in the country. Another, noting the high cost of the new CSP relative to the previous plan, asked that WFP aim to implement the new plan effectively and efficiently, with clear targeting.
310. Thanking members for their comments and support, the country director affirmed WFP's determination to support the people of Honduras in alignment with national priorities. In addition to a focus on resilience building, the new CSP had an important focus on gender issues, including violence against women. She confirmed that WFP, understanding that schoolchildren needed more than just meals, took a holistic approach to the school feeding programme that encompassed community development and support

for smallholder farmers to ensure crop diversification and a better market environment. She also reported that WFP was already coordinating its school meals work with that of other actors.

311. Ms Maria del Pilar Aguilar, Permanent Deputy Representative of Honduras to Italy, thanked the Board for further strengthening the relationship between WFP and her country. The CSP was the outcome of extensive consultations and as a result reflected not only national priorities but also the views of the private sector and academia, and it would enable the Government to meet the urgent needs of the people, including the most vulnerable.

Summary of the work of the Executive Board

2022/EB.2/25 Summary of the work of the 2022 annual session of the Executive Board

312. The President reported that the Rapporteur for the Board's 2022 annual session had prepared the summary of that session and that in October 2022 a draft of it had been distributed to the Board members. The Board then approved the summary.

Verification of adopted decisions and recommendations

313. The President introduced the agenda item, expressing pleasure at the number of member representatives participating in the current session in person and the presence of the Vice-President of Colombia as a special guest. As particular accomplishments of the session he highlighted the Board's approval of WFP's management plan for 2023–2025, CSPs and a record number of CSP evaluations.
314. The Rapporteur then confirmed that the decisions and recommendations presented in the draft compilation of decisions and recommendations adopted by the Board at the current session corresponded to those that had been agreed during the session. The final versions of the adopted decisions and recommendations would be posted on the Board's website by the next working day, and a draft summary of the discussions that took place during the session would be circulated for comment in due course and considered by the Board for approval at the Board's next session.

ANNEX I

Decisions and recommendations

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.

Adoption of the agenda

The Board adopted the agenda for the session.

14 November 2022

Appointment of the Rapporteur

In accordance with rule XII of its rules of procedure, the Board appointed H.E. Miguel Jorge García Winder (Mexico, List C) as Rapporteur for its 2022 second regular session.

14 November 2022

Current and future strategic issues

2022/EB.2/1 Opening remarks by the Executive Director

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

14 November 2022

Western Africa portfolio

2022/EB.2/2 Country strategic plan – Guinea-Bissau (2023–2027)

The Board approved the Guinea-Bissau country strategic plan (2023–2027) (WFP/EB.2/2022/7-A/3) at a total cost to WFP of USD 131,074,054.

15 November 2022

Policy issues

2022/EB.2/3 Compendium of policies relating to the strategic plan

The Board took note of the compendium of policies relating to the strategic plan (WFP/EB.2/2022/4-A).

The Executive Board repeated its request for a written analysis of normative work that needed to be adapted or drafted to ensure the implementation of the strategic plan and requested to present this analysis no later than the second regular session of the Executive Board in November 2023.

15 November 2022

2022/EB.2/4 Update on collaboration among the Rome-based agencies

The Board took note of the update on collaboration among the Rome-based agencies (WFP/EB.2/2022/4-B).

15 November 2022

Resource, financial and budgetary matters

2022/EB.2/5 WFP management plan (2023–2025)

Having considered WFP's management plan for 2023–2025 (WFP/EB.2/2022/5-A/1/Rev.1), the Board:

- i. noted that the 2023 programme support and administrative appropriation assumes a funding level of USD 11 billion in 2023;
- ii. took note of the projected operational requirements of USD 19.7 billion for 2023 and the provisional implementation plan of USD 12 billion for 2023 to align the activities of WFP with anticipated funding, as outlined in section III of the management plan for 2023-2025;
- iii. approved a 2023 programme support and administrative appropriation of USD 576.3 million, to be allocated as follows:

strategy and direction	USD 113.7 million
services to operations	USD 293.3 million
governance, independent oversight and fundraising	USD 169.3 million
Total	USD 576.3 million
- iv. approved the replenishment of the Immediate Response Account in the amount of USD 50 million from the programme support and administrative equalization account to ensure sustainability and improve the availability of funds for Immediate Response Account allocations;
- v. approved a transfer in the amount of USD 6.1 million from the programme support and administrative equalization account to the Afghanistan and Yemen operations to correct an indirect support cost revenue error made in 2021;
- vi. approved an allocation of USD 27 million from the programme support and administrative equalization account for the second year of the critical corporate initiative "investing in WFP people" to support WFP's ongoing efforts to shape the workforce as required to fulfil the organization's mandate, support employee health and well-being and build improved, respectful and inclusive workplaces;
- vii. approved an allocation of USD 13.6 million from the programme support and administrative equalization account for the second year of the critical corporate initiative "strategic plan and corporate results framework implementation" to strengthen performance planning, monitoring and reporting by emphasizing activities that enhance evidence and learning and leverage technology;
- viii. approved an allocation of USD 3.2 million from the programme support and administrative equalization account for a new one-year critical corporate initiative "country office support model optimization and simplification" to enable country offices to focus their efforts on carrying out operations by improving the effectiveness and efficiency of support provided by global headquarters through more efficient organizational structures and reporting lines;
- ix. approved an allocation of USD 6.6 million from the programme support and administrative equalization account for the first year of a new critical corporate initiative "United Nations Sustainable Development Group efficiency road map" to cover activities aimed at ensuring that WFP has the capacity to prepare for, participate in, deliver and lead United Nations development system reform efforts;
- x. approved a standard indirect support cost recovery rate of 6.5 percent for 2023 for all contributions except for such contributions received pursuant to General Rule XIII.4(e), for which an indirect support cost recovery rate of 4 percent shall apply;

- xi. approved the transfer of USD 34.8 million from the unearmarked portion of the General Fund to increase the operational reserve to USD 130 million to support the internal project lending facility;
- xii. approved an increase in the ceiling for corporate services financing from USD 147 million to USD 200 million to respond to increased demand associated with growth in WFP's operations since the corporate services financing mechanisms were adopted;
- xiii. approved a new Immediate Response Account target level of USD 400 million for 2023;
- xiv. approved the change in ceilings of the internal project lending facility and the Global Commodity Management Facility from a fixed United States dollar amount to a level of up to 10 percent of the prevailing global contribution forecast for each facility at any given time. The ceiling of the internal project lending facility, however, shall not exceed the operational reserve ratio of 10:1; and
- xv. authorized the Executive Director to adjust the programme support and administrative component of the budget in accordance with a change in the level of the global contribution forecast for the year, at a rate not to exceed 2 percent of the anticipated change in income.

The Board also took note of the comments of the Advisory Committee on Administrative and Budgetary Questions of the United Nations (WFP/EB.2/2022/5-(A,B,C)/2) and the Finance Committee of the Food and Agriculture Organization of the United Nations (WFP/EB.2/2022/5-(A,B,C)/3).

15 November 2022

2022/EB.2/6 Update on the Changing Lives Transformation Fund

The Board took note of the update on the Changing Lives Transformation Fund (WFP/EB.2/2022/5-B/1).

The Board also took note of the comments of the Advisory Committee on Administrative and Budgetary Questions of the United Nations (WFP/EB.2/2022/5-(A,B,C)/2) and the Finance Committee of the Food and Agriculture Organization of the United Nations (WFP/EB.2/2022/5-(A,B,C)/3).

16 November 2022

Organizational and procedural matters

2022/EB.2/7 Biennial programme of work of the Executive Board (2023–2024)

The Board approved the biennial programme of work of the Executive Board (2023–2024) as set out in document WFP/EB.2/2022/8-A and as proposed by the Bureau and the Secretariat.

16 November 2022

Asia and the Pacific portfolio

2022/EB.2/8 Summary report on the evaluation of the country strategic plan for India (2019–2023) and management response

Country strategic plan – India (2023–2027)

The Board took note of the summary report on the evaluation of the country strategic plan for India (2019–2023) (WFP/EB.2/2022/6-D) and management response (WFP/EB.2/2022/6-D/Add.1) and encouraged further action on the recommendations set out in the report, taking into account the considerations raised by the Board during its discussion.

