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Summary of the Work of the Annual Session of the Executive Board, 2017

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Current and Future Strategic Issues

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

1. The Executive Director opened his remarks by reminding the Board that the world was facing the greatest humanitarian crisis since 1945. Over the decades since, much progress had been made in reducing hunger and extreme poverty, with some previously recipient countries becoming donors, but increased conflict and climate change were among the factors causing a recent dramatic increase in humanitarian needs: 10 of WFP's 13 largest interventions were responses to conflict-related crises. Current rates of conflict worldwide also made attainment of Sustainable Development Goal (SDG) 2 on ending hunger unattainable.
2. In his first two and a half months in office, the Executive Director had observed that WFP had the flexibility and tools needed to achieve zero hunger and was working with countries to find the responses that worked best for strengthening national economies and providing food security. Central to this work was implementation of the Integrated Road Map (IRM), which had been slowed down at the Board's request to allow more time for learning from experience. Proactive integrity reviews (PIRs) were helping to improve transparency, and the Executive Director asked Board members to inform management of any concerns they had regarding transparency and efficiency.
3. With the number of displaced people worldwide rising from 35 million in 2011 to 65 million in 2016, and 1.1 billion people in need of food assistance, the Executive Director called on countries to provide financial and political support to combating hunger. WFP and its Rome-based agency (RBA) partners could lead these efforts. As the world faced increasing threats of terrorism, this was not the time to cut back on aid budgets.
4. A 1 percent increase in hunger prevalence translated into a 2 percent increase in migration, while zero hunger could be achieved with just a fraction of the USD 300 trillion of private wealth in the world, or the USD 2 trillion a year of military spending. The Executive Director would be going to Washington, DC at least once a month to try and secure more funding, and called on other countries to increase their contributions, reminding them that in the four countries facing famine – Nigeria, Somalia, South Sudan and Yemen – 1.4 million children were on the brink of starvation and 600,000 risked dying in the next 90–100 days if they were left without help.
5. Special Guest, H.E. Madam Josefa Leonel Corriea Sacko, Commissioner for Rural Economy and Agriculture of the African Union Commission (AUC), addressed the Board on behalf of H.E. Faki Mahamat, Chair of the AUC, who was unable to attend. The AUC appreciated WFP's assistance to millions of people during crises in Africa, which contributed to the AUC's work to establish peace and food security throughout the continent, including by transforming African agriculture. WFP's Strategic Plan was aligned with the AUC's Ten-Year Action Plan for Africa, and the AUC welcomed WFP's increased focus on strengthening countries' technical capacities and its support to school feeding programmes; an African Day of School Feeding was celebrated every 1 March. The AUC's collaboration with WFP included developing national home-grown school feeding programmes, in consultation with ministers and experts from all over Africa, and helping to revise national agricultural development plans, in partnership with the other RBAs. She encouraged WFP to continue facilitating South–South cooperation.
6. Establishing food security and tackling famine were major priorities of the AUC, which also focused on combating terrorism, promoting lasting peace and stability, and mobilizing young people – preparing them for the job market to help reduce the threats of forced migration, radicalization and extremism. WFP could partner the AUC on these youth initiatives.
7. The Board congratulated the Executive Director on his appointment and welcomed his energetic embrace of the challenges and opportunities facing WFP. His vigorous advocacy with donors to secure resource commitments, robust engagement through visits to field operations and partners, and emphasis on innovation, flexibility and effectiveness would help enable WFP deliver on its commitments to beneficiaries and donors alike. Members praised his extensive networking efforts to allay concerns regarding funding flows from major donors, and encouraged him to continue and expand his outreach with policymakers in all regions to raise the profile of WFP's strengths in humanitarian response.

8. Noting with satisfaction the priorities he had identified, members encouraged the exploration of further opportunities for South–South and triangular cooperation and commended the emphasis on partnerships: leveraging collaboration with entities within the United Nations system and beyond would be crucial for WFP to deliver in the face of unprecedented challenges. The Board commended the Executive Director’s collaboration with United Nations counterparts, such as his recent visit to South Sudan with the Director-General of the Food and Agriculture Organization of the United Nations (FAO); such efforts should be stepped up to highlight the added value of strategic synergies in attaining sustainable results and building resilience beyond emergency response. New partnerships, including with the private sector, should be driven by the number and character of donors willing to support WFP on an ongoing basis – based on resources, economies of scale, improved delivery and innovation sharing, while adhering to the humanitarian principles of impartiality and neutrality.
9. The Board reaffirmed its willingness to work with the Executive Director to achieve common goals and ensure that WFP had the resources and capacities to deliver: the vigorous dialogue among WFP management, donors and recipients through extensive consultations in addition to official Board meetings would ensure effective guidance of the far-reaching institutional transformations under the IRM. The Board noted that the revolutionary nature of the reforms under way required a degree of flexibility, and welcomed management’s realistic, open and transparent communications, but cautioned that such flexibility should not lead to any deviation from the Board’s fulfilment of its governance and oversight functions.
10. Several members underscored WFP’s efforts to align strategically with United Nations system-wide initiatives – primarily the SDGs and, more recently, the Quadrennial Comprehensive Policy Review (QCPR): WFP was finding new ways of working in response to the expectations and commitments of the international community, providing an example for other multilateral actors and United Nations entities.
11. Several members commended WFP’s work on gender in recognizing women and girls not only as survivors of crises but also as powerful agents of change. Similar cross-cutting efforts should be directed to the inclusion of persons with disabilities and their carers.
12. The Board welcomed the vision conveyed by the Commissioner for Rural Economy and Agriculture of the AUC, and noted that effective collaboration among the RBAs was crucial to the two-pronged approach of responding to crises while building longer-term resilience and sustainable solutions.
13. The Executive Director thanked Board members for their comments and echoed their appreciation of the dedication of the WFP workforce, whom he sought to inspire and empower. He reassured the Board that he had taken note of comments regarding the value of PIRs in identifying and addressing systemic issues early; and the importance of enhancing the internal control environment for resources on such a large scale. Underscoring the opportunities for leveraging further private-sector and non-traditional funding streams for WFP, he emphasized his determination to seek ways of engaging individual donors through online, mobile and social media outreach.
14. The Commissioner for Rural Economy and Agriculture of the AUC took note of the rich discussion and looked forward to continued fruitful cooperation with all partners.

High-Level Segment on the Four Famines

15. The Executive Director opened the segment on the threats of famine in Nigeria, Somalia, South Sudan and Yemen, where the number of people on the brink of starvation had risen by 35 percent, from 80 to 108 million, and 1.4 million children were severely malnourished, 600,000 of whom were at risk of death unless assistance arrived in the next three to four months. WFP needed USD 1.2 billion for these four countries over the next six months; in May it had provided life-saving support to more than 10 million people and aimed to increase this number to 13.5 million in June.
16. Mr Anthony Lake, Executive Director of the United Nations Children’s Fund (UNICEF) addressed the meeting via video link. Referring to the long-standing collaboration between UNICEF and WFP, he highlighted some of the two agencies’ joint interventions in the

- four famine countries, including conducting joint rapid-response missions, which had reached 2 million people in South Sudan since 2014; scaling up a joint cash-based transfer (CBT) programme in Somalia to reach 420,000 people in 60,000 households; screening for and treating acute malnutrition in Nigeria; and working with the World Bank and the World Health Organization (WHO) on the Scaling Up for Joint Health and Nutrition Programme, to reach 8 million children in Yemen. He closed by calling for unimpeded humanitarian access and more funds for WFP and its partners, particularly in Nigeria.
17. H.E. Josefa Leonel Correia Sacko, Commissioner for Rural Economy and Agriculture of the AUC outlined the AU's response to the famine threats in Africa, which focused on mitigating the effects of calamities by building resilience, advocating with AU member countries, and working with FAO to coordinate projects for ending hunger. The AUC had made a token donation of USD 300,000 to the malnutrition response in Nigeria, Somalia and South Sudan, to demonstrate its commitment and encourage its 55 African member countries to contribute to this work.
 18. H.E. Geoffrey Onyeama, Minister of Foreign Affairs of Nigeria, observed that the activities of Boko Haram in northeast Nigeria had led to the displacement of 5.2 million people, 85 percent of whom were subsistence farmers. The Government was taking a dual-track approach, tackling the causes of insecurity while alleviating suffering through support to social services, education, healthcare, shelter and livelihoods; it had established a coordination platform for local and international humanitarian interventions in northeast Nigeria. Of the 5.1 million food-insecure people identified in the 2017 Humanitarian Response Plan, the Government aimed to reach 1.8 million by distributing 30,000 mt of local produce and providing an additional 5,000 mt for distribution by international humanitarian partners. WFP had reached 1.3 million people in May. He commended WFP for its support, including establishing a rapid-response mechanism with partners. To address funding shortages, the Government was seeking to repatriate illicitly held funds from foreign banks, working with the governments of the countries concerned.
 19. H.E. Dr Maryan Qasim, Minister of Humanitarian Affairs and Disaster Management of Somalia, emphasized the resilience of her country's people in the face of hunger, disease and insecurity. Despite the efforts of the Government and its humanitarian partners, poor rains had caused further declines in food security, leaving half the population in need of food assistance. Collective efforts by the Government, humanitarian actors, donors and communities were needed to avert famine and support resilience and recovery programmes.
 20. H.E. Hussein Mar Nyuot, Minister for Humanitarian Affairs and Disaster Management of South Sudan, described how crises in December 2013 and July 2016 coupled with severe droughts had led to near-famine conditions in parts of his country, displacing 3.8 million people and leaving 5.5 million in need of emergency food assistance. Acknowledging the challenges of poor road infrastructure, insecurity and bureaucratic delays, he reaffirmed his Government's commitment to improving access and protection for humanitarian actors and assets, and to upholding the privileges and immunities of the United Nations and South Sudan's basic agreement with WFP. In 2016, the President had established a high-level oversight committee to ensure unhindered humanitarian access, prevent illegal roadblocks and extortion of humanitarian convoys, and expedite permits and visas for humanitarians. He thanked WFP, partners and donors for their support to the people and Government of South Sudan.
 21. H.E. Nazar Basuhaib, Deputy Minister of Planning and International Cooperation of Yemen, thanked WFP for organizing this event to highlight the humanitarian challenges in the four countries. He expressed his country's gratitude to all the humanitarians providing assistance to conflict-affected people. Of the 18 million malnourished people in Yemen, 10 million suffered from acute malnutrition and required urgent food assistance. The Government called for a peaceful, fair and comprehensive solution to end the conflict and allow national institutions to recover, and the Deputy Minister urged donors and the humanitarian community to act quickly to save the lives of millions of people.
 22. Mr José Graziano da Silva, Director-General of FAO, mentioned his meetings and travel with WFP's Executive Director, including visiting Washington, DC to discuss these four humanitarian crises with United States authorities. Thanks to collaboration among humanitarian actors and the international donor community, the spread of famine was being contained in South Sudan and

famine had been averted in the other three countries. However, millions of people were still at risk, and efforts had to be redoubled to avoid missing the next planting season and worsening the situation. Even in conflict situations, lives and livelihoods could be saved by investing in the food system through CBTs, seed rations, and support for agricultural production. FAO was committed to working with its Rome-based partners, and the Director-General urged countries to move forward with the organization of the first joint meeting of the executive boards of the RBAs in September to discuss how the RBAs could integrate their work better. In closing, the Director-General warned against forgetting other crises, including deteriorating food security in Chad, spread of violence in the Central African Republic and the Democratic Republic of the Congo, and regional drought in Ethiopia.

23. The Board thanked the speakers for their interventions and emphasized the importance of publicizing and discussing these food security crises. Members expressed their countries' willingness to support national and international responses, in consultation with affected people in the four countries concerned. Noting how the examples of the AUC and FAO demonstrated the value of collaboration in building resilience and bridging the humanitarian–development divide, members called on donors to step up their support. However, humanitarian assistance alone was not enough, and members called on the international community, including public and private entities in African countries, to unite in working to end the violence and other human factors that caused famine and undermined the provision of basic services.
24. Taking note of these comments, the Director-General of FAO reiterated the Executive Director's previous observation that a 1 percent increase in the prevalence of hunger led to a 2 percent increase in migration. Nigeria's Minister of Foreign Affairs noted that the recent Oslo Conference for donors had generated nearly USD 1 billion in pledges for the Lake Chad Basin. The AUC Commissioner for Rural Economy and Agriculture confirmed that the Government of Uganda was using its own budget to support 1.4 million refugees. The Executive Director of WFP closed the segment with a call for neighbouring countries to contribute to humanitarian responses in Yemen and the other countries, including by working to stop conflicts.

Annual Reports

Annual Performance Report for 2016 (2017/EB.A/2) (for approval)

25. The Secretariat presented the 2016 APR – the final such report against the previous Performance Management Framework, with future reporting based on the new Corporate Results Framework (CRF). WFP had achieved its major goals in gender mainstreaming, reporting on common QCPR indicators and lead-time reduction using advanced financing mechanisms. The richer APR evidence compared with previous years had enhanced reporting on commitments in the cross-cutting areas of gender and accountability to affected populations. The APR was a multi-purpose knowledge repository and WFP was committed to communicating better with stakeholders about achievements and lessons, including through such innovations as the interactive year-in-review tool available on wfp.org. Consultations with the Board would continue as WFP finalized the corporate reporting format for 2017 and an additional 12 countries transitioned to country strategic plans (CSPs) by the end of the year.
26. The Board welcomed the comprehensive and detailed APR and commended WFP's record performance in raising funds and reaching beneficiaries in 2016, underscoring its El Niño emergency work as a positive example of early warning leading to early financing and action. While WFP had responded to an unprecedented number of complex, conflict-driven emergencies – six Level 3 and seven Level 2 – and received the highest level of voluntary contributions in its history – at USD 5.8 billion, 80 percent of it spent on saving lives under Strategic Objective 1 – some members noted the less positive results under Strategic Objectives 2 and 3, and funding shortfalls in various areas. The Board urged greater efforts to collaborate with partners offering comparative advantages in the areas of resilience-building, nutrition, long-term food security and livelihoods to bridge these gaps, and to enhance advocacy with donors on multilateral, multi-year, unearmarked funding to support Strategic Objectives 2 and 3 and respond to lower-profile emergencies.

27. Some Board members requested more detailed disaggregation of data by country, gender, age and disability, and more focused reporting on disability inclusion and on protection provisions in relation to cash programming. The continued reporting on beneficiaries reached through trust funds was welcomed; such mechanisms helped build national capacities in middle-income countries. The Board urged WFP to ensure it had functioning beneficiary complaint and feedback mechanisms in place in all partner countries.
28. The Board looked forward to further engagement and detailed information regarding updating of the APR structure for future reporting against the IRM and CRF.
29. The Secretariat thanked the Board for its support and echoed the Board's concerns regarding the significant underfunding for Strategic Objectives 2 and 3 and less-visible emergencies: WFP's efforts to innovate and partner to use its advance financing mechanisms to bridge funding gaps could only go so far when multilateral funding was at 7 percent against a target of 30 percent. The IRM, especially the full results chains included in CSPs, provided opportunities for donors to earmark by outcome or country, as opposed to activity.
30. WFP reaffirmed its commitment to continuing to seek better ways of telling donors about its performance. With private-sector funding declining in 2016 because of changes at WFP's largest private donor and lower revenue from foundations, the Secretariat was considering substantial investments – to be discussed with the Board in forthcoming consultations – in access to new funding streams, focusing on individual giving through social and mobile platforms as highlighted by the Executive Director.

Policy Issues

Update on the Integrated Road Map (2017/EB.A/3) *(for approval)*

31. The Secretariat thanked the Board for its support and engagement on the IRM process, which equipped WFP to deliver on the 2030 Agenda and the SDGs, and for working at the humanitarian–development–peacekeeping nexus. Feedback from the first eight pilot CSPs was positive, and a more flexible approach to roll-out would provide more time for learning.
32. The Board welcomed the greater flexibility, which would facilitate WFP's response to multiple emergencies and allow more time for incorporating lessons learned and discussing changes to WFP's General Rules and Financial Regulations. However, the dual structure during the transition from “traditional” WFP programmes to the CSPs may have implications on resources, reporting and performance. Members stressed that the IRM roll-out must not compromise WFP's ability to provide life-saving assistance.
33. Board members urged continued consultation on lessons learned, timely publication of IRM documents in all official languages, and dissemination of national zero hunger strategic reviews, where possible. Welcoming the additional consultations on the interim delegations of authority prior to the final decision in November, members called for clearer exit strategies; greater visibility on revisions related to crisis response; and information on any challenges encountered in aligning CSPs with government priorities.
34. Members emphasized the importance of linking CSP strategic outcomes to focus areas, which facilitated donors' deployment of funding according to specific funding streams; some members appealed to donors to increase their allocations to WFP's development activities and also made a more general appeal for more multilateral contributions to WFP. Members welcomed the IRM's alignment with the QCPR process and requested more information on this at future informal consultations, observing that the One UN initiative provided opportunities for increasing collaboration among the RBAs and other United Nations agencies.
35. The Secretariat reported that so far, the dual structure was working well. The Board would be consulted on reporting changes introduced through the IRM; proposed delegations of authority, including those affecting the visibility of crisis response; and reporting templates. A timetable for presentation of the new CRF would be issued. Transitional interim CSPs (T-ICSPs) would not be presented to the Board because they were based on existing approved projects. In addition, the Secretariat clarified that national zero hunger strategic reviews were available to Board

members, but countries' consent was needed for any public release of findings. CSPs were helping some countries to define their national SDG targets and activities.

36. The Board approved the procedure for granting approval by correspondence for project budget revisions and time extensions for T-ICSPs.

Update on WFP's Role in the Collective Humanitarian Response (2017/EB.A/4) (for consideration)

37. In presenting the update, the Secretariat summarized recent efforts to enhance collaboration in the field and to leverage the respective mandates of partners within and beyond the United Nations system. Enhancing cash programming, harmonizing reporting with other actors, and building the capacity of national and local partners to respond remained priorities.
38. The Board thanked management for the update and commended WFP's continued leadership of global humanitarian action; while fulfilling its core mandate in responding to crises, WFP also acted as a crucial facilitator of the work of other humanitarian actors – by providing shared services and discharging strategic coordination responsibilities through its leadership of clusters – and contributed to strategic review processes and collaborative partnerships. Board members voiced support for joint planning with the Office of the United Nations High Commissioner for Refugees (UNHCR), seeking ways to shift assistance from care and maintenance to self-reliance and incorporating nutrition-focused livelihood support. Members praised WFP's focus on joint needs assessments and piloting of harmonized reporting modalities with implementing partners, and requested further information on results.
39. Noting the progress made against World Humanitarian Summit (WHS) commitments, the Board praised WFP for its engagement in new ways of working, bridging the gap between humanitarian and development assistance. Efforts should continue in the strategic areas of scaling up and expanding the implementation of cash-based programming and advocating increased multi-year investments in preparedness response capacities at the local and national levels with a view to building broader resilience.
40. The Board noted that the ongoing fine-tuning of the IRM should take into account the need to adapt to context. There was scope for better integration of conflict, displacement and migration as drivers of food insecurity, and a need to consider how WFP could contribute to national-level reconciliation and peacebuilding processes without sacrificing its core humanitarian principles of impartiality and neutrality.
41. Several members called on donors to provide sufficient resources to respond to crises, in keeping with the 2030 Agenda commitment to leave no one behind. More timely transfer of funds received through the Central Emergency Response Fund (CERF) to implementing partners would enhance effectiveness, and several members enquired as to how WFP determined when to request such funds beyond its own internal flexible financing mechanisms. Noting that unearmarked funds yielded efficiency gains, several members encouraged donors to increase such contributions.
42. In response, the Secretariat highlighted the possibility of complementary financing through WFP's partnership with the World Bank; confirmed that it would continue to work closely with the International Organization for Migration (IOM) and UNHCR as part of the global migration group; noted that it reported on many aspects of WHS commitments through the APR as well as the Platform for Action, Commitments and Transformations maintained by the Office for the Coordination of Humanitarian Affairs (OCHA); underscored that WFP worked closely with the Emergency Relief Coordinator on joint advocacy; and clarified that decisions to seek CERF funding were usually taken at the country level. Regarding the priorities of realizing the new way of working, ensuring accountability to affected populations and promoting the modality of cash, management underscored its hope to continue working with strong Board support in these strategic areas and committed to providing regular updates. In response to the Board request for more substantive information regarding WFP's participation in the functional review of OCHA, the Secretariat offered to make available the report of the consultative group in which WFP participated.

Implementation Plan of the Nutrition Policy (2017/EB.A/5) (for consideration)

43. The Secretariat introduced the bottom-up, prioritized action plan, which was formulated in collaboration with nutritionists, field offices and regional actors and closely linked to the IRM and CSP processes in emphasizing the strengthening of partnerships and work with governments. Funding for the plan would cover pilots, the cost of partnership, the gathering of lessons learned and the development of guidance tools and internal capacities, but not all of WFP's nutrition activities. Costings would be presented at the November Board meeting.
44. Board members welcomed the plan's systematic approach to malnutrition and the regional focus. They underlined the importance of involving government and other stakeholders, and of being vigilant regarding conflicts of interest. Cooperation with other agencies would be essential in avoiding the duplication of efforts; South–South cooperation could also play a role.
45. Some members commented that fortification was unnecessary if good-quality local food was available; work on improving smallholder livelihoods could therefore help tackle micronutrient deficiencies, along with nutrition education for targeted populations and nutrition training for all WFP staff.
46. Members mentioned the need to improve monitoring and evaluation capacity and nutrition indicators. They praised the inclusion of resilience in the policy but felt that this was not fully reflected in the implementation plan, which could also include more on tackling poverty and the root causes of malnutrition. Some members suggested that WFP balance its work on building government capacity with activities for meeting beneficiary needs directly to ensure optimal use of funding. Other issues raised included the importance of mainstreaming gender into nutrition work, the potential of cash distribution programmes and the interrelationship between stunting and wasting.
47. The Secretariat thanked the Board for its comments and observed that greater attention to the linkages between stunting and wasting represented a paradigm shift in efforts to fight malnutrition. While cash-based programming had potential, research was under way to clarify its impact on nutrition: without nutrition education, money might not be spent on a healthy diet. The Board would be updated on the research findings. WFP's support to food fortification included a project for fortifying locally produced rice in Mali, which it hoped to replicate elsewhere in the future. The Nutrition Division recognized the importance of mainstreaming gender into nutrition programmes, and digitalizing nutrition indicators to improve analysis.

Update on the Gender Policy (2017/EB.A/6) (for consideration)

48. The Secretariat thanked the Board for its valuable commitment to gender equality. The policy's ultimate goal was to ensure food security and nutrition for all by ensuring that the different needs of the boys, girls, men and women WFP serves were taken into account. Success depended on transforming lives, in collaboration with partners. The IRM provided enhanced opportunities for transformative gender mainstreaming in WFP and national programmes through advocacy and support to zero hunger strategic reviews. WFP aimed to dedicate 15 percent of its budget to gender-related activities by 2020 and had met or exceeded 14 of the 15 indicators in the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women by the end of 2016, making it a leader among United Nations agencies.
49. The Board responded to the update with its first ever cross-list statement, which recognized the essential role of gender equality in humanitarian and food security work. Congratulating the Secretariat on mainstreaming gender, and welcoming the progress on the nine outcomes of the gender action plan, the Board highlighted the need for enhanced gender analysis to enable WFP to measure the different impacts of its work on different groups, and to tailor activities accordingly. Applauding the commitment to addressing the different needs of affected populations and supporting governments in promoting gender equality, the Board observed that the policy should deliver results for all WFP stakeholders – staff, beneficiaries, partners and others. Unintended effects of WFP interventions should also be considered, and the Board requested more information on how staff capacity in gender activities was measured and developed. Noting that all WFP initiatives required adequate resources, the Board encouraged

the Secretariat to continue building on the progress made so far, measuring outcomes in the Gender Action Plan.

50. Thanking the Board for its support, the Secretariat mentioned the new tools for increasing the gender capacity of staff and partners such as the WFP Gender Toolkit. Gender-based violence was prevented and mitigated by working with protection colleagues, and ensuring that WFP assistance did not put beneficiaries at risk was a policy objective. The partnerships mentioned in the update included only those at Headquarters; those at other levels would be counted in future updates.

Resource, Financial and Budgetary Matters

Audited Annual Accounts, 2016 (2017/EB.A/7) (for approval)

51. The Secretariat presented the 2016 Audited Annual Accounts, which had been reviewed by the Audit Committee, the Advisory Committee on Administrative and Budgetary Questions and the FAO Finance Committee. Contribution revenue was 24 percent higher than in 2015 mainly because of higher contributions from two major donors for the Syrian crisis response. Total expenses had also increased. The Secretariat highlighted the change in accounting policy for contributions revenue, to provide meaningful information related to contributions revenue stipulated for future years. Regarding the Statement on Internal Control, the Secretariat highlighted the inclusion of two additional internal control weaknesses related to enterprise risk management and oversight, and talent management and workforce planning.
52. The External Auditor had issued an unqualified audit opinion on the Annual Accounts and included nine recommendations in his report.
53. The Board welcomed the new accounting policy for recording multi-year contributions, and WFP's increased attention to risk management and oversight, including through the use of PIRs. Members urged the Secretariat to implement the External Auditor's recommendations. Strengthened internal controls and greater transparency would increase donors' confidence, helping to ensure more sustainable funding, and the Board supported all efforts to minimize fraud and corruption. These issues were particularly important in WFP's difficult working environments and for its increased use of CBTs.
54. Responding to points raised, the Secretariat confirmed that assurance statements were scrutinized and challenged by management. Post-delivery losses and mitigation actions were detailed in a separate report; losses reflected challenging operating environments, particularly in South Sudan, the Syrian Arab Republic and Yemen. Following discussions at the global management meeting, prioritized resources would be directed to strengthening the first and second lines of defence. The 2018 Management Plan included work to consolidate enterprise risk management and oversight into a single, centralized structure. The Secretariat would work with the Board to define risk thresholds and appetites, including the impact of fraud risk.
55. The External Auditor added that examination of internal control systems could be included in his annual audit plan as part of a topic covered under a future performance audit.

Cross-List Statement on Oversight

56. In a cross-list statement on oversight the Board requested an overarching oversight framework which was received positively by Management. In this connection, the Board looked forward to a presentation on said framework for consultation and to share its views, including possible further actions, as appropriate.

Policy for Disclosure of Oversight Reports (2017/EB.A/8) (for approval)

57. The acting Inspector General reminded the Board that following approval of the Anti-Fraud and Anti-Corruption policy in 2015, her office had been carrying out PIRs, which were not covered by the Policy on Disclosure of Oversight Reports. The aim of this updated policy was to incorporate the procedures and conditions for disclosing PIR reports into the existing policy, and to align them with those applying to investigation reports.

58. The Board welcomed the updated policy. Members emphasized the importance of protecting the confidentiality of sensitive information and requested clarification regarding decision-making on this issue.
59. The Secretariat replied that information included in the PIR reports but not subject to disclosure may be redacted by the Office of the Inspector General, sometimes following discussion with the Executive Director or management, for reasons of confidentiality; such information included the names of individuals.

Appointment of Two Members to the Audit Committee (2017/EB.A/9) (for approval)

60. The Deputy Executive Director briefed the Board on the selection of two new members of the Audit Committee (AC) to replace Mr James A. Rose and Ms Irena Petruškevičienė whose terms expired on 29 July 2017. From a total of 309 applications, a selection panel made up of representatives from WFP management, the Executive Board and the AC had selected Mr Pedro Guazo (Mexico) and Ms Agnieszka Słomka-Gołębiowska (Poland), based on the candidates' qualifications and ensuring equitable geographical representation in the composition of the AC.
61. The Board approved these appointments.

Revised Terms of Reference of the Audit Committee (2017/EB.A/10) (for approval)

62. The Board Secretary presented the revised Terms of Reference, which reflected WFP's strengthened oversight activities, changes in the organizational structure and adjustments to the corporate travel policy.
63. The Board welcomed the updated Terms of Reference. Members drew attention to the proposals set forth by the FAO Finance Committee for revising the terms further, particularly regarding review of the cooling-off period, selection process and indemnifications for AC members. They also called for a more comprehensive review of the Terms of Reference; for example, in line with common practice in the United Nations system, the AC should have a dedicated Secretary in addition to the support of the Secretariat.
64. The Secretary thanked the Board for its comments and confirmed that at the next Executive Board Bureau meeting, members would consider how to incorporate the proposals of the FAO Finance Committee. Regarding Secretariat support, the current arrangement was put in place when the AC started the practice of dual reporting to the Board in addition to the Executive Director. The Secretariat would consider the issue of appointing a dedicated Secretary following a review of United Nations common practice, and would report back to the Board.

Annual Report of the Audit Committee (2017/EB.A/11) (for consideration)

65. The Chair of the AC outlined the main points from the report. Regarding efforts to strengthen enterprise risk management and internal controls, the AC recommended retaining a policy of zero tolerance for known or suspected cases of fraud, but noted that for programme design, acceptance of some level of risk was inevitable in the environments in which WFP worked. The AC Chair appealed to donors not to require return of their contributions when fraud was found, comparing their situation to that of taxpayers expecting rebates for fraud losses from national social security systems.
66. Other recommendations included ensuring that systems and processes were managed at the most appropriate organizational level; for example, CBTs may be better handled through a centralized system rather than having country offices establish their own systems.
67. As his six-year tenure with the AC came to an end, the Chair set four challenges for WFP: i) complete the roll-out of CSPs by the end of 2018; ii) appoint a high-level manager to coordinate and improve CBT programmes worldwide; iii) establish a panel of experts from the private sector to ensure that WFP kept up with technological developments; and iv) double contributions from the private sector by the next Annual Session.
68. The Board thanked the AC Chair for his valuable insights and welcomed the reported progress in enhancing internal oversight. The AC's findings corresponded to those of other oversight bodies, emphasizing their significance. Requesting that the four challenges be distributed to the

Board, members expressed their agreement with them, but suggested greater flexibility in the roll-out of CSPs to allow time for learning from experience. Members called for immediate implementation of PIR report actions and the development of skills and controls for cash-based programmes. Some expressed their willingness to help establish risk appetite statements and thresholds.

69. The AC Chair added that private-sector fundraising should be directed to individuals as well as corporations and would require investments in fundraising processes and infrastructure.
70. The Secretary undertook to distribute the four challenges to the Board, and the Inspector General reported that the PIR manual would be issued later in the week.

Annual Report of the Inspector General and Note by the Executive Director (2017/EB.A/12)
(for consideration)

71. The Acting Inspector General presented her report, which concluded – based on the work performed and coverage achieved – that there were no significant weaknesses in internal controls, governance and risk management practices, but identified areas requiring management attention. With an indication that risk levels were increasing because of WFP’s dynamic business model and the growing number of emergencies, the Office of the Inspector General (OIG) would be discussing its future resourcing needs with the Executive Director and the AC to ensure appropriate audit coverage. OIG also confirmed it was mainstreaming the PIR approach and finalizing the PIR manual.
72. The Executive Director reiterated his commitment to enhancing oversight and transparency and asked all Board members to share their concerns, opinions and questions about risk management with him and WFP management.
73. The Board noted that the report was very clear and thorough, assessing WFP’s internal controls, governance and risk management practices to be satisfactory, but with some issues in their application; management was responding well to these findings. Members appreciated the attention to combating fraud and corruption, the introduction of PIRs and the commitment to responding to the Board’s concerns with an audit of enterprise risk management. They requested more information about OIG’s budget and emphasized the need for careful audit planning and resource allocation, to ensure that no areas of risk were overlooked, highlighting CