

برنامج  
الأغذية  
العالمي



Programme  
Alimentaire  
Mondial

World  
Food  
Programme

Programa  
Mundial  
de Alimentos

**Executive Board  
Third Regular Session**

**Rome, 23 - 26 October 2000**



Distribution: GENERAL

**WFP/EB.3/2000/14**

16 February 2001

ORIGINAL: ARABIC/ENGLISH

## **SUMMARY OF THE WORK OF THE THIRD REGULAR SESSION OF THE EXECUTIVE BOARD, 2000**

In accordance with the methods of work of the Executive Board, the present document reflects the main points of its deliberations to be taken into account by the Secretariat in the implementation of the Board's decisions and recommendations, contained in document WFP/EB.3/2000/13.

This document is printed in a limited number of copies. Executive Board documents are available on WFP's WEB site ([http://www.wfp.org/eb\\_public/EB\\_Home.html](http://www.wfp.org/eb_public/EB_Home.html)).



## TABLE OF CONTENTS

	Page
<b>POLICY ISSUES</b>	
Follow-up to Executive Board Decision 2000/EB.A/6 on Governance (2000/EB.3/1)	1
A Resource Mobilization Strategy for the World Food Programme (2000/EB.3/2)	2
Chairperson's Summary of the Second Consultation on Humanitarian Issues—Situations of Displacement: Issues and Experiences (2000/EB.3/3)	3
Participatory Approaches (2000/EB.3/4)	3
<b>FINANCIAL AND BUDGETARY MATTERS</b>	
Report on Budgetary Performance (1998–99) (2000/EB.3/5)	4
Audited Biennial Accounts (1998–99) (2000/EB.3/6)	4
Report of the Office of the Inspector-General (January 1998 to December 1999) (2000/EB.3/7)	6
Strengthening the Management Capacity of the World Food Programme (2000/EB.3/8)	6
<b>EVALUATION REPORTS</b>	
Evaluation Reports (2000/EB.3/9)	7
<b>OPERATIONAL MATTERS</b>	
Country Strategy Outline—Egypt (2000/EB.3/10)	8
Country Strategy Outline—Malawi (2000/EB.3/11)	9
Country Strategy Outline—China (2000/EB.3/12)	9
Country Strategy Outline—Nepal (2000/EB.3/13)	10
Country Strategy Outline—Sudan (2000/EB.3/14)	11
Country Programme—Bangladesh (2001–2005) (2000/EB.3/15)	11
Development Project for Executive Board Approval—Sudan 6190.00 (2000/EB.3/16)	12
Protracted Relief and Recovery Operation for Executive Board Approval—Cambodia 6038.01 (2000/EB.3/17)	12
Protracted Relief and Recovery Operations for Executive Board Approval—Democratic Republic of the Congo 6274.00 (2000/EB.3/18)	13
Protracted Relief and Recovery Operation for Executive Board Approval—Republic of the Congo 6265.00 (2000/EB.3/19)	13
Protracted Relief and Recovery Operation for Executive Board Approval—West Africa Coastal 6271.00 (2000/EB.3/20)	13
Budget Increase to Protracted Relief and Recovery Operation—Nepal 6151.00 (2000/EB.3/21)	13
<b>ORGANIZATIONAL AND PROCEDURAL MATTERS</b>	
Provisional Biennial Programme of Work of the Executive Board (2001–2002) (2000/EB.3/27)	14
<b>OTHER BUSINESS</b>	
School Feeding Initiative (2000/EB.3/30)	14





## POLICY ISSUES

### Follow-up to Executive Board Decision 2000/EB.A/6 on Governance (2000/EB.3/1)

1. In considering the document on the Follow-up to Executive Board Decision 2000/EB.A/6 on Governance, submitted for information, representatives spoke in support of the steps being introduced to implement the approved recommendations k to w of the Board's Working Group on Governance. Disappointment was expressed that recommendations a to j had not also been approved at the Board's Annual Session of 2000, as the document showed that the benefits of implementing the recommendations would be achieved at little cost.
2. The Chair of the Board's Working Group on Governance updated the Board on its work with recommendations a to j. He reported that discussions had been undertaken with those members who had difficulties in approving the recommendations at the Annual Session of 2000. He said that a minor re-wording of recommendations a and h and deletion of recommendation b appeared to make the recommendations acceptable. He provided a revised document and explained the re-wording of the recommendations. He said that he believed the re-wording did not alter the substance of the recommendations but clarified points and avoided the appearance of any prejudice to the outcomes of the review of the approval of programmes, projects and operations proposed in recommendation h. Recommendation b, which called for the re-drafting of the Mission Statement, was deleted to avoid confusion over how the word "re-drafted" should be interpreted. In addition, its inclusion was not central to strengthening the governance arrangements. He suggested that the Board could approved recommendations a to j, as amended, at the current session if it so desired.
3. The President put this suggestion to the Board. Some representatives pointed out that approval of the recommendations was not on the agenda for the session and that there was no opportunity to study the amendments nor to obtain the views of capitals and, therefore, no decision should be taken. The President concluded that the discussion of the recommendations had been useful but that a decision on their approval should be deferred.
4. Initially the Board noted the information provided by the Secretariat in document WFP/EB.3/2000/3-A and deferred consideration of the outstanding recommendations until the Board's First Regular Session of 2001. It noted that any further deferral may require revision of the implementation schedule for the changes to governance.
5. At a later stage in the Board's proceedings, the Chairperson of the Working Group requested the Board to add, for approval, the amended Working Group recommendations to the agenda of Third Regular Session of 2000. Noting that Rule of Procedure III.5 empowered the Board to add items to the agenda by agreement of a two-thirds majority, representatives were concerned that doing so would set an undesirable precedent for future Board sessions. They did not wish to see items for decision introduced without due notice that enabled thorough study and consultation. However, in the interests of advancing the governance initiative, the Board agreed to add the governance recommendations to the agenda for decision.
6. The Board therefore took up document EB.3/2000/L.1, Draft Decision, Strengthening the Governance of WFP, for approval. The document contained the Working Group on



Governance Report's recommendations as amended by the Working Group in consultation with concerned members. Following explanation of the amendments by the Chair of the Working Group, the Board approved the recommendations as amended. The Board asked that the Summary Record of the Session clearly state the Board's view that the addition of an item for decision during the session, or a change in the type of action requested on a given document, was not to be regarded as a precedent for the future conduct of business.

#### A Resource Mobilization Strategy for the World Food Programme (2000/EB.3/2)

7. In its consideration of the document "A Resource Mobilization Strategy for WFP", the Board expressed support for the thrust of the strategy.
8. Some representatives expressed certain reservations. These were: a concern regarding burden-sharing; the complexity of donor conditions under which WFP operates; difficulties in making multilateral contributions or multi-year indicative pledges because of legislative or budgetary restrictions; and the need to convene the pledging conference, in view of its questionable role in obtaining timely contributions.
9. Many delegations reiterated their commitment to maintaining the multilateral nature of WFP. The Board generally endorsed the position that demonstrated results are the best encouragement for all contributions, particularly through the multilateral window. However, several donors noted the budgetary and political constraints under which they operate, and which prevent them from making more flexible, multilateral or multi-year contributions; they therefore requested that the recommendations be worded in such a way that they acknowledge these difficulties. Delegations also stressed the importance of broadening the base of donor support for WFP operations. Enhanced visibility was welcomed as an incentive for increased contributions.
10. The opportunities offered by the new Food Aid Convention (FAC) to garner increased resources for WFP were also welcomed, although several representatives indicated their inability to use this instrument to make multi-year indicative pledges. A number of donors noted that their FAC contributions are made through several partners, not solely WFP.
11. With regard to conditionality, some representatives asked whether WFP rejects contributions that carry excessive conditions, and whether it was possible to 'standardize' a list of acceptable conditions. Maximum flexibility, it was suggested by some, is provided by cash donations.
12. Several delegations noted the importance of implementation of the Enabling Development policy and a results-based management approach, of greater participation by both recipient and donor countries in the formulation of projects and of host governments meeting their Government Counterpart Cash Contributions (GCCC). The Assistant Executive Director was requested to write to those countries that have not met their GCCC obligations.
13. With regard to funding for emergency operations, the Board advised WFP to make greater use of its website to provide up-to-date information on its emergency operations and their funding requirements. Replenishment of the Immediate Response Account, with donor consent, was endorsed as a priority. The more active participation of donors in the Consolidated Appeals Process (CAP) was welcomed.



14. Several delegations observed that the resource consultations should be open to all members. However, noting the practical difficulties in implementing the proposal it was agreed to re-visit the issue in consultation with the Secretariat.
15. The Board also recommended a review of funding for PRROs, given the dramatic increase in resources required for PRROs coupled with the significant decrease in resources available for these operations. The Secretariat would analyse the reasons for this decrease, and make recommendations to the Board in early 2001.
16. The cautious approach taken by the Secretariat regarding private-sector fund-raising was commended, particularly in the formulation of guidelines, based on the Secretary-General's guidelines on the same subject, to be approved by the Board. One delegation suggested that a task force or workshop on private sector collaboration may be useful. Several delegations proposed hiring an independent consultant prior to the employment of a full-time staff member. Two representatives noted the potentially precarious nature of support from The Hunger Site.

#### Chairperson's Summary of the Second Consultation on Humanitarian Issues—Situations of Displacement: Issues and Experiences (2000/EB.3/3)

17. The Board appreciated the concise and balanced Chairperson's Summary of the Second Consultation on Humanitarian Issues—Situations of Displacement: Issues and Experiences, held on 8 September 2000.
18. A number of representatives stated that further discussion on selected issues should be postponed until ECOSOC or UNGA clarified outstanding issues related to internal displacement.
19. Others suggested that it was opportune to build upon the significant progress already made. They urged the Secretariat to further the discussion and to submit a revised paper covering issues on which the consultations indicated consensus.
20. The Board agreed that:
  - a) The Secretariat, following consultation with the Bureau, would further the discussion through the submission of a paper for information to the Executive Board at its Annual Session in May 2001; and
  - b) A final report would be prepared after ECOSOC or UNGA had concluded its discussion on issues related to situations of internal displacement.

#### Participatory Approaches (2000/EB.3/4)

21. The Board welcomed the document "Participatory Approaches", noting the importance of further integrating participatory approaches in a systematic manner in all WFP activities. It encouraged WFP to be proactive in securing the participation of beneficiaries, governments, civil society organizations and other interested parties, noting the role of participation in supporting civil society and the democratic process.
22. Representatives emphasized the importance of strengthening linkages with national and local governments as a fundamental element of participatory approaches.
23. The Board recognized the challenges of using participatory approaches in humanitarian emergencies and supported the principle of flexibility in using these approaches.



24. The Board supported the "next steps" proposed in the paper and placed particular emphasis on training and capacity-building for WFP staff and partners.
25. The Secretariat took note of the points raised by representatives. Those points would be taken into account in further efforts to strengthen participatory approaches, in particular in the design, implementation, monitoring and evaluation of WFP activities.

---

## FINANCIAL AND BUDGETARY MATTERS

### Report on Budgetary Performance (1998–99) (2000/EB.3/5)

26. The Budgetary Performance Report (BPR) for the period 1998–99 was presented to the Board for information. The report, having been reviewed by the Advisory Committee on Administrative and Budgetary Questions (ACABQ) and the FAO Finance Committee, was accompanied by the respective comments of those bodies, in accordance with Article XIV.4 of WFP's General Regulations. The BPR gave an overview of WFP's overall budgetary performance for the 1998–99 biennial period, including the operational, support cost, and programme support and administrative (PSA) components.
27. The Board welcomed the conciseness, content and analytical nature of the report and acknowledged WFP's efforts in applying resources to security training. The Board expressed a desire to see in future reports data that would be particularly indicative of WFP's gradual approach to the introduction of results-based management and targeting.
28. The Board took note of the commitments of the Secretariat to further enhance and clarify the contents of future reports pertaining to budgetary performance.

### Audited Biennial Accounts (1998–99) (2000/EB.3/6)

29. The Secretariat presented the 1998–99 Financial Statements and the related reports, including the Report of the External Auditor. The Secretariat drew the Board's attention to the recommendations for Board approval set out in paragraph 45 of the Statement of the Executive Director.
30. The Board requested the Secretariat to explain why the specific donors of the unused Prior 1996 fund balances totalling US\$86.8 million could no longer be identified and to describe the efforts made before arriving at that conclusion. The Secretariat explained that a comprehensive review of the unused fund balances of US\$158.8 million of the Prior 1996 funding window as at 31 December 1995 had been undertaken in 1999. Following the review, some of those balances were reprogrammed in consultation with or refunded to the concerned donors during 1999 and others were in the process of being reprogrammed in 2000. The donors of the resulting balance of US\$86.8 million could no longer be identified as some contributions dated back to the 1980s and early 1990s, when the Programme's systems did not allow for easy tracking of each donor's contributions and the related expenditures. The Secretariat emphasized that great efforts had been made to identify donors and that further analysis would not produce any positive results. Both the internal and external auditors had reviewed the accounts and come to a similar conclusion.
31. The Board inquired about the nature of the insurance recoveries that were requested to be transferred to the Immediate Response Account (IRA). The Secretariat explained that they were old insurance recoveries dating back to 1989–1994 which could no longer be traced to specific donors, as concluded also by the External Auditor.





32. The Board sought clarification, and the Secretariat confirmed, that the recommendations to allocate US\$9.8 million of the US\$86.8 million and to credit insurance recoveries of US\$0.5 million to the IRA would bring the current balance in the fund to its targeted level of US\$35.0 million.
33. The Board expressed concern on field financial management and treasury management issues raised by the External Auditor, but also noted with satisfaction that the Secretariat had already taken action. The Secretariat acknowledged that financial management and internal controls, particularly in the field offices, needed further improvements and indicated to the Board that those issues were being addressed through the issuance of additional guidelines and directives, putting in place of procedures, hiring of finance officers with the appropriate experience and educational background, and the installation of the new financial system.
34. The Board commented on the apparently high level of cash being maintained by WFP and whether it was being used for project implementation. The Secretariat replied that cash was managed by achieving a proper balance between project cash flow requirements and prudent investment of cash not immediately needed for operations. It was indicated that in fact the total WFP fund balance had decreased from US\$518.2 million in 1997 to US\$391.5 million in 1999, showing a more effective expenditure of funds for project implementation. The Secretariat further explained that cash balances maintained in the country offices were generally kept at minimum levels through the use of Zero Balance Accounts and monthly cash projection reports.
35. On treasury management, the Board noted the concern of the External Auditor that no procedures were in place when WFP took over the bank accounts from FAO in 1999. The Secretariat informed the Board that immediate steps had been taken with the issuance of the investment policies and the preparation of a treasury manual, which was now at an advanced stage. Five external investment managers had been appointed to ensure that WFP funds were properly invested. In addition, discussions were ongoing with a Rome-based agency to avail the Programme of its expertise and facilities in supervising the activities of the investment managers. It was explained that WFP had established an internal Investment Committee and worked closely with FAO and IFAD on investment matters.
36. The Board sought clarification on the proposal to change the Financial Regulations regarding the Operational Reserve which the Secretariat intended to present at the Board's First Regular Session of 2001. The Secretariat replied that the Financial Regulations did not currently address a situation in which a confirmed contribution against which the Operational Reserve was used did not materialize. In the absence of a Financial Regulation, the Secretariat was seeking the approval of the Board, as recommended by the External Auditor, to approve the replenishment of the Operational Reserve to the authorized limit of US\$57.0 million.
37. The Board indicated its interest in the outcome of the evaluation of the decentralization process that the Secretariat would be undertaking in early 2001.
38. In response to the Board's query on the main priorities of the Finance Division over the coming years, the Secretariat outlined the following:
- a) Strengthening of country office financial management by enhancing the capacity of Finance Officers in the field and continuously reviewing and improving the relevant guidelines and procedures.
  - b) Streamlining contributions management and procedures within the Programme.



- c) Strengthening the treasury and cash management capabilities at headquarters and in field offices.
  - d) Monitoring of LTSH and transport costs and continuously reviewing the rates used.
39. The Board congratulated the External Auditor for a very clear and comprehensive report and expressed appreciation for the informative observations and constructive recommendations. When asked whether the opinion on the financial statement was unqualified, the External Auditor confirmed that it was. The specific reference to paragraphs 47 to 50 in the opinion referred to the consistency of presentation resulting from an improved presentation of the financial statements and the addition of new lines and more adequate disclosures in the Notes. The External Auditor concurred with these as they brought more transparency to WFP's accounts.

#### Report of the Office of the Inspector-General (January 1998 to December 1999) (2000/EB.3/7)

40. The Board noted with appreciation the work of the Office of the Inspector-General (OEDI). It commented positively on the wide range of activities accomplished with minimal staff resources. The Office had contributed to improved accountability and increased confidence in the work of WFP among donors and beneficiaries.
41. Representatives encouraged continued cooperation with host governments. They acknowledged the valuable nature of collaboration by Member States with OEDI. In addition, continued collaboration of the Office with other United Nations oversight bodies was commended.
42. The Board requested OEDI to continue to place emphasis on cost-effective mechanisms that deter waste, fraud and mismanagement and vigorously follow up on the implementation of standards of conduct in the international civil service. It strongly encouraged close linkages and consistent interaction with the Office of Internal Audit and OEDI's continued efforts to promote a culture of security and internal control.

#### Strengthening the Management Capacity of the World Food Programme (2000/EB.3/8)

43. The Executive Director presented her proposals for strengthening the Management Capacity of the World Programme to the Board for approval. The increasing scope and complexity of WFP's activities, coupled with the need to complete the decentralization process, were cited as the major reasons for the request for additional staff and the more equitable grading of posts commensurate with the authorities and responsibilities assigned to WFP staff.



44. The Board took note of the Executive Director's proposal to establish four posts at the D-2 level and four posts at the D-1 level to support the further decentralization of the Programme. One member stated that the concept of decentralization was inconsistent with the creation of additional high-level posts at Headquarters, and that decentralization should be implemented on the basis of staff transfers from Headquarters to the field. The Board also endorsed the principle that all WFP staff should be graded at levels commensurate with their authorities and responsibilities. The Board expressed its appreciation for the Executive Director's commitment to identifying as soon as possible the expected locations of the three Africa Bureaux and to reviewing the qualifications of managerial-level staff as part of the upgrading process. The Board agreed that the Executive Director should proceed with the implementation of those staffing proposals that fell within her specific authority, taking into account the views of the Board with respect to minimizing the budgetary implications of such actions, the establishment of new positions should be made within the agreed-upon budgetary limits.
45. The Board came to a consensus that a final decision on the creation of the ASG-level post should be postponed until the First Regular Session of 2001, at which time the Secretariat should provide additional information regarding the functional role of the ASG-level post, including the portfolio of responsibilities shown in the form of an organigram. The Secretariat was also asked to prepare an information paper that addressed all the questions raised by the ACABQ in its report on this item, and to present this paper to the Board at its First Regular Session of 2001.

---

## EVALUATION REPORTS (2000/EB.3/9)

### *Evaluation of Emergency Operations—Democratic People's Republic of Korea 5959.00 and 5959.01*

46. In its presentation of the report, the Secretariat drew the Board's attention to the relevant Information Note containing the evaluation mission's recommendations and the management response.
47. Several representatives expressed their appreciation of the report and of the WFP operation in the Democratic People's Republic of Korea (DPRK). A major area of concern as identified by the Board was monitoring. Representatives also highlighted the current need to concentrate more on recovery than relief and, in that context, to ensure that activities were integrated with the programmes of other United Nations organizations and NGOs. The importance of follow-up to the nutrition survey undertaken in 1998 was emphasized.
48. The Secretariat confirmed that the need to agree with the Government on a monitoring strategy for the medium term was one of the major findings of the evaluation. It fully recognized the merits of expanding collaborative initiatives with other partners and also involving DPRK authorities further in implementation issues. The Secretariat recognized the importance of nutrition surveys to demonstrate the effects of food assistance to the population and assured the Board that it would continue discussions with the DPRK authorities and partners on that issue.



### ***Evaluation of Country Programme—Egypt (1998–2001)***

49. In considering the Summary Evaluation Report of the Egypt Country Programme, some representatives expressed their support to two recommendations in particular: that related to the targeting of beneficiaries, and the one regarding the use of a logical framework approach to designing the new Country Programme for Egypt. The Board also noted the excellent response of the country office to the recommendations, nearly all of which had been taken into account in the new CSO.

### ***Summary Evaluation of Emergency Operation—Indonesia 6006.00***

50. The Board welcomed the candid presentation of some operational constraints. A number of representatives expressed their appreciation of WFP's flexibility in adjusting to changing conditions. Responding to comments made by representatives, the Secretariat accepted that initially insufficient attention had been paid to targeting and monitoring, but that with the subsequent shift of focus to the urban areas notable improvements had been achieved. One representative stressed the importance of donor visibility in resourcing. The Secretariat noted the trade-off in swap arrangements between visibility and logistics efficiency, including cost and reduction of lead time. It confirmed that in future donors would be informed beforehand when such arrangements were foreseen. The Board was furthermore assured that the provision of rice at a subsidized price to targeted urban poor was not having a detrimental effect on the local rice trade.

### ***Evaluation of Country Programme—Malawi (1998–2001)***

51. The Board noted that many of the evaluation's recommendations were reflected in the CSO. Concern was expressed at several of the evaluation's key findings, including the limited integration of the Malawi Country Programme with national strategies, evidence of a lack of commitment to the Country Programme on the part of the Government, and implementation problems related to financing. In addition, the Board noted the need to improve the use of national capacities in key technical fields such as nutrition and further queried whether the financial problems being experienced in Malawi could be more widespread.
52. The Secretariat confirmed that the preparation process for the Country Strategy Outline had directly addressed the evaluation findings through a highly participatory approach involving key stakeholders such as the Government, NGOs, United Nations partners and communities. Special efforts were being made to ensure continued close collaboration with the Government of Malawi, especially in technical areas such as nutrition. The Secretariat clarified that the financial problems experienced in Malawi were largely of a temporary nature and related to the change-over to the new system for calculating and budgeting direct support costs that took effect in January 2000.

## **OPERATIONAL MATTERS**

### **Country Strategy Outline—Egypt (2000/EB.3/10)**

53. The Board commended the CSO for Egypt and authorized the Secretariat to proceed with the preparation of a Country Programme for Egypt, which should take into account the recommendations made.



54. A number of representatives emphasized the importance of WFP collaboration with United Nations agencies and donor representatives/missions in Egypt, and highlighted the opportunities for WFP, IFAD and FAO to collaborate in projects of common interest. They stressed the importance of gathering baseline data in order to measure the impact of WFP assistance, and called for additional focus on girls' education in rural Upper Egypt areas, while expressing appreciation for the focus on capacity-building of the poor.
55. Most representatives noted that the proposed key areas of assistance identified in the document were in line with the Board's policy guidance for WFP development assistance.
56. All representatives who had visited Egypt thanked the Egyptian Government and the WFP regional and country office for their support and hospitality.
57. The Board noted the usefulness of presenting the evaluation report and the CSO contemporarily.

### Country Strategy Outline—Malawi (2000/EB.3/11)

58. The Board endorsed the strategy proposed for Malawi's second-generation Country Programme (2002–2006) which took into account the country's least developed status and frequent natural disasters. The Board noted that the strategy was in line with both national and WFP policies, and had taken into account the main issues raised by the evaluation of the ongoing Country Programme, particularly the Government's commitment to and ownership of future WFP assistance.
59. The Secretariat stressed that the CSO resulted from a consultative process involving national authorities, including principal secretaries of line ministries.
60. One representative recommended taking advantage of already available data such as the National Nutritional Survey. It was also suggested that the country office link with and participate in the ongoing formulation of a National Food Security Policy. In response to a query, the Secretariat clarified that expansion of an ongoing school feeding programme would be guided by its success.
61. The Board suggested utilizing donors' special grants for counterpart training and technical assistance when preparing the Country Programmes. The Secretariat confirmed that a request for those funds was being processed. One representative noted that the Government would need to ensure that certain conditions were met before primary education could be expanded. The Board suggested that the Secretariat include these conditionalities in future documents.

### Country Strategy Outline—China (2000/EB.3/12)

62. The Board found the strategy presented in the CSO to be comprehensive and to set an appropriate framework for an orderly and gradual phase-out of WFP activities in China. Some representatives indicated that the approach could serve as a phase-out model for replication in other countries.
63. The Board noted China's impressive achievements in poverty alleviation and progress in economic development, but acknowledged that the country continued to have large numbers of poor and food-insecure people, particularly in the remote western regions, and thus found the targeting indicated in the CSO appropriate. The Board commended the Government of China for showing its continued commitment to eradicating hunger and poverty by significantly increasing its cost-sharing to WFP-assisted activities in the future Country Programme.



64. The Secretariat clarified that the development of the CSO was closely linked to IFAD's policy framework for China and assured the Board that the proposed five-year Country Programme would fit within the broader context of the United Nations Development Assistance Framework (UNDAF) for China.
65. Many representatives commended WFP for its collaboration with IFAD. The Secretariat agreed to document the successful partnership for possible replication in other countries.
66. Responding to one representative's inquiry, the Secretariat stated that it was difficult at this point in time to predict the effects on national food self-sufficiency of China's entry into the World Trade Organization (WTO).

### Country Strategy Outline—Nepal (2000/EB.3/13)

67. The Board expressed its support for the Nepal Country Strategy Outline, and specifically commended the geographical targeting (the phase-out from the *Terai* and the gradual phase-into the mountain areas), the local purchase of food, the focus on women, the special incentive scheme for girls' school attendance and the inclusion of mother and child health care activities. Representatives expected that the country office would demonstrate results of the interventions foreseen in the Country Programme. Special attention was drawn by one representative to the critical nutritional situation of children and the need to learn from WFP's successful assistance to the Integrated Child Development Services in India, a model that might be replicated in Nepal. Another representative welcomed the increased focus on the special needs of expectant and nursing mothers, but expressed concern about the risk of overburdening women through too much involvement in community infrastructure works. The Secretariat replied that specific steps would be taken to minimize such a possibility.
68. A number of representatives expressed their concern about the capacity and commitment of the Government of Nepal to provide the necessary support in the newly targeted far-western provinces where Government infrastructure was weak. One representative observed that there was no guarantee that given the Government's decentralization policy, the required local funds would be available to match food aid contributions. The Secretariat informed the Board that over the past five years there had been a high level of Government support to the WFP-assisted projects. It also advised that for the first time the Ministry of Finance had committed additional funds for the most food-insecure mountain areas.
69. One representative noted the excellent cooperation between his Government's bilateral technical assistance programme and the WFP-assisted Rural Community Infrastructure Works activity, announcing that it would continue this cooperation beyond 2001.
70. Asked whether the WFP-assisted programme could be linked to the Government's Poverty Alleviation Fund, the Secretariat responded that it would be possible. Moreover, the prospects of Asian Development Bank co-financing would also be considered as would bilateral funding. One representative commended WFP's cooperation with UNICEF and UNDP and others encouraged WFP to look for even greater cooperation with other United Nations agencies. The Secretariat confirmed that such cooperation was foreseen in the context of UNDAF.





71. General concern was expressed about the insurgency movement in the west of the country and its effects on security. The Secretariat advised the Board that its programme was community-based and provided development opportunities, and that to date programme implementation had not been interrupted.

#### Country Strategy Outline—Sudan (2000/EB.3/14)

72. The Board welcomed the CSO for Sudan and noted with satisfaction the proposed strategy, which was designed to be flexible and based on a range of scenarios in line with the evolving situation and needs in Sudan. The Board considered the middle-case scenario as the most realistic one on which to base WFP's plans and strategic options for the immediate future.
73. The Board welcomed WFP's gradual shift in southern Sudan from protracted relief towards rehabilitation and recovery. It also noted WFP's participation in the United Nations Common Country Assessment and preparation of the UNDAF, as well as the harmonization of the forthcoming WFP Country Programme with those of UNDP, UNFPA and UNICEF. A number of representatives expressed concern about the protection of children, including those recruited for the armed forces or militia. One representative informed the Board that, due to legal constraints, his country's aid was limited to humanitarian support.

#### Country Programme—Bangladesh (2001–2005) (2000/EB.3/15)

74. The Board approved the Country Programme with strong support. It commended the new orientation of the second-generation Country Programme, endorsing the need for continued food assistance to Bangladesh.
75. Some representatives asked when the country office proposed to introduce a results-based monitoring approach. The Secretariat responded that work was underway and the outcome would be reflected in the mid-term evaluation of the Country Programme, to be presented to the Board in due time. Indicators used by the country office would continue to be reviewed and adapted to a results-based approach.
76. One representative highlighted the high rate of undernutrition in children, approximately 62 percent, and the highest in South Asia, and underlined the need for WFP to consistently demonstrate targeting of the most food-insecure and undernourished people.
77. Another representative stressed the importance of planning, implementing and monitoring activities with participation by all stakeholders at the national and local level, under the Integrated Food Security sub-programme. The Secretariat assured the Board that this would be done within the context of strengthened partnership and community participation.
78. One representative asked whether there was need for a school feeding programme in Bangladesh. The Secretariat explained the importance of school feeding to encourage girls' enrolment and to reduce drop-out rates. WFP would seek to work with all relevant partners in that venture.
79. The Board commended the recent WFP emergency response to victims of the floods in Bangladesh. In that respect, the Secretariat informed the Board that the proposed Country Programme had a 10 percent emergency window for such interventions.



### Development Project for Executive Board Approval—Sudan 6190.00 (2000/EB.3/16)

80. The Board strongly supported the project, noting that it related to the school feeding initiative discussed under item 12. The Board commended the project's geographical and beneficiary targeting. It encouraged the Secretariat to undertake careful monitoring to determine impact of the project, through strengthened performance indicators.
81. In response to a question from one representative about the project's sustainability, the Secretariat emphasized that strong community participation and support for school feeding, even where WFP's assistance had been withdrawn, provided a solid base for the project's long-term sustainability. Another representative emphasized the importance of the quality of education, in particular the availability of qualified teachers, to achieve the project's overall objectives. The Secretariat informed the Board that UNICEF had an ongoing teacher training programme for approximately 17,000 primary school teachers in the country.

### Protracted Relief and Recovery Operation for Executive Board Approval— Cambodia 6038.01 (2000/EB.3/17)

82. The Board found the document to be comprehensive and the PRRO to be an appropriate instrument to assist Cambodia in recovering from the consequences of war and displacement. Many representatives commended the Cambodia country office for its excellent work in assisting the country's many poor and vulnerable people.
83. One representative mentioned that the integrated community development approach was very ambitious and asked whether WFP would have the capacity to carry out this activity. The Secretariat agreed that the task was ambitious but felt that WFP had the necessary practical experience and network of partnerships needed for successful implementation.
84. Responding to a question of one representative whether WFP—after the PRRO—would continue its activities in Cambodia within the context of a development programme, the Secretariat answered that this was the intention, and that WFP would review the country-specific circumstances during the course of the PRRO and reach a decision at that time.
85. One representative raised concern about the lack of government financial support to the operation and asked to be updated on progress in negotiations with the Government concerning its meeting a share of transport, storage and related costs. The Secretariat responded that the poor economic and financial conditions in the country made it difficult for the Government to release funds, but that the issue was being pursued continuously by the country office.
86. In response to a question on the possibility of WFP considering assistance to demobilized soldiers under the PRRO, the Secretariat replied that support to those people was foreseen in the PRRO, but that the extent of WFP's involvement would depend on the evaluation of a pilot scheme.
87. The Secretariat clarified that the use of food rations for food-for-work schemes was in line with ILO standards.

### Protracted Relief and Recovery Operation for Executive Board Approval— Democratic Republic of the Congo 6274.00 (2000/EB.3/18)





88. The Board approved PRRO Democratic Republic of the Congo 6274.00—"Protracted Relief and Recovery Operation for Population Groups Affected by Conflicts". Several representatives commended the quality of the document and the outstanding work being carried out by WFP and its staff in the DRC who have been working under conditions characterized by insecurity. The Board attached high importance to strong inter-agency coordination and collaboration in the effort to reach the large number of beneficiaries. One representative underscored the need for donors to provide strong support to the approved operation in order to avoid pipeline problems recently experienced by WFP emergency operations in the country. It was hoped that conditions in the country would permit the intended approach towards rehabilitation and development.

#### Protracted Relief and Recovery Operation for Executive Board Approval— Republic of the Congo 6265.00 (2000/EB.3/19)

89. The Board approved the PRRO Republic of the Congo—"Assistance to Populations Affected by Conflicts". Several representatives commended the quality of the document which contained vital information and a sound built-in monitoring and coordination mechanism. The high proportion of women among the beneficiaries and the important role devoted to them through the women's associations were noted and praised. It was pointed out that the planned mid-term assessment would provide the PRRO with the necessary flexibility in its subsequent focus.

#### Protracted Relief and Recovery Operation for Executive Board Approval— West Africa Coastal 6271.00 (2000/EB.3/20)

90. Several representatives expressed their support for the regional approach of the PRRO, which provided flexibility to its implementation. One representative commended the contribution that the Government of Guinea had made to assist refugees in that country and hoped that the international community would support efforts to move refugees away from conflict areas. The representative also recommended that WFP and UNHCR adopt an active role in assessing the degree of vulnerability of the beneficiaries. A representative commended the inclusion of food-for-work activities in the PRRO and expressed satisfaction that more than 55 percent of the beneficiaries of the project were expected to be women. Another representative said that it was positive to note collaboration with ILO on food-for-work activities mentioned in the PRRO.

#### Budget Increase to Protracted Relief and Recovery Operation— Nepal 6151.00 (2000/EB.3/21)

91. The Board supported and approved the six-month budget increase to PRRO Nepal 6151.00. One representative stressed the need for the countries involved to be flexible in pursuing the planned repatriation of the Bhutanese refugees. Another representative expressed concern that a sudden termination of the PRRO, without a durable solution, might endanger stability in the area.



## ORGANIZATIONAL AND PROCEDURAL MATTERS

### Provisional Biennial Programme of Work of the Executive Board (2001-2002) (2000/EB.3/27)

92. The Board examined the Provisional Biennial Programme of Work of the Executive Board and adopted it, including WFP/EB.3/2000/10/Corr. 1, with the following additions:
- **EB.1/2001:** under Policy Issues, the School Feeding Initiative was added, together with a Review of PRROs as a programme category.
  - **EB.A/2001:** under Policy Issues, a report on situations of internal displacement; under Resource, Financial and Budgetary Matters, a report on cash management.
  - **EB.3/2001:** under Policy Issues, a report on results-based management; under Resource, Financial and Budgetary Matters, a report on cost containment; under Organizational and Procedural Matters, a report on decentralization.
93. It was furthermore clarified that the Annual Session of 2001 would take place during the week of 21 to 25 May.

## OTHER BUSINESS

### School Feeding Initiative (2000/EB.3/30)

94. The Board welcomed the information contained in document WFP/EB.3/2000/INF/15 and especially thanked United States Ambassador Mr George McGovern for his leadership and vision for the initiative aimed at ensuring that every child who needs it has at least one meal at school each day.
95. Key points raised were:
- a) the long and excellent experience that WFP and some national governments represented on the Board have had in school feeding activities;
  - b) the relationship between this initiative and the World Food Summit, Education for All, and other United Nations goals related to the alleviation of hunger and poverty, and to increased attention to education (especially girls' education);
  - c) WFP's capacity to handle a substantial increase in resources devoted to development;
  - d) the requirement for strong national government support (in terms of policies, allocation of resources, and political support) for school feeding activities;
  - e) the need for exit strategies and sustainability measures;
  - f) the fact that the Board's normal approval procedures would apply;
  - g) conformity of the school feeding initiative with the Enabling Development policy;
  - h) good information flow to the Board as the activities are funded and implemented;
  - i) donor confirmation that full-cost recovery would be respected;
  - j) ensuring that school feeding activities were not undertaken at the expense of other approved activities;



- k) the availability and management of related technical support and technical exchanges;  
and
  - l) the expectation that this should be a global initiative, involving multiple donors and partners.
96. The Secretariat noted these points, which would be taken into account as WFP works with the primary donor and others to develop and implement increased school feeding activities. The Secretariat also agreed that there would be reporting to future Board sessions on the progress of school feeding activities.
97. Some delegations commented that the document, being rather general, left some questions unanswered, particularly the role of WFP in the implementation of the initiative. It was also indicated that local nutritional habits should be taken into account and that distortion of local markets should be avoided.