The Board approved the India country strategic plan (2023–2027) (WFP/EB.2/2022/7-A/5) at a total cost to WFP of USD 27,606,713.

16 November 2022

2022/EB.2/9 Summary report on the evaluation of the country strategic plan for the Kyrgyz Republic (2018–2022) and management response

Country strategic plan – Kyrgyz Republic (2023–2027)

The Board took note of the summary report on the evaluation of the country strategic plan for Kyrgyz Republic (2018–2022) (WFP/EB.2/2022/6-F) and management response (WFP/EB.2/2022/6-F/Add.1) and encouraged further action on the recommendations set out in the report, taking into account the considerations raised by the Board during its discussion.

The Board approved the Kyrgyz Republic country strategic plan (2023–2027) (WFP/EB.2/2022/7-A/7) at a total cost to WFP of USD 90,939,116.

16 November 2022

2022/EB.2/10 Summary report on the evaluation of the country strategic plan for Pakistan (2018–2022) and management response

Country strategic plan – Pakistan (2023–2027)

The Board took note of the summary report on the evaluation of the country strategic plan for Pakistan (2018–2022) (WFP/EB.2/2022/6-G) and management response (WFP/EB.2/2022/6-G/Add.1) and encouraged further action on the recommendations set out in the report, taking into account the considerations raised by the Board during its discussion.

The Board approved the Pakistan country strategic plan (2023–2027) (WFP/EB.2/2022/7-A/9/Rev.1) at a total cost to WFP of USD 780,786,414.

16 November 2022

2022/EB.2/11 Summary report on the evaluation of the country strategic plan for Sri Lanka (2018–2022) and management response

Country strategic plan – Sri Lanka (2023–2027)

The Board took note of the summary report on the evaluation of the country strategic plan for Sri Lanka (2018–2022) (WFP/EB.2/2022/6-J) and management response (WFP/EB.2/2022/6-J/Add.1) and encouraged further action on the recommendations set out in the report, taking into account the considerations raised by the Board during its discussion.

The Board approved the Sri Lanka country strategic plan (2023–2027) (WFP/EB.2/2022/7-A/12) at a total cost to WFP of USD 74,871,830.

16 November 2022

2022/EB.2/12 Summary report on the evaluation of the country strategic plan for Tajikistan (2019–2024) and management response

Country strategic plan – Tajikistan (2023–2026)

The Board took note of the summary report on the evaluation of the country strategic plan for Tajikistan (2019–2024) (WFP/EB.2/2022/6-L) and management response (WFP/EB.2/2022/6-L/Add.1) and encouraged further action on the recommendations set out in the report, taking into account the considerations raised by the Board during its discussion.

The Board approved the Tajikistan country strategic plan (2023–2026) (WFP/EB.2/2022/7-A/13) at a total cost to WFP of USD 91,900,725.

16 November 2022

2022/EB.2/13 Summary report on the evaluation of the country strategic plan for Afghanistan (2018–2022) and management response

The Board took note of the summary report on the evaluation of the country strategic plan for Afghanistan (2018–2022) (WFP/EB.2/2022/6-A) and management response (WFP/EB.2/2022/6-A/Add.1) and encouraged further action on the recommendations set out in the report, taking into account the considerations raised by the Board during its discussion.

16 November 2022

2022/EB.2/14 Country strategic plan – Timor-Leste (2023–2025)

The Board approved the Timor-Leste country strategic plan (2023–2025) (WFP/EB.2/2022/7-A/14) at a total cost to WFP of USD 13,973,015.

16 November 2022

Eastern Africa portfolio**2022/EB.2/15 Summary report on the evaluation of the interim country strategic plan for South Sudan (2018–2022) and management response****Country strategic plan – South Sudan (2023–2025)**

The Board took note of the summary report on the evaluation of the interim country strategic plan for South Sudan (2018–2022) (WFP/EB.2/2022/6-I) and management response (WFP/EB.2/2022/6-I/Add.1) and encouraged further action on the recommendations set out in the report, taking into account the considerations raised by the Board during its discussion.

The Board approved the South Sudan country strategic plan (2023–2025) (WFP/EB.2/2022/7-A/11) at a total cost to WFP of USD 3,770,722,263.

16 November 2022

2022/EB.2/16 Summary report on the evaluation of the country strategic plan for Sudan (2019–2023) and management response

The Board took note of the summary report on the evaluation of the country strategic plan for the Sudan (2019–2023) (WFP/EB.2/2022/6-K) and management response (WFP/EB.2/2022/6-K/Add.1) and encouraged further action on the recommendations set out in the report, taking into account the considerations raised by the Board during its discussion.

16 November 2022

Middle East, Northern Africa and Eastern Europe portfolio**2022/EB.2/17 Summary report on the evaluation of the country strategic plan for Jordan (2020–2022) and management response****Country strategic plan – Jordan (2023–2027)**

The Board took note of the summary report on the evaluation of the country strategic plan for Jordan (2020–2022) (WFP/EB.2/2022/6-E) and management response (WFP/EB.2/2022/6-E/Add.1) and encouraged further action on the recommendations set out in the report, taking into account the considerations raised by the Board during its discussion.

The Board approved the Jordan country strategic plan (2023–2027) (WFP/EB.2/2022/7-A/6) at a total cost to WFP of USD 996,677,249.

17 November 2022

2022/EB.2/18 Country strategic plan – Lebanon (2023–2025)

The Board approved the Lebanon country strategic plan (2023–2025) (WFP/EB.2/2022/7-A/8) at a total cost to WFP of USD 5,311,257,433.

17 November 2022

2022/EB.2/19 Country strategic plan – Republic of Türkiye (2023–2025)

The Board approved the Republic of Türkiye country strategic plan (2023–2025) (WFP/EB.2/2022/7-A/15) at a total cost to WFP of USD 94,770,000.

17 November 2022

2022/EB.2/20 Interim country strategic plan – Yemen (2023–2025)

The Board approved the Yemen interim country strategic plan (2023–2025) (WFP/EB.2/2022/7-A/16) at a total cost to WFP of USD 8,557,991,940.

17 November 2022

Latin America and the Caribbean portfolio**2022/EB.2/21 Summary report on the evaluation of the country strategic plan for the Plurinational State of Bolivia (2018–2022) and management response****Country strategic plan – Plurinational State of Bolivia (2023–2027)**

The Board took note of the summary report on the evaluation of the Plurinational State of Bolivia country strategic plan (2018–2022) (WFP/EB.2/2022/6-B) and management response (WFP/EB.2/2022/6-B/Add.1) and encouraged further action on the recommendations set out in the report, taking into account the considerations raised by the Board during its discussion.

The Board approved the Plurinational State of Bolivia country strategic plan (2023–2027) (WFP/EB.2/2022/7-A/1/Rev.1) at a total cost to WFP of USD 18,841,728.

17 November 2022

2022/EB.2/22 Summary report on the evaluation of the country strategic plan for Ecuador (2017–2021) and management response**Country strategic plan – Ecuador (2023–2027)**

The Board took note of the summary report on the evaluation of the country strategic plan for Ecuador (2017–2021) (WFP/EB.2/2022/6-C) and management response (WFP/EB.2/2022/6-C/Add.1) and encouraged further action on the recommendations set out in the report, taking into account the considerations raised by the Board during its discussion.

The Board approved the Ecuador country strategic plan (2023–2027) (WFP/EB.2/2022/7-A/2) at a total cost to WFP of USD 144,353,752

17 November 2022

2022/EB.2/23 Summary report on the evaluation of the country strategic plan for Peru (2018–2022) and management response**Country strategic plan – Peru (2023–2026)**

The Board took note of the summary report on the evaluation of the Peru country strategic plan (2018–2022) (WFP/EB.2/2022/6-H) and management response (WFP/EB.2/2022/6-H/Add.1) and encouraged further action on the recommendations set out in the report, taking into account the considerations raised by the Board during its discussion.

The Board approved the Peru country strategic plan (2023–2026) (WFP/EB.2/2022/7-A/10) at a total cost to WFP of USD 73,821,586.

17 November 2022

2022/EB.2/24 Country strategic plan – Honduras (2023–2027)

The Board approved the Honduras country strategic plan (2023–2027) (WFP/EB.2/2022/7-A/4) at a total cost to WFP of USD 634,635,721.

17 November 2022

Summary of the work of the Executive Board**2022/EB.2/25 Summary of the work of the 2022 annual session of the Executive Board**

The Board approved the draft summary of the work of its 2022 annual session, the final version of which would be embodied in document WFP/EB.A/2022/14.

17 November 2022

ANNEX II**Agenda**

- 1. Adoption of the agenda** *(for approval)*
- 2. Appointment of the Rapporteur**
- 3. Opening remarks by the Executive Director**
- 4. Policy issues**
 - a) Compendium of policies relating to the strategic plan *(for consideration)*
 - b) Update on collaboration among the Rome-based agencies *(for information)**
- 5. Resource, financial and budgetary matters**
 - a) WFP management plan (2023–2025) *(for approval)*
 - b) Update on the Changing Lives Transformation Fund *(for consideration)*
 - c) Workplan of the External Auditor *(for information)*
- 6. Evaluation reports**
 - Summary evaluation reports on country strategic plans and management responses *(for consideration)*
 - a) Afghanistan (2018–2022)
 - b) Bolivia (Plurinational State of) (2018–2022)
 - c) Ecuador (2017–2021)
 - d) India (2019–2023)
 - e) Jordan (2020–2022)
 - f) Kyrgyz Republic (2018–2022)
 - g) Pakistan (2018–2022)
 - h) Peru (2018–2022)
 - i) South Sudan (2018–2022)
 - j) Sri Lanka (2018–2022)
 - k) Sudan (2019–2023)
 - l) Tajikistan (2019–2024)
- 7. Operational matters**
 - a) Country strategic plans *(for approval)*
 1. Bolivia (Plurinational State of) (2023–2027)
 2. Ecuador (2023–2027)
 3. Guinea-Bissau (2023–2027)
 4. Honduras (2023–2027)
 5. India (2023–2027)
 6. Jordan (2023–2027)

* Items marked with an asterisk are to be presented for information only but will nevertheless be discussed during the session.

7. Kyrgyz Republic (2023–2027)
8. Lebanon (2023–2025)
9. Pakistan (2023–2027)
10. Peru (2023–2026)
11. South Sudan (2023–2025)
12. Sri Lanka (2023–2027)
13. Tajikistan (2023–2026)
14. Timor-Leste (2023–2025)
15. Türkiye (2023–2025)
16. Yemen (2023–2025)

b) Reports of the Executive Director on operational matters (*for information*):

1. Revisions of country strategic plans and interim country strategic plans and corresponding budget increases approved by the Executive Director or jointly by the Executive Director and the Director-General of FAO (1 January–30 June 2022)
2. Limited emergency operations and immediate response activities approved by the Executive Director or by the Executive Director and the Director-General of FAO (1 January–30 June 2022)

c) Oral global overview of humanitarian needs and operational concerns and priorities (*for information*)*

8. Organizational and procedural matters

- a) Biennial programme of work of the Executive Board (2023–2024) (*for approval*)

9. Summary of the work of the 2022 annual session of the Executive Board (*for approval*)

10. Other business

- a) Report on the joint meeting of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP (*for information*)
- b) Oral report on the field visit of the WFP Executive Board (*for information*)*

11. Verification of adopted decisions and recommendations

Acronyms

CLTF	Changing Lives Transformation Fund
COSMOS	country office support model optimization and simplification
COVID-19	coronavirus disease 2019
CSP	country strategic plan
FAO	Food and Agriculture Organization of the United Nations
IFAD	International Fund for Agricultural Development
IPC	Integrated Food Security Phase Classification
PSA	programme support and administration
SADC	Southern African Development Community
SDG	Sustainable Development Goal
SEA	sexual exploitation and abuse
UNEP	United Nations Environment Programme
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNSDCF	United Nations sustainable development cooperation framework
UN-Women	United Nations Entity for Gender Equality and the Empowerment of Women