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Summary of the Work of the First Regular Session of the Executive Board, 2017

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Current and Future Strategic Issues

Opening Remarks by the Executive Director (2017/EB.1/1)

1. Reminding the Board of her 2012 commitment to making WFP fit for purpose in achieving zero hunger, the Executive Director noted that WFP programmes were now changing lives as well as saving them, shifting from food aid to food assistance as appropriate. However, much still needed to be done, as WFP responded to famine warnings in four African countries. Early warning tools operated with the Food and Agriculture Organization of the United Nations (FAO) had enabled WFP to issue early warnings before crises took hold. In Nigeria, WFP was assisting 1 million people a month and aimed to reach all 1.8 million of those in need by April. Yemen faced the world's worst food crisis, with 65 percent of households being food-insecure. In spite of conflict-related challenges, WFP was reaching 7 million people, but reductions in rations to only 35 percent of entitlements created the risk of a hunger catastrophe. In South Sudan, WFP had provided 4 million people with food assistance in 2016, but lack of humanitarian access had resulted in famine in Unity State.
2. Humanitarian assistance alone could not achieve sustainable food security; political solutions were needed to ensure peace, accountable governance and the space for infrastructure improvements. In the Syrian Arab Republic and neighbouring countries, 4.7 million people faced restrictions on movement, and 640,000 were under siege. In 2016, WFP reached 4 million people a month, often in dangerous situations. In Iraq, WFP was assisting an additional 890,000 people with full rations, but 750,000 more people would require emergency assistance if western Mosul were retaken.
3. Alongside these conflict-related crises, El Niño-induced emergencies were reaching their peak in Southern Africa, where WFP assisted more than 10 million people in seven countries in January 2017 – a threefold increase since August 2016 – and planned to reach 13 million by March.
4. As well as saving lives, WFP was also changing lives with its partners. Its planned distribution of USD 1.2 billion in cash-based transfers (CBTs) in 2017 made it the largest cash distributor in the humanitarian system, while its food systems programme with the Rome-based agencies (RBAs) and other United Nations partners was supporting smallholder farmers and encouraging private-sector companies and other organizations to join together in supporting the entire food system, including through WFP's Farm to Market Alliance.
5. Unprecedented levels of need combined with already stretched resources called for cost savings and enhanced efficiency. By the time it finished in 2016, the Fit for Purpose initiative had generated savings of USD 122 million, while the related Cost Excellence initiative continued to reduce costs and improve corporate practices and systems, freeing staff time for operations.
6. Fit for Purpose had paved the way for implementing the Integrated Road Map (IRM) from 2017. A new management structure led by the Deputy Executive Director was in place, and the first eight country strategic plans (CSPs) would be presented at this Board session; the Secretariat would ensure that the Board had sufficient time to fulfil its governance and oversight responsibilities under the IRM. WFP was aligning its new Strategic Plan with the objectives of the Quadrennial Comprehensive Policy Review (QCPR) and working with the other RBAs to ensure that its activities complemented theirs.
7. IRM implementation would be funded mainly from the reprioritization of USD 22.2 million from existing resources, with the use of an additional USD 8.2 million from the Programme Support and Administrative (PSA) Equalization Account, subject to the Board's approval.
8. To enhance internal controls and risk management, proactive integrity reviews (PIRs) were piloted in 2016 and a cross-functional team was developing an action plan and protocols for addressing the recommendations and findings of PIRs. The plan would be completed by the end of February.
9. Investments in staff included increased training opportunities, with almost 50 percent more courses completed in 2016 than in 2015; an improved promotion policy; and the National Staff Project to harness the skills of national staff, including by nationalizing more senior posts.

10. With the United Nations Development Programme (UNDP), WFP was one of only two United Nations agencies to mainstream gender issues at the country office level. Introduced in 2016, the Gender Transformation Programme was operating in 11 country offices and would be extended to all by 2020. A gender toolkit facilitated the integration of gender into all of WFP's work, while the proportion of women in professional and senior positions was increasing.
11. Regarding the appointment of a new Executive Director, the closing date for nominations and applications was 28 February and management was preparing for a smooth transition.
12. The Board applauded the Executive Director's achievements over the previous five years, with a doubling of contributions, increased efficiency, and policy reforms – particularly the IRM – that equipped WFP for the 2030 Agenda while providing examples for other United Nations agencies to follow. Members thanked Mr Filippo Grandi for his address and for his organization's work in assisting refugees around the world.
13. Commending the IRM for bridging the humanitarian–development nexus by building on the work of local, national and international actors, members looked forward to regular updates on IRM implementation. They welcomed the new policies on climate change, the environment, nutrition and combating fraud and corruption, which were timely and relevant to the global situation and recent developments.
14. Many members emphasized the importance of enhancing partnerships and cross-agency collaboration, especially with the RBAs, in assisting refugees, building resilience, peacebuilding, and joint assessments and monitoring. Members noted that preparation and implementation of the CSPs helped country offices to build country-level partnerships, while WFP also had important roles in partnerships where it was not the lead agency, such as through the Regional Coordinator system. WFP staff would need capacity strengthening in partnership building and other capabilities for implementing the IRM.
15. With humanitarian needs increasing, members called on donors to increase multi-year and unearmarked contributions and mentioned the upcoming Syria Conference in Brussels and a pledging conference for the Nigerian crisis to be held in Norway. They requested more details on how multi-year funding contributed to more efficient responses. Prolonged conflict, large-scale displacement and increasing attacks on humanitarian staff called for increased attention to human rights issues and humanitarian and human rights law.
16. The Board welcomed the updated Anti-Fraud and Anti-Corruption Policy, which would increase donors' confidence in WFP by enhancing risk management and internal controls. Members looked forward to seeing the action plans for implementing the policy.
17. The Executive Director thanked the Board for its inputs to the IRM, and Board members for their contributions to WFP responses, including through South–South cooperation. Responding to points raised, she noted that WFP was working to address issues facing refugees on both sides of the Afghanistan–Pakistan border; peacebuilding and the links between conflict and food insecurity were receiving greater attention in the United Nations system; and WFP was seeking to mainstream its activities and funding in support of people living with HIV and AIDS to fill the gap created by reduced funding for the Joint United Nations Programme on HIV/AIDS.
18. The situation of Rohingya refugees from Myanmar would be discussed during the Asia and the Pacific regional presentation. WFP was providing food assistance, but there was a shortage of resources for this response.

Special Guest: Mr Filippo Grandi, United Nations High Commissioner for Refugees

19. United Nations High Commissioner for Refugees, Mr Filippo Grandi, emphasized the close partnership between WFP and the Office of the United Nations High Commissioner for Refugees (UNHCR): their complementary responsibilities, extensive field presence and shared focus on beneficiaries provided a unique perspective on how to address the complex interrelated drivers of hunger and displacement and close the humanitarian–development divide. Recalling the age-old tradition of providing refuge to people in need, cutting across cultures and religions, he reiterated his concerns regarding language that linked refugees to security threats, and recent developments seeking to contain refugees in regions of origin or to block access to asylum.

Joint advocacy with WFP on these fronts would continue. The New York Declaration adopted at the United Nations Summit for Refugees and Migrants in September 2016 was a significant political commitment to shared responsibility for refugees and solidarity with their host communities. It was vital that it be translated into concrete action and its momentum sustained.

20. As the record number of refugees and displaced people worldwide exceeded 65 million, concurrent crises demanded flexible funding and increasingly agile responses. WFP and UNHCR must be equipped with the resources to respond and rapidly scale up assistance in situations of greatest concern, including Iraq, the Lake Chad basin, the Syrian Arab Republic and its region, the Horn of Africa and South Sudan.
21. As forced displacement was increasingly recognized as a development challenge, there was a shift towards including refugees in national systems, providing skills development and economic opportunities, and integrating humanitarian concerns with broader efforts to boost development and eradicate poverty. Models included Uganda, where refugees had access to land, and the Islamic Republic of Iran, where refugees were included in public health insurance and undocumented children had the same access to school as local children. Partners such as the World Bank were leveraging this shift to build on new approaches, especially in middle-income countries (MICs).
22. The use of cash as an instrument of assistance played an important role in protection, enhanced dignity and provided a bridge to local economies. UNHCR and WFP sought a collaborative, complementary and inclusive approach to cash transfers. Allowing refugees to participate in the economies of host communities assisted both groups, an approach supported by the Joint WFP-UNHCR Strategy on Self-Reliance launched at the United Nations Summit in September.
23. The High Commissioner expressed his thanks to the outgoing Executive Director: UNHCR had greatly benefited from her commitment to deepening collaboration; she would leave behind a vigorous and respected WFP with a strong sense of purpose and vision.

Policy Issues

Climate Change Policy (2017/EB.1/2) (for approval)

24. The Secretariat introduced the Climate Change Policy, thanking Board members for their significant contributions to the document. The policy's overall goal, articulated through three objectives, was to support the most vulnerable people and communities in building their resilience and capacities to address the impacts of climate change on food security and nutrition. WFP would develop a draft implementation plan focusing on building the capacities of staff and institutions, integrating climate change work into the country strategic planning process, and strengthening partnerships. The policy would support the United Nations Framework Convention on Climate Change and implementation of the Paris Agreement.
25. The Board welcomed the policy and commended the Secretariat for having engaged members through two informal consultations, reflecting their inputs in the final draft: the policy was now more coherent, and the language articulating its objectives clearer. The Board welcomed the alignment of WFP activities with the Sustainable Development Goals (SDGs), noting that programmes must address specific vulnerabilities, and strong partnerships were required throughout the United Nations system to achieve long-lasting results; WFP should collaborate with the other RBAs, especially in submitting proposals to the Green Climate Fund, and seek partnerships at the local level, based on the comparative advantages of different actors. Opportunities for South-South cooperation should be leveraged wherever possible. Members expressed interest in WFP supporting national processes and obtaining access to climate funds.
26. Ensuring capacity to measure outcomes would be essential: members enquired whether there were mechanisms and resources in place to evaluate the policy before the end of its five-year period. One member underscored how women, men, girls and boys were affected differently by climate change, urging WFP to give particular attention to women and girls. A member requested that the term "climate-smart" in paragraph 41 be amended to "sustainable", reflecting the

three pillars – social, economic and environmental – discussed in consultations. Members noted the potential for making greater use of risk transfer instruments to achieve more comprehensive management of climate risk and enable better leveraging of existing resources. They requested more information on how WFP would ensure adequate capacity-building of staff.

27. The Secretariat took note of the Board's comments and confirmed that staff capacity development would be a major focus of the implementation plan and that while an evaluation would be conducted after five years, conversations were under way on performance indicators and how best to assess progress in the interim.

Environmental Policy (2017/EB.1/3) (for approval)

28. The Secretariat introduced the Environmental Policy, recalling that it was developed to address a gap in WFP's policy architecture. The policy complemented the Climate Change Policy just adopted: the former addressed the impact of WFP activities on the environment; the latter the impacts of climate change on WFP's work.
29. The Board commended the Secretariat for its extensive and transparent consultations in developing the policy, which it welcomed as an update to WFP's previous policy of 1998, reflecting current best practices. Members welcomed the policy's alignment with the 2030 Agenda in recognizing the environment as fundamental to achieving all SDGs, its complementarity with the Climate Change Policy and its inclusion of commitments to environmental accountability at all levels of WFP operations. Members endorsed efforts to align WFP's environmental standards with the expectations of donors and recipient communities – donors increasingly required organizations to have such policies in place to receive funding, and beneficiaries included many poor households heavily dependent on ecosystem services and thus highly vulnerable to adverse environmental impacts.
30. The Board looked forward to receiving information on implementation of the policy. Several members highlighted the need for the related action plan to ensure coordination and complementarity with other actors, particularly more explicit alignment among parallel activities in the portfolios of the RBAs. Significant tools had been developed for addressing the environmental impact of humanitarian operations: the Board encouraged WFP to explore these, avoid duplicating efforts and leverage the work of other United Nations entities, particularly the guidelines and resources developed by the Office for the Coordination of Humanitarian Affairs and the United Nations Environment Programme.
31. Several members suggested ways to improve the policy, including by incorporating more explicit guidance on WFP's sustainable procurement goals, such as minimum certification standards for procuring sensitive commodities associated with significant environmental impacts; or by committing to purchasing under-used crops to promote agrobiodiversity. Members also requested clarification of the resources devoted to monitoring and evaluation, and the inclusion of indicators of impacts on beneficiaries to assess social as well as environmental benefits. Several members endorsed the multifaceted benefits of local food procurement while one member requested amendment of the language regarding the environmental impact of local procurement in paragraph 30.
32. Welcoming the Board's support, the Secretariat assured the membership that WFP was engaging with United Nations and other partners to leverage capacities, tools and guidelines, and confirmed that several elements would be developed further in the policy implementation plan, including engagement with WFP procurement and other experts to incorporate appropriate standards and align provisions with broader thinking regarding the lifecycle. The approximately USD 5 million required to implement the policy would be a prudent investment, providing access to Green Climate Fund and additional donor resources contingent on such environmental practices being in place.

Nutrition Policy (2017/EB.1/4) (for approval)

33. The Secretariat thanked Board members for their inputs to the Nutrition Policy, which was aligned with the IRM, the SDGs and recommendations from the 2015 evaluation of the previous policy. While reflecting new evidence from nutrition findings, the new policy retained many elements from its predecessor, including an emphasis on the first 1,000 days following conception. Treatment and prevention of malnutrition accounted for 80 percent of WFP's work in nutrition. Refinements in the new policy included attention to overweight and obesity and a focus on nutrient-rich diets. The policy would be implemented through national plans and the CSPs, in partnership with the RBAs, the United Nations Children's Fund (UNICEF), the World Health Organization and other United Nations agencies.
34. The Board welcomed the policy as timely and relevant, particularly to SDG 2. Members commended the policy's consultative development process, prioritization of nutrition challenges, gender-transformative approach, and emphasis on sharing experiences among countries. They appreciated the commitment to using national social protection platforms to help reduce the costs of scale-up; the mainstreaming of nutrition-sensitivity into all WFP policies and interventions, including through behaviour change activities; and the flexible use of both nutrition-specific and nutrition-sensitive approaches and diverse strategies and delivery modalities.
35. Members encouraged the Secretariat to clarify its plans for promoting national ownership of nutrition interventions and to articulate WFP's collaboration with partners. They welcomed the introduction of a Nutrition in Emergencies Unit, which should coordinate its work with that of UNICEF and the nutrition cluster, and looked forward to seeing regional action plans with clear divisions of labour among United Nations agencies, including more joint assessments, planning, delivery and evaluation of nutrition activities.
36. Welcoming the policy's evidence-based approach, members recommended enhanced monitoring of WFP's contribution to the global knowledge base on nutrition, and more detailed measurement of the impacts of nutrition-sensitive and -specific actions, the impact of local procurement on nutrition outcomes, and the comparative advantages of CBTs. They noted the need for capacity strengthening of staff, including in monitoring and evaluation of nutrition interventions, and requested clarification of the links between poverty and malnutrition in all its forms.
37. The Secretariat noted all the points raised and undertook to present an implementation plan at the Board session in June and regular updates during implementation of the policy.

Resource, Financial and Budgetary Matters**Addendum to the WFP Management Plan (2017–2019) – Use of the PSA Equalization Account (2017/EB.1/5) (for approval)**

38. The Secretariat introduced the document, recalling the Board's decision to postpone consideration of this item pending approval of the IRM, and gave an overview of the budget drivers behind the four critical corporate initiatives accounting for the requested funds.
39. The Board noted that the proposed allocation from the PSA Equalization Account would leave a projected closing balance of at least USD 166.8 million at 31 December 2017 – well above the threshold set by the Board – and thereby endorsed the use of the funds for implementation of the IRM, cost excellence initiatives, increased coverage of centralized evaluations, and preparedness.
40. Echoing concerns raised by the Advisory Committee on Administrative and Budgetary Questions and the FAO Finance Committee, the Board requested full and timely updates on any costs and additional investments beyond 2017 related to implementation of the IRM. Some members encouraged efforts to ensure that implementation would not have negative impacts on WFP's core emergency response capacity, particularly through staff reprioritization, while others urged WFP to seek further efficiencies, particularly by reducing the use of consultants and ensuring that information technology expenditures were one-off rather than recurring costs. Members requested regular review of and reporting on IRM implementation and a future in-depth evaluation setting out its benefits to WFP.

41. The Secretariat thanked the Board for its support, and confirmed that a comprehensive review process would accompany implementation of the IRM, with specific reporting on its benefits in the Annual Performance Report; and reassured members that while existing staff resources were used as much as possible, the need to ensure no negative impact on WFP's core emergency response capacity was a guiding principle. In response to a Board query, the Secretariat clarified that only the carry-over amount of multilateral funds approved in June 2016 would be allocated to implementation of the IRM, as indicated in paragraph 38 of the document; current plans for 2017 did not envisage using multilateral funds.

Evaluation Reports

Summary Evaluation Report of WFP Policy on Capacity Development, and Management Response 2017/EB.1/6 (for consideration)

42. The Director of Evaluation presented the evaluation, which was timed to follow approval of the IRM documents and covered the period 2009–2015, straddling two WFP strategic plans. Management concurred with the evaluation findings and was implementing some of the recommendations, noting that the new Strategic Plan (2017–2021) addressed many of the issues raised and articulated WFP's increased role in developing national capacities.
43. The Board welcomed the evaluation's identification of factors that limited the scope, effectiveness and sustainability of WFP's capacity development work, including limited awareness of the capacity development policy and tools among WFP staff. Noting that some issues had already been raised in previous evaluations, members highlighted the importance of capacity strengthening in the IRM and the related need for a clearly articulated vision, strategy and funding model for capacity development. They recommended increased attention to South–South cooperation and the dissemination of tools developed in the field.
44. Some members referred to the need to enhance capacities in issues of gender equality, nutrition and resilience, where capacity strengthening was critical. Members urged management to develop indicators for measuring the impacts of capacity development in all programming areas, including both outcome-level results and qualitative and quantitative assessments of the "return on investment" of capacity strengthening. They also emphasized the need to develop tools and staff capabilities for capacity development, including during emergencies, and to ensure appropriate balance between capacity development and emergency needs when allocating resources.
45. Thanking the Board for its positive response, the Director of Evaluation observed that implementation of the evaluation policy included supporting national governments and partners in developing their evaluation capacities, including through the deployment of new regional evaluation officers.
46. Management added that countries identified their own capacity development needs in the national zero hunger strategic reviews that informed the design of CSPs. A new policy on country capacity strengthening to be presented to the Board in 2018 would articulate WFP's vision of capacity development and links to the South–South cooperation and other policies. This vision would be incorporated into the IRM and the CSPs.

Latin America and the Caribbean Portfolio

47. Presenting WFP's work in the region, the Regional Director noted that support, primarily through CBTs, remained crucial in the Central American Dry Corridor, where 1.8 million people needed food assistance.
48. As climate change exacerbated vulnerabilities, WFP was providing technical assistance to strengthen local, national and regional capacities in resilience-building, disaster risk reduction and climate change adaptation. WFP was working with the Coordination Centre for the Prevention of Natural Disasters in Central America to improve early warning systems and share information and best practices in integrated risk management.

49. Implementation of the regional gender strategy included incorporation of a gender perspective into tools and approaches, information sharing, and WFP's participation in regional campaigns.
50. CBTs accounted for 50 percent of WFP assistance in the region, and 100 percent in Ecuador and El Salvador. Having identified opportunities for linking social protection and emergency response systems through its well-established CBT systems, WFP was developing other tools, based on lessons from the 2016 earthquake response in Ecuador.
51. In RBA collaboration, WFP worked with FAO in Colombia, Ecuador, El Salvador and Haiti, and with the International Fund for Agricultural Development (IFAD) in Cuba. A study of the links between migration and food security was being finalized with IFAD and other international partners.
52. To fill evidence gaps and support policy development, WFP was working with partners on the human and economic impacts of under- and overnutrition in Chile, Ecuador and Mexico; nutrition-sensitive school feeding; multipurpose transfers and the impacts of debt and agricultural input, health and education costs on food security; and urban food security.
53. The three CSPs submitted for Board approval – Colombia, Ecuador and El Salvador – focused on capacity-building, technical assistance and coordination, aligning WFP with national strategies. A budget increase would extend the Haiti protracted relief and recovery operation (PRRO) until implementation of the CSP from July 2018.
54. The Board endorsed WFP's emphasis on capacity-building and technical assistance – CBTs and social protection approaches supported countries in reaching vulnerable populations, empowering communities and increasing production. Members commended the RBA collaboration on resilience-building, emergency response, private-sector cooperation and resource mobilization.

Budget Increases to Protracted Relief and Recovery Operations – Haiti 200618 (2017/EB.1/7)
(for approval)

55. The Country Director introduced the budget increase: the 15-month extension would sustain post-hurricane relief and recovery operations in the first semester of 2017; continue programmes to prevent chronic malnutrition, build resilience and strengthen institutional capacity; and cover the transition to Haiti's first CSP in June 2018.
56. The Board commended WFP's leadership of the hurricane response and encouraged lesson-learning where possible, particularly on protection and security. Members endorsed WFP's shift towards longer-term strengthening of local capacities and institutions: close collaboration with local authorities and RBA coordination were crucial in building resilience and strengthening food security to empower Haiti to withstand future shocks. Several members noted that food assistance-for-assets was particularly well suited to Haiti.
57. In response to Board comments, the Country Director confirmed that strong daily coordination with local authorities would continue as activities transitioned from emergency response to recovery; reaffirmed that gender would remain a priority; and clarified that after September 2017, prevention of stunting would be through CBTs under the Kore Lavi social safety net programme with CARE and *Action contre la faim*.

Country Strategic Plans – El Salvador (2017–2021) (2017/EB.1/8) (for approval)

58. The Country Director presented the CSP, which focused on strengthening government capacities to improve food security and respond to emergencies.
59. Welcoming this first CSP, the Board expressed overall support for WFP's transition to CSPs, meeting evolving needs through technical assistance and capacity strengthening using new tools and partnerships. Members commended the CSPs' coordination with national priorities and their consultative design process involving national, humanitarian and development actors, and urged country offices to incorporate expertise from partners into their work with governments.
60. Members liked the structure of the CSP documents, with sections on different elements and issues. However, not all CSPs provided full information on these elements, and members called for more consistent presentation of plans, with greater detail on CSP funding – which should

come from the countries themselves as much as possible – and on resource prioritization and the rationale for selecting transfer modalities. Noting that this first batch of CSPs focused on development, the Board looked forward to seeing CSPs for emergency contexts in the future.

61. The El Salvador CSP provided an example of WFP's role in MICs, where national governments and partners could fund many WFP activities. Members welcomed the capacity strengthening for local authorities, and the partnership with a private-sector company to produce a local nutrition product; both of these elements would facilitate sustainability and national ownership of social protection and food assistance interventions. Noting the CSP's focus on partnerships, members asked for more information on divisions of labour, particularly in work to enhance smallholders' incomes; the climate change adaptation activities supported by the CSP would also increase household incomes.
62. Responding to the Board's comments on CSPs in general, the Secretariat observed that revised guidance on CSP preparation would reflect learning from this first batch. Striking a balance between providing full information and maintaining a manageable word length was challenging; information not included in CSPs was often available in other related country office documents. Funding sources would vary depending on the country context, but donor contributions for humanitarian actions would not be used for development and donors would retain the ability to fund specific activities or to earmark their funds in other ways.
63. The Country Director acknowledged that the CSP budget was ambitious; 40 percent of funding was for emergency response, for which WFP usually received about 70–80 percent of needs. Joint projects for climate change adaptation with bilateral partners covered most of the CSP period, but obtaining funding for social protection was more challenging. RBA cooperation was very important in El Salvador, and the Government had contributed financially to past WFP activities in the country.

Country Strategic Plans – Ecuador (2017–2021) (2017/EB.1/9) (for approval)

64. The Country Director summarized the approach, outcomes and activities set out in the Ecuador CSP, emphasizing WFP's strategic partnership with the Government and the commitment to achieving zero hunger in the country. She highlighted the challenges faced in Ecuador, which ranged from chronic malnutrition and obesity to natural disasters and a large refugee population.
65. The Board noted WFP's long history of operations in Ecuador and appreciated the integration between WFP activities and government initiatives. Some members observed that WFP's work would contribute to the achievement of SDGs beyond those cited in the CSP. Board members welcomed the plans for hand-over to the Government, emphasizing that exit strategies should be carefully planned and executed to ensure successful transfer of responsibilities. Some members asked whether external expertise would be required to support small producer organizations. Clarification was also requested on how the figure of 81 percent funding had been calculated.
66. Thanking the Board for its comments, the Country Director reiterated the country office's commitment to working with many partners beyond the Government. Although WFP's work contributed towards several SDGs, the organization's primary goal was to achieve zero hunger. For several years, WFP had worked with partners including FAO, the Ministry of Agriculture and non-governmental organizations to support small producers, and a forthcoming assessment by the country office would review these linkages and how they could be enhanced to increase the value-added of these activities. Regarding the funding calculations, the percentage reflected existing commitments; the budget for 2019–2021 was an estimate based on the past history of contributions.

Report on the Field Visit to Ecuador of the WFP Executive Board

67. Participants in the Executive Board field visit to Ecuador presented a detailed summary of their report, highlighting the diverse range of activities under way in the country and WFP's effective partnerships with a range of actors. They thanked the people and Government of Ecuador for such a warm welcome: the extremely good relations between WFP and national authorities were striking, as was the enthusiastic support for WFP observed among beneficiaries and partners throughout the country. WFP played a leading role in the United Nations country

team and achieved a great deal with a relatively small staff and budget, partnering effectively with other humanitarian and development actors and the Ecuadorian authorities at the local and national levels. The spirit of cooperation and complementarity was accompanied by a clear motivation on the part of the Government to preserve gains made and assume national ownership for sustaining achievements into the future. Several Board members had taken lessons away from the visit that informed their positions, in particular in relation to the CSP. Overall, the visit had demonstrated the valuable contributions WFP could make in MICs.

68. The representative of Ecuador thanked the Board for its visit, emphasizing how WFP's diverse portfolio of activities in his country proved its relevance as a strategic partner for MICs in achieving the SDGs. He highlighted Ecuador's approach to refugees, who are considered brothers and sisters to be welcomed and integrated, and who in turn make their own contributions towards development.

Country Strategic Plans – Colombia (2017–2021) (2017/EB.1/10) (for approval)

69. The Country Director introduced the CSP, which had been developed in consultation with donor, government and other partners and defined WFP's role in continuing to provide humanitarian assistance while shifting to recovery and development as conditions allowed. The CSP applied gender-sensitive and nutrition-sensitive approaches focusing on social protection and resilience-building, particularly for victims of violence and disasters. Capacity strengthening of community associations and local governments, and South–South cooperation were important elements.
70. The Board recognized the relevance of WFP's evolution in strategy in a country emerging from six decades of conflict and at high risk of natural disasters. Although Colombia was a MIC, high malnutrition rates persisted in some areas, and income inequality was among the highest in the world. Noting that the peace agreement signed in August 2016 included protection of the most vulnerable groups, and actions to address the causes of conflict, members welcomed the CSP's alignment with government priorities and plans. The relation between peace and food security made WFP's assistance an essential contribution to peace.
71. Emphasizing the need to ensure that staff had the necessary skills in market analysis and capacity strengthening, members encouraged the country office to enhance its partnerships with civil society organizations and the private sector, particularly in climate-resilient food systems. While the CSP's focus on development was appropriate, WFP must also address humanitarian needs as required. Members welcomed the plan to develop a hand-over strategy based on the findings of a mid-term review.
72. Responding to the Board's comments, the Country Director confirmed that activities would be concentrated in the most vulnerable areas affected by conflict, with special attention to indigenous communities, prioritized by local and national government for peacebuilding and reconstruction. Flexible targeting would enable WFP to adapt to changing circumstances, working with government entities to provide timely support as needed. A standby partner assisted with market analysis, and the country office was strengthening the analytical capacity of its own staff, government entities and partners. Selection of transfer modalities would be based on context, taking into account the contribution that CBTs made to women's empowerment and the high levels of violence against women in Colombia.

Southern Africa Portfolio

73. The Regional Director provided the Board with an overview of WFP's main activities in Southern Africa.
74. Regarding the drought induced by El Niño, food insecurity would peak between January and March, with 39 million people at risk. In the seven worst-affected countries, 16 million people were food-insecure; WFP had scaled up programmes to assist 10.6 million.
75. A greater crisis had been averted thanks to the leadership of national governments, the Southern African Development Community, common goal setting, strong inter-agency collaboration, the rapid mobilization of resources by partners, governments and WFP. The global commodity management committee had enabled WFP to reduce the time for delivering

- 300,000 mt of food by 37 days. High-level advocacy was essential to assisting 250,000 households affected by HIV/AIDS. Increased analytics through the mobile vulnerability analysis and mapping platform had enabled the implementation of CBT programmes where feasible.
76. The response faced challenges in scaling up staffing, reconvening inter-agency emergency forums and sourcing food, given the regional cereal deficit. Disaster declarations were not quick enough in some countries, and greater previous investment in resilience would have eased the crisis.
 77. The outlook for the next agricultural campaign was favourable, but persisting threats included armyworm infestations and prolonged dryness in parts of Madagascar, Namibia and the United Republic of Tanzania. The report of the United Nations Secretary-General's Special Envoy, Blueprint for Action, aimed to strengthen capacities in El Niño-prone areas. Mozambique was flagged as an early achiever.
 78. In the Democratic Republic of the Congo, the situation was worrying. Conflict in eastern and central areas of the country put humanitarian activities at risk. Since August 2016, 150,000 people had been affected by violence, but large funding shortfalls were compromising WFP's activities in the country.
 79. The regional gender strategy was complete, together with eight country gender action plans. The remaining plans were unfinished, largely for translation reasons. A gender officer has been recruited and all partners had been trained in gender issues.

Country Strategic Plans – Zimbabwe (2017–2021) (2017/EB.1/11) (for approval)

80. The Secretariat introduced the CSP for Zimbabwe, providing an overview of its six strategic outcomes and 13 activities, and recalling that it had been developed through broad consultations building on the zero hunger strategic review, with national stakeholders playing a leading role throughout.
81. The Board welcomed the CSP – the first in Africa – and commended the involvement of the Government, United Nations entities, donors, civil society organizations and the private sector in its development. The CSP represented a transformative shift for WFP programming in Zimbabwe; Board members welcomed in particular the new financial framework, whose systematic budget breakdown clarified how money was spent from the activity level to strategic objectives.
82. One member recognized that the CSP took WFP into new areas of work in which it would have to strengthen its expertise. While new partnerships with academic institutions could be forged, implementation of the CSP could require further preparation by WFP, including a realignment of its country staff profile. At the same time, members highlighted the need for WFP to preserve its core emergency response capacity. The Board welcomed efforts to enhance accountability to donors and urged that accountability to national stakeholders and beneficiaries be similarly improved.
83. Noting that cash-based assistance worked well in Zimbabwe thanks to well-functioning markets, one member suggested that WFP should consider scaling up CBTs and donors should provide flexible, unearmarked support to make this possible. Resilience-building investments had paid off, reducing emergency assistance needs following El Niño. Several members noted the success of private-sector initiatives and hoped that WFP would consider such private sector-mediated responses in future as a means of achieving broader impact. Members looked forward to receiving further details on the rationale for decisions regarding transfer modalities, including potential risks associated with the shift to cash given the macroeconomic issues facing Zimbabwe; and on the projected budgets, beneficiary numbers and assistance needs for the final years of the CSP, given the shocks Zimbabwe had been prone to in the past.

East and Central Africa Portfolio

84. The Regional Director described the dramatic increase in food insecurity in the region, where 20 million people faced crisis, emergency or catastrophe conditions. Conflict, displacement and drought were major drivers of food insecurity, and the short-term prospects for rainfall and peace were poor.
85. A Level 2 crisis had been declared for the Horn of Africa drought, which was comparable to that of 2010/11. Progress had been made in government ownership of relief and resilience efforts. However, a major funding shortfall for the Kenyan school feeding programme had left 458,000 children in drought-affected areas without support. In Ethiopia, 5.6 million people needed emergency assistance, some because of the lingering impact of El Niño.
86. Immediate action was needed to prevent famine in Somalia: 3 million people required emergency assistance, and 3.3 million needed livelihood support to prevent crisis levels of food insecurity. Although emergency relief was prioritized, livelihood investment was also essential in containing crises; past experiences in Somalia proved that once people had to move in search of water, mortality increased. Access to southern Somalia had improved, and CBTs were being provided in communities where markets were functioning. Nonetheless, USD 374 million was needed to scale up WFP's response in Somalia.
87. Famine had been declared in two counties of South Sudan, with other areas at risk. Five million people faced food insecurity, and global acute malnutrition rates were above emergency thresholds in 14 of 23 assessed counties. WFP was working with partners and advocating for full humanitarian access.
88. The Board expressed concern at the situation in South Sudan. Members noted the lack of media attention for the Horn of Africa and affirmed that a regional response was needed to tackle current challenges.
89. The Regional Director emphasized the major role of neighbouring countries in facilitating food deliveries into South Sudan. She praised the leadership of the Horn of Africa countries, reiterating WFP's pledge to stand with them to support relief and recovery initiatives for vulnerable people, including refugees.

Budget Increases to Protracted Relief and Recovery Operations – Uganda 200852 (2017/EB.1/12) *(for approval)*

90. Outlining the context for the budget revision, the Country Director observed that Uganda had a good record in hosting refugees, but the arrival of large numbers of people fleeing conflict in South Sudan was putting pressure on resources, delivery systems and Uganda's capacity to respond.
91. The Board regarded the revision as appropriate and commended the harmonization of WFP's activities with those of the Government. The PRRO had had positive results in Karamoja, including through innovative tools and approaches such as CBTs. Members welcomed the efforts to reduce gender-based violence, but would have liked more information on WFP's approach to other gender issues.
92. The Country Director replied that the CSP to be presented at the Board session in November would include a gender action plan. In the meantime, WFP ensured that women refugees received support in the first three months after their arrival in Uganda, and partners were addressing gender-based violence and sexual exploitation of refugees before and after their arrival, especially during fuelwood collection.

West Africa Portfolio

93. The Regional Director started his overview with an update on IRM implementation in the region. The first CSPs for West African countries would be presented at the June 2017 Board session, and the last in November 2018. A high-profile national of each country was being appointed as lead convenor for the zero hunger strategic review process.
94. In the meantime, WFP was responding to a humanitarian crisis in northeast Nigeria, which was also affecting Cameroon, Chad and the Niger. Poor harvests and missed planting seasons had left 5 million people food-insecure, with the risk of famine in some areas. Further deterioration was expected during the June to August lean season. WFP's regional response targeted 2.6 million people with USD 522 million in food transfers, CBTs, nutrition support, school feeding and food assistance-for-assets, mainly in Nigeria.
95. Rapid-response mechanisms and special operations, including the United Nations Humanitarian Air Service and telecommunications and logistics support, enabled WFP to reach areas of northeast Nigeria previously rendered inaccessible by the conflict with Boko Haram. WFP was broadening its partnership base for assessment, delivery and monitoring as Boko Haram withdrew and United Nations, non-governmental and civil society organizations returned to the area. A roundtable in Oslo later in the week aimed to raise awareness of the crisis and funding for the response.
96. Diplomatic and military intervention through the Economic Community of West African States had addressed a political crisis in the Gambia in January, preventing another humanitarian emergency.
97. The Board commended WFP's work in the region while recognizing that much still had to be done. Responding to a member's question, the regional director added that the zero hunger strategic review process, its funding and duration, and the selection of lead convenors were all country-specific.

Summary Evaluation Report of WFP's Ebola Crisis Response: Guinea, Liberia and Sierra Leone, and Management Response (2017/EB.1/13) (for consideration)

98. The Director of Evaluation presented the evaluation, noting that the recommendations were directed to both the regional and global levels. The Regional Director detailed the management response, highlighting ongoing efforts to document best practices, strengthen gender policy and establish a global supply chain network for pandemic response.
99. The Board welcomed the evaluation and praised WFP's innovative, timely and highly appropriate response to the Ebola crisis. The emergency revealed the fragility of the national health systems involved, which should be strengthened. Members underlined the importance of fully implementing the recommendations on gender and beneficiary accountability. They strongly supported the proposal on improving the tracking of non-food items and setting up a global pandemic response mechanism with government, public and private partners.
100. Some members felt that WFP's exit strategy could have been better and a faster transition made from emergency to recovery support. One member commented that better integrated data systems would speed up decision-making. Country office staff should receive more training on Level 3 emergency procedures.
101. The Director of Evaluation noted that the 320 stakeholders interviewed for the evaluation had included donors; 600 beneficiaries were consulted through focus groups. She emphasized the importance of following up on recovery in the subregion, in which forthcoming decentralized evaluations would have a role.
102. The Secretariat added that WFP had decided not to exit until countries were ready to respond to a potential resurgence of Ebola. The benefits of equipping local structures to respond to future pandemics were already visible in Liberia and Sierra Leone. Preparedness was key to a successful exit strategy and could be strengthened through public-private partnerships. The Secretariat paid tribute to the WFP national staff who were on the frontline of the response at considerable personal risk, and to others deployed during the crisis.

Asia and the Pacific Portfolio

103. The Regional Director presented an overview of activities in the Asia and the Pacific Region, where roll-out of the IRM dominated WFP's work and outlook; despite the multiple demands of this strategic shift, the transition remained on schedule. Six zero hunger country strategic reviews had been completed, with ten others under way or planned for 2017–2018. The completed reviews validated common findings regarding food and nutrition security across the region: improvements were not always commensurate with economic growth; persistent inequality resulted in uneven progress in achieving food security; growth in domestic food production was levelling off and not sufficiently diverse; and cross-cutting considerations included gender, urbanization and climate change. Climate change had major implications for managing risks and threatened to jeopardize progress on nutrition among the most vulnerable people.
104. The region's approach to CSPs centred on risk management to accommodate shocks and stresses, informed by the Sendai Framework, the Paris Agreement and humanitarian frameworks. Activities adopted a "whole-of-society" approach and included social protection/social safety nets and scaling up nutrition, and incorporated risk mitigation through disaster risk reduction and climate change adaptation activities, with emergency preparedness and response for managing residual risk. WFP was determining its role in each country up to 2030, seeking to ensure alignment with national development plans and preparing to make the transition to CSPs as smooth as possible, while ensuring adequate funding for the existing portfolio. WFP aimed to act increasingly as a conduit for government-to-government exchanges, promoting South–South cooperation and leveraging centres of excellence where possible. Disability inclusivity was a priority in the region and WFP was assessing how to operationalize its commitments under the 2016 Charter.
105. As requested by the Board earlier in the session, the Regional Director provided a briefing on WFP food assistance to refugees in Bangladesh, where 70,000 people had arrived from Myanmar since October 2016. Assistance targeted registered refugees in two official camps, unregistered people from Myanmar, and host communities. There were funding gaps of USD 5 million for the 34,000 beneficiaries in camps and USD 9 million for people living in makeshift sites; additional funding was also required for a livelihood support programme for ultra-poor women.

Summary Evaluation Report – Sri Lanka Country Portfolio (2011–2015), and Management Response (2017/EB.1/14) (for consideration)

106. The Director of Evaluation noted that the evaluation was timed to inform the design of a CSP to be presented at the Board session in November. Humanitarian challenges during the period covered had prevented the country office from finalizing a country strategy, but the range of operations implemented had enabled progress in WFP's transition from emergency programming to nutrition and climate change-related activities. Management concurred with the evaluation findings and was implementing the six recommendations.
107. Observing that this was a difficult portfolio implemented in a complex environment with severe financial restraints, the Board recognized the evaluation's findings and recommendations and the mix of areas identified for strengthening and improvement, while welcoming progress by the country office in addressing these challenges and implementing the recommendations. Members called for collective efforts with the Government and United Nations partners, including in addressing the needs of internally displaced persons. Noting that the 2015 gender action plan had improved gender results, members encouraged the country office to continue enhancing its gender indicators and information.
108. The Director of Evaluation directed the Board to an annex of the main evaluation report that provided more details on gender aspects of the portfolio. The Country Director added that the zero hunger strategic review had highlighted the poor nutrition status of many women in Sri Lanka, where a third of women were anaemic and a similar proportion of pregnant women were food-insecure. Nutrition was therefore a priority area for WFP, and the country office's focal point for gender was a nutritionist. The new United Nations Development Assistance

Framework being developed by the United Nations country team with donors and civil society partners would increase cohesiveness among United Nations agencies.

109. Referring to other points raised, the Regional Director mentioned the valuable information sharing and other support from WFP's Regional Bureau for Latin America and the Caribbean, which had faced many of the issues currently confronting countries in Asia, including those in post-conflict situations. With improved relations with the Government since 2015, a new Country Director, a strong network of partners, and its skilled staff, the country office was well equipped to overcome remaining challenges and design and implement a successful CSP.

Country Strategic Plans – Bangladesh (2017–2020) (2017/EB.1/15) (for consideration)

110. The Country Director introduced the CSP and its four strategic outcomes. Bangladesh became a lower-middle-income country in 2015; extreme poverty and undernutrition rates had declined, but food insecurity and child undernutrition continued to be widespread.
111. The Board commended WFP's shift to advocacy and capacity support to the Government for addressing policy-level obstacles to development, and the CSP's approach to building on successes while addressing persisting challenges. Several members mentioned their countries' positive experience of working with the Bangladesh country office. Members liked the focus on ending hunger and reducing malnutrition in line with government priorities; the strategic analysis linking malnutrition to social issues such as early marriage; and the flexible use of different transfer modalities. They encouraged WFP to collaborate with the private sector and donors to implement the CSP.
112. Welcoming the focus on women and children, members underlined the importance of ensuring that people with disabilities received the assistance they needed. They asked for more details on addressing undernutrition in urban contexts and enhancing partnerships for development, including clarification of partners' respective roles in and outside refugee camps. Members warned about the risk of increasing tensions in Cox's Bazaar during the shift to targeted assistance.
113. In response to points raised, the Country Director added that the country office was developing a fundraising strategy targeting both traditional and non-traditional donors, including the private sector, which already provided technical assistance in rice fortification – WFP activities in Bhutan used fortified rice from Bangladesh. Disability concerns were incorporated into the beneficiary selection criteria. Rather than delivering WFP programmes in urban slums, the country office had persuaded the Government to cover these areas under its existing social safety-net programmes. Flexible transfer modalities included the use of CBTs in refugee camps and food transfers for new arrivals to mitigate the economic stress in areas where the ability of host communities and settled refugees to share their food with new arrivals was overstretched. WFP planned to provide refugees in makeshift sites targeted assistance, with communities participating in decisions regarding who was eligible.

Country Strategic Plans – Indonesia (2017–2020) (2017/EB.1/16) (for consideration)

114. The Country Director thanked the Board for its valuable inputs into the CSP, which was based on the zero hunger strategic review led by the Office of the President and centred on three strategic outcomes – reducing severe food insecurity, achieving a more balanced diet, and upgrading emergency logistics capacity – to be pursued through four activities implemented with United Nations partners, particularly the RBAs. Each activity was linked to a ministerial strategy and budget.
115. The Board welcomed the CSP, which aligned the country programme approved in February 2016 with the CSP policy and the new financial framework. Despite annual economic growth of 5.3 percent, benefits were not equally distributed. Challenges such as poverty, stunting, overweight and obesity, anaemia and lack of access to drinking water and sanitation were exacerbated by serious natural disasters, which struck at an average of once a month.
116. The Board supported WFP's work towards the Government's priorities of achieving food security, improving nutrition and mitigating the effects of disasters on food security. The Government had requested WFP to provide food assistance only in Level 3 emergencies, and to

focus instead on policy advice and capacity development to support national investments in food security, nutrition and emergency preparedness. The Board endorsed this approach as fitting to Indonesia's mature phase of development, commending the Government's determination to do more with its own resources. Board members reaffirmed their commitment to partnering WFP to provide technical assistance.

117. Noting that the CSP identified no direct beneficiaries, one member suggested the figure of 106 million indirect beneficiaries be revised downwards given the relatively modest WFP investment of USD 13 million.
118. In response to Board comments, the Country Director clarified that there were fewer than 106 million indirect beneficiaries as many were counted in several social protection programmes and considered vulnerable to natural disasters. WFP was determining how best to translate the gender policy into a programme focused on policy advice: while the country office had attained gender parity, it was still learning how to advise the Government in this area.

Country Strategic Plans – China (2017–2021) (2017/EB.1/17) (for approval)

119. The Director of WFP's China Office outlined the context for the CSP. After 35 years of successful economic transformation, China had halved the proportion of hungry people in its population, but residual poverty and inequality persisted. Having been present in the country since 1979, WFP had had no assistance operations in China since 2005. The CSP outlined a new catalytic role for WFP in collaboration with the Government and other partners, with the WFP China Office serving as a centre of excellence for South–South cooperation.
120. The Board welcomed the CSP, with its objective of reducing high malnutrition rates in poor areas to national levels; its innovative strategy and tools for mobilizing resources from the private sector, including through online platforms for fundraising; and its emphasis on gender equality and women's empowerment activities, which accounted for more than 15 percent of the budget. The CSP provided a model for other middle-income countries.
121. Commending the CSP's support to South–South cooperation, which accounted for a third of the budget, members mentioned the RBAs' collaboration with China on South–South cooperation in food security, and suggested expanding this work to build on China's experience of establishing rural infrastructure.
122. Thanking the Chinese Government for its transparency in agreeing to present to the Board a programme that was fully funded from national government and private-sector sources, the Secretariat clarified that WFP's presence in China since 2005 had been mainly to mobilize resources for operations elsewhere.
123. The Director of the China Office added that WFP's collaboration with the other RBAs was strong in China. The three agencies were developing shared action plans. New guidance on beneficiary counting would facilitate counting of indirect beneficiaries. The CSP supported South–South cooperation at three levels: the policy level; the implementation level, providing staff with technical training; and the field level, with farmers.

Country Strategic Plans – Lao People's Democratic Republic (2017–2021) (2017/EB.1/18) (for approval)

124. The Country Director introduced the CSP, which addressed national priorities – determined through a participatory Government-led strategic review – through four strategic outcomes.
125. Commending the Government's determination to address human development and graduate from least-developed country status, the Board welcomed the CSP and endorsed the harmonization of WFP activities with local and national efforts to improve food and nutrition security sustainably. The emphasis on building national capacities was crucial – as in the school meals model, designed with national ownership, sustainability and gradual hand-over built in. Work to support smallholder farmers, promote locally available nutritious food and enhance nutrition education would all contribute to long-lasting solutions. Members underscored that WFP should continue work to prepare local and regional governments for hand-over.

126. Strong partnerships – including with IFAD and FAO on building sustainable solutions, and through South–South cooperation leveraging the WFP Centre of Excellence in Brazil to strengthen government and community capacities in managing school meals – would help make the most of resources and prevent gaps.
127. One member noted that greater resources could be devoted to gender; another queried why only 10 percent of resources were devoted to outcome 3. Members also requested further information on disability; the monitoring of progress against outcomes; the involvement of the private sector and civil society in CSP consultations; the apparent change in date of hand-over; and the Government’s contributions to activities.
128. The Country Director clarified that the private sector and civil society had been involved throughout the strategic review and CSP development; the hand-over date of the school meals programme had not changed, WFP envisioning its role from 2022 as one of enabling and building capacity; and nutrition education was emphasized through multiple approaches, including tools being developed with partners. Although the Government did not yet provide direct budgetary contributions to WFP, it had provided USD 250,000 in offices and other support in 2016, and had responded to floods without requesting additional help. The low percentage of resources directed to outcome 3 resulted from the prioritization of nutrition and education activities. The country office was increasing its efforts to ensure that people with disabilities were included in assistance programmes; and WFP’s strong field presence would facilitate monitoring.

Middle East, North Africa, Eastern Europe and Central Asia Regional Overview

129. The Regional Director noted that WFP aimed to reach 30 million vulnerable people in the region, which accounted for 40 percent of WFP’s global requirements. The situation in many areas was worsening. Yemen was witnessing the fastest growing food crisis in the world, while conflict in the Syrian Arab Republic had triggered the worst refugee crisis since the Second World War. In Iraq, WFP was assisting 1.5 million people, but without additional funding this support was unsustainable beyond April. Access and insecurity remained major challenges. As well as providing emergency assistance, WFP was working to tackle malnutrition, strengthen communities and leverage the humanitarian–development nexus. The Regional Bureau was on track in implementing the IRM, and six CSPs from the region would be presented in 2017.
130. Board members praised WFP’s work in the region. They asked whether humanitarian access had improved in the Syrian Arab Republic, Mosul and camps along the border. Some members asked for more details on how the Regional Bureau was tackling fraud and corruption, in light of the findings of three PIRs in the region. The Board noted the widespread suffering of women and children caught up in the crises, emphasizing that children’s lack of food, education and a family life would have far-reaching consequences.
131. The Regional Director confirmed that access remained extremely challenging in the Syrian Arab Republic; WFP was working to find solutions. It had been able to help all the people who had left Mosul, and stocks were available, but the situation of those trapped inside the city was extremely worrying. Insecurity was also impeding access to Syrians stranded along the border with Jordan; WFP would continue to try delivering food, and monitoring was essential to ensuring that assistance reached people in need. The Regional Bureau took all instances of fraud and corruption very seriously and PIR recommendations were being implemented in country offices, the Regional Bureau and at Headquarters.

Administrative and Managerial Matters

Reports by the Joint Inspection Unit Relevant to the Work of WFP (2017/EB.1/19) *(for consideration)*

132. The Secretariat expressed its appreciation of the constructive work of the Joint Inspection Unit (JIU). The five new reports issued by the JIU during the reporting period had resulted in 34 recommendations for WFP action. Every effort was made to address recommendations in an effective and timely manner. The Secretariat thanked the Executive Board Bureau working group on JIU reports, which had held an e-consultation in late 2016 to consider responses to recommendations addressed to the Board. Follow-up had resulted in the closure of 39 recommendations, representing 74 percent of the 53 recommendations presented in the report.
133. The Board commended the systematic work on implementing JIU recommendations.

Update on the Anti-Fraud and Anti-Corruption Policy (2017/EB.1/20) *(for consideration)*

134. The Secretariat updated the Board on implementation of the policy, which was approved in 2015. WFP had adopted the three lines of defence assurance model, supported by an accountability framework that was consistent with international standards and best practices. The Office of the Inspector General had carried out five pilot PIRs in 2016, with two more ready for publication in early 2017. The Secretariat noted that WFP had implemented 13 of the 15 JIU recommendations regarding fraud prevention, detection and response. The remaining recommendations called for a fraud risk assessment, which was under way, and a counter-fraud strategy and action plan, which would take into consideration the findings of the risk assessment.
135. The Board welcomed WFP's efforts to combat fraud and corruption. Members urged the Secretariat to mainstream a follow-up process for PIRs, enhance coverage of fraud in existing reports, and safeguard the integrity of the recruitment process. Members considered that the three lines of defence should be strengthened in line with WFP's commitment to continuous improvement, and the role of PIRs clarified. The Board requested clarification on how WFP would align the policy with the United Nations' new policy on whistleblower protection.
136. Confirming that that PIRs constituted part of the third line of defence, the Secretariat agreed to strengthen all three lines of defence and reminded the Board that it was preparing an action plan to address findings of the pilot PIRs, with PIR methodologies and follow-up processes to be mainstreamed in 2017. In response to a request, the Secretariat provided a brief update on the ethics training that supplemented anti-fraud training.

ANNEX I**Decisions and Recommendations****Adoption of the Agenda**

The Board adopted the Agenda.

20 February 2017

Election of the Bureau and Appointment of the Rapporteur

In accordance with the Rules of Procedure of the Board, the Board elected H.E. Anil Wadhwa (India, List B) as President for a one-year term. Mr Yousef Jhail (Kuwait, List B) was elected as Alternate.

The Board elected Mr Zoltán Kálmán (Hungary, List E) as Vice-President. Mr Evgeniy Vakulenko (Russian Federation, List E) was elected as Alternate.

The Board elected as members of the Bureau, representing the other three WFP electoral lists, for a one-year term: Mr Haruna-Rashid Kromah (Liberia, List A); Ms Angélica Jácome (Panama, List C) and H.E. Dr Hans Hoogeveen (Netherlands, List D). Elected as Alternates were: Mr Khaled M.S.H. El Taweel (Egypt, List A); Ms María Fernanda Silva (Argentina, List C); and Ms Miriam G. Lutz (United States of America, List D).

In accordance with Rule XII of its Rules of Procedure, the Board appointed H.E. Mohammed S.L. Sheriff (Liberia, List A) Rapporteur of the First Regular Session of 2017.

20 February 2017

The decisions and recommendations in the current report will be implemented by the Secretariat in the light of the Board's deliberations, from which the main comments will be reflected in the summary of the work of the session.

Current and Future Strategic Issues

2017/EB.1/1

Opening Remarks by the Executive Director

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

20 February 2017

Policy Issues

2017/EB.1/2

Climate Change Policy

The Board approved "Climate Change Policy" (WFP/EB.1/2017/4-A/Rev.1*).

20 February 2017

2017/EB.1/3

Environmental Policy

The Board approved "Environmental Policy" (WFP/EB.1/2017/4-B/Rev.1*), as amended.

20 February 2017

2017/EB.1/4 **Nutrition Policy**

The Board approved “Nutrition Policy” (WFP/EB.1/2017/4-C).

20 February 2017

Resource, Financial and Budgetary Matters

2017/EB.1/5 **Addendum to the WFP Management Plan (2017–2019) – Use of the PSA Equalization Account**

Having considered “Addendum to the WFP Management Plan (2017–2019) – Use of the PSA Equalization Account” (WFP/EB.1/2017/5/1/Rev.1), the Board:

- i) approved the allocation of **USD 13.5 million**, as critical corporate initiatives, from the Programme Support and Administrative Equalization Account for:
 - a) implementation of the Integrated Road Map; b) cost excellence initiatives; c) evaluation; and d) preparedness; and
- ii) took note of the update on the corporate services financing mechanism, and looked forward to further reviews as part of future management plans.

The Board also took note of the comments of the Advisory Committee on Administrative and Budgetary Questions (ACABQ), (WFP/EB.1/2017/5/2 and WFP/EB.1/2017/11-B/2) and the Food and Agriculture Organization of the United Nations (FAO) Finance Committee (WFP/EB.1/2017/5/3 and WFP/EB.1/2017/11-B/3).

21 February 2017

Evaluation Reports

2017/EB.1/6 **Summary Evaluation Report of WFP Policy on Capacity Development, and Management Response**

The Board took note of “Summary Evaluation Report of WFP Policy on Capacity Development” (WFP/EB.1/2017/6-A/Rev.1) and the management response (WFP/EB.1/2017/6-A/Add.1), and encouraged further action on the recommendations, taking into account considerations raised by the Board during its discussion.

21 February 2017

Latin America and the Caribbean Portfolio

2017/EB.1/7 **Budget Increases to Protracted Relief and Recovery Operations – Haiti 200618**

The Board approved the proposed budget increase of USD 56.6 million for Haiti protracted relief and recovery operation 200618 – Strengthening Emergency Preparedness and Resilience, with a 15-month extension from 1 April 2017 to 30 June 2018 (WFP/EB.1/2017/8/2).

21 February 2017

2017/EB.1/8 **Country Strategic Plans – El Salvador (2017–2021)**

The Board approved El Salvador Country Strategic Plan (2017–2021) (WFP/EB.1/2017/7/4) at a total cost to WFP of USD 88.8 million.

21 February 2017

2017/EB.1/9 **Country Strategic Plans – Ecuador (2017–2021)**
The Board approved Ecuador Country Strategic Plan (2017–2021) (WFP/EB.1/2017/7/2/Rev.2) at a total cost to WFP of USD 41.6 million.
21 February 2017

2017/EB.1/10 **Country Strategic Plans – Colombia (2017–2021)**
The Board approved Colombia Country Strategic Plan (2017–2021) (WFP/EB.1/2017/7/5/Rev.1) at a total cost to WFP of USD 84.5 million.
21 February 2017

Southern Africa Portfolio

2017/EB.1/11 **Country Strategic Plans – Zimbabwe (2017–2021)**
The Board approved Zimbabwe Country Strategic Plan (2017–2021) (WFP/EB.1/2017/7/7/Rev.1*) at a total cost to WFP of USD 255.3 million.
22 February 2017

East and Central Africa Portfolio

2017/EB.1/12 **Budget Increases to Protracted Relief and Recovery Operations –
Uganda 200852**
The Board approved the proposed budget increase of USD 90 million for Uganda protracted relief and recovery operation 200852 – Food Assistance for Vulnerable Households, with a one-year extension from 1 January to 31 December 2017 (WFP/EB.1/2017/8/1/Rev.1).
22 February 2017

West Africa Portfolio

2017/EB.1/13 **Summary Evaluation Report of WFP’s Ebola Crisis Response: Guinea,
Liberia and Sierra Leone, and Management Response**
The Board took note of “Summary Evaluation Report of WFP’s Ebola Crisis Response: Guinea, Liberia and Sierra Leone” (WFP/EB.1/2017/6-B) and the management response (WFP/EB.1/2017/6-B/Add.1), and encouraged further action on the recommendations, taking into account considerations raised by the Board during its discussion.
22 February 2017

Asia and the Pacific Portfolio

- 2017/EB.1/14 **Summary Evaluation Report – Sri Lanka Country Portfolio (2011–2015), and Management Response**
- The Board took note of “Summary Evaluation Report – Sri Lanka Country Portfolio (2011–2015)” (WFP/EB.1/2017/6-C) and the management response (WFP/EB.1/2017/6-C/Add.1), and encouraged further action on the recommendations, taking into account considerations raised by the Board during its discussion.
- 22 February 2017*
- 2017/EB.1/15 **Country Strategic Plans – Bangladesh (2017–2020)**
- The Board approved Bangladesh Country Strategic Plan (2017–2020) (WFP/EB.1/2017/7/1*) at a total cost to WFP of USD 201.6 million.
- 22 February 2017*
- 2017/EB.1/16 **Country Strategic Plans – Indonesia (2017–2020)**
- The Board approved Indonesia Country Strategic Plan (2017–2020) (WFP/EB.1/2017/7/3/Rev.2) at a total cost to WFP of USD 13 million.
- 22 February 2017*
- 2017/EB.1/17 **Country Strategic Plans – China (2017–2021)**
- The Board approved China Country Strategic Plan (2017–2021) (WFP/EB.1/2017/7/8/Rev.1) at a total cost to WFP of USD 29.1 million.
- 23 February 2017*
- 2017/EB.1/18 **Country Strategic Plans – Lao People’s Democratic Republic (2017–2021)**
- The Board approved Lao People’s Democratic Republic Country Strategic Plan (2017–2021) (WFP/EB.1/2017/7/6) at a total cost to WFP of USD 85.3 million.
- 23 February 2017*

Administrative and Managerial Matters

- 2017/EB.1/19 **Reports by the Joint Inspection Unit Relevant to the Work of WFP**
- The Board took note of the information and recommendations in “Reports by the Joint Inspection Unit Relevant to the Work of WFP” (WFP/EB.1/2017/11-A).
- 21 February 2017*

2017/EB.1/20 Update on the Anti-Fraud and Anti-Corruption Policy

The Board took note of “Update on the Anti-Fraud and Anti-Corruption Policy” (WFP/EB.1/2017/11-B/1).

The Board also took note of the comments of the ACABQ, (WFP/EB.1/2017/5/2 and WFP/EB.1/2017/11-B/2) and the FAO Finance Committee (WFP/EB.1/2017/5/3 and WFP/EB.1/2017/11-B/3).

21 February 2017

Summary of the Work of the Executive Board**2017/EB.1/21 Summary of the Work of the Second Regular Session of the Executive Board, 2016**

The Board approved “Draft Summary of the Work of the Second Regular Session of the Executive Board, 2016”, the final version of which would be embodied in the document WFP/EB.2/2016/16.

23 February 2017

ANNEX II**Provisional Agenda**

1. ***Adoption of the Agenda (for approval)***
2. ***Election of the Bureau and Appointment of the Rapporteur***
3. ***Current and Future Strategic Issues***
4. ***Policy Issues***
 - a) Climate Change Policy *(for approval)*
 - b) Environmental Policy *(for approval)*
 - c) Nutrition Policy *(for approval)*
 - d) Compendium of Policies Relating to the Strategic Plan *(for information)*
5. ***Resource, Financial and Budgetary Matters***
 - Addendum to the WFP Management Plan (2017–2019) – Use of the PSA Equalization Account *(for approval)*
6. ***Evaluation Reports (for consideration)***
 - a) Summary Evaluation Report of WFP Policy on Capacity Development and Management Response
 - b) Summary Evaluation Report of WFP’s Ebola Crisis Response: Guinea, Liberia and Sierra Leone, and Management Response
 - c) Summary Evaluation Report – Sri Lanka Country Portfolio (2011–2015) and Management Response

Operational Matters

7. ***Country Strategic Plans (for approval)***
 - Bangladesh (2017–2020)
 - China (2017–2021)
 - Colombia (2017–2021)
 - Ecuador (2017–2021)
 - El Salvador (2017–2021)
 - Indonesia (2017–2020)
 - Lao People’s Democratic Republic (2017–2021)
 - Zimbabwe (2017–2021)
8. ***Projects for Executive Board Approval (for approval)***

Budget increases to protracted relief and recovery operations

 - Haiti 200618
 - Uganda 200852
9. ***Reports of the Executive Director on Operational Matters (for information)***
 - a) Development projects approved by the Executive Director (1 January–31 December 2016)
 - El Salvador 200932
 - Zimbabwe 200945
 - Zimbabwe 200946

- b) Budget increases to development activities approved by the Executive Director (1 January–31 December 2016)
 - c) Protracted relief and recovery operations approved by the Executive Director (1 July–31 December 2016)
 - Lesotho 200980
 - Sierra Leone 200938
 - d) Budget increases to protracted relief and recovery operations approved by the Executive Director (1 July–31 December 2016)
 - e) Emergency operations approved by the Executive Director or by the Executive Director and the Director General of FAO (1 July–31 December 2016)
10. ***Organizational and Procedural Matters***
 - Biennial Programme of Work of the Executive Board (2017–2018) *(for information)*
11. ***Administrative and Managerial Matters***
 - a) Reports by the Joint Inspection Unit Relevant to the Work of WFP *(for consideration)*
 - b) Update on the Anti-Fraud and Anti-Corruption Policy *(for consideration)*
 - c) Summary Review of Fit for Purpose Organization-Strengthening Initiative *(for information)*
12. ***Summary of the Work of the Second Regular Session of the Executive Board, 2016***
(for approval)
13. ***Other Business***
 - Report on the Field Visit to Ecuador of the WFP Executive Board *(for information)*
14. ***Verification of Adopted Decisions and Recommendations***

List of Acronyms Used in this Document

CBT	cash-based transfers
CSP	country strategic plans
IRM	Integrated Road Map
JIU	Joint Inspection Unit
MIC	middle-income country
PIR	proactive integrity reviews
PRRO	protracted relief and recovery operation
PSA	Programme Support and Administrative
QCPR	Quadrennial Comprehensive Policy Review
RBA	Rome-based agencies
SDG~	Sustainable Development Goals
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund