

CONSOLIDATED FRAMEWORK OF WFP POLICIES: OPTIONS FOR ADJUSTMENT



INFORMAL CONSULTATION

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BACKGROUND

1. This document presents proposals for adjusting the Consolidated Framework of WFP Policies, in compliance with: i) the Board's request at its Annual Session in 2002 that the Secretariat submit the latest version of the framework as a paper for information each year at its autumn session; and ii) the Board's request at its Second Regular Session in 2010 that the Secretariat present options for adjusting the framework document with a view to making it more accessible and informative.

PURPOSE OF THE FRAMEWORK DOCUMENT

2. The framework document is a compendium of policies that remain relevant to WFP. The policies are organized according to a format agreed by the Secretariat and the Board.¹

THE CURRENT FRAMEWORK DOCUMENT

3. The framework document is currently organized into the five sections agreed in 2002: i) emergencies; ii) linking relief and development; iii) development; iv) cross-cutting issues; and v) resourcing.
4. The emergencies section applies mainly to emergency operations: it includes elements from WFP's Mission Statement and policies that define the criteria for emergency response, and sets out programming principles.
5. The section on linking relief and development relates mainly to protracted relief and recovery operations and to emergency operations that have moved beyond the general relief phase.
6. The development section applies to country programmes: it includes policies that are consistent with the 1999 Enabling Development framework, which set out a more focused approach for food aid in development.
7. The cross-cutting issues section includes policies applicable to all WFP programmes, with some disaggregation by programme category.
8. The resourcing section outlines the objectives of the resource mobilization strategy, the principle of full cost recovery and the three elements of the resource and long-term financing model – funding windows, programme categories and cost categories.
9. The five sections constituted an adequate framework for WFP policies in 2002. They do not, however, accurately reflect the current Strategic Plan (2008–2013) with its Strategic Objectives and goals because a significant number of the policies were developed after adoption of the Strategic Plan.

¹ WFP/EB.A/2002/5-A/2.

PROPOSALS FOR IMPROVING THE FRAMEWORK DOCUMENT

10. The Secretariat proposes the following changes to improve the framework document:
 - i) Organize the document in terms of the five Strategic Objectives and 14 goals set out in the Strategic Plan (2008–2013).
 - ii) Include a section on policies that cut across the Strategic Objectives and goals.
 - iii) Include tables listing policies under the Strategic Objectives and goals to which they contribute most, showing any relevant cross-cutting policies.
 - iv) Include an analysis of actual and potential policy gaps.
11. Tables 1A and 1B are examples of the format for the full paper.

TABLE 1A: ILLUSTRATION OF WFP POLICIES CLASSIFIED BY STRATEGIC OBJECTIVES AND GOALS

Strategic Objective	Goal	Policy
1: Save lives and protect livelihoods in emergencies	1.1 To save lives in emergencies and reduce acute malnutrition caused by shocks to below emergency levels	Targeting in Emergencies (WFP/EB.1/2006/5-A) Exiting Emergencies (WFP/EB.1/2005/4-B) Emergency Needs Assessments (WFP/EB.1/2004/4-A) Nutrition and Emergencies: WFP Experiences and Challenges (WFP/EB.A/2004/5-A/3)
	1.2 To protect livelihoods and enhance self-reliance in emergencies and early recovery	Food Aid and Livelihoods in Emergencies: Strategies for WFP (WFP/EB.A/2003/5-A)
	1.3. To reach refugees, internally displaced persons (IDPs), and other vulnerable groups and communities whose food and nutrition security has been adversely affected by shocks	Urban Food Insecurity: Strategies for WFP (WFP/EB.A/2002/5-B)
2: Prevent acute hunger and invest in disaster preparedness and mitigation measures	2.1 To support and strengthen capacities of governments to prepare for, assess and respond to acute hunger arising from disasters	WFP Policy on Disaster Risk Reduction (WFP/EB.1/2009/5-B)
	2.2 To support and strengthen resiliency of communities to shocks through safety nets or asset creation, including adaptation to climate change	WFP Policy on Disaster Risk Reduction (WFP/EB.1/2009/5-B)
3: Restore and rebuild lives and livelihoods in post-conflict, post-disaster or transition situations	3.1 To support the return of refugees and IDPs through food and nutrition assistance	
	3.2 To support the re-establishment of livelihoods and food and nutrition security of communities and families affected by shocks	From Crisis to Recovery (WFP/EB.A/98/4-A)
	3.3 To assist in establishing or rebuilding food supply or delivery capacities of countries and communities affected by shocks and help to avoid the resumption of conflict	From Crisis to Recovery (WFP/EB.A/98/4-A)
4: Reduce chronic hunger and undernutrition	4.1 To help countries bring undernutrition below critical levels and break the intergenerational cycle of chronic hunger	Micronutrient Fortification: WFP Experiences and Ways Forward (WFP/EB.A/2004/5-A/2)
	4.2 To increase levels of education and basic nutrition and health through food and nutrition assistance and food and nutrition security tools	WFP School Feeding Policy (WFP/EB.2/2009/4-A)
	4.3 To meet the food and nutrition needs of those affected by HIV/AIDS, tuberculosis and other pandemics	WFP HIV and AIDS Policy (WFP/EB.2/2010/4-A)

TABLE 1A: ILLUSTRATION OF WFP POLICIES CLASSIFIED BY STRATEGIC OBJECTIVES AND GOALS

Strategic Objective	Goal	Policy
5: Strengthen the capacities of countries to reduce hunger, including through hand-over strategies and local purchase	5.1 To use purchasing power to support the sustainable development of food and nutrition security systems, and transform food and nutrition assistance into a productive investment in local communities	Food Procurement in Developing Countries (WFP/EB.1/2006/5-C)
	5.2 To develop clear hand-over strategies to enhance nationally owned hunger solutions	Action Plan for the Implementation of the Capacity Development and Hand-Over Components of the WFP Strategic Plan (2008-2013) (WFP/EB.2/2010/4-D)
	5.3 To strengthen the capacities of countries to design, manage and implement tools, policies and programmes to predict and reduce hunger	Engagement in Poverty Reduction Strategies (WFP/EB.A/2006/5-B) Building National and Regional Capacity (WFP/EB.3/2004/4-B)

TABLE 1B: ILLUSTRATION OF CROSS-CUTTING POLICIES

Category	Cross-Cutting Policies
Food assistance programming-related	WFP Gender Policy (WFP/EB.1/2009/5-A/Rev.1)
	Vouchers and Cash Transfers as Food Assistance Instruments: Opportunities and Challenges (WFP/EB.2/2008/4-B)
	The Role and Application of Economic Analysis in WFP (WFP/EB.A/2006/5-C)
	Humanitarian Principles (WFP/EB.A/2004/5-C)
	Food for Nutrition: Mainstreaming Nutrition in WFP (WFP/EB.A/2004/5-4/1)
	WFP and Food-based Safety Nets: Concepts, Experiences and Future Programming Opportunities (WFP/EB.3/2004/4-A)
	Enabling Development (WFP/EB.A/99/4-A)
	Partnership with NGOs (WFP/EB.1/99/3-A)
	WFP and the Environment (WFP/EB.3/98/3)
	Policies on the Use of WFP Food Aid in Relief and Development Activities: Monetization (WFP/EB.A/97/5-A)
Finance and administration	Policy for Disclosure of Internal Audit Reports to Members States (WFP/EB.2/2010/4-B/1/Rev.1)
	WFP Anti-Fraud and Anti-Corruption Policy (WFP/EB.2/2010/4-C/1)
Resourcing	Resourcing for a Changing Environment (WFP/EB.1/2010/5.B/Rev.1)
	Financial Framework Review (WFP/EB.2/2010/5-A/1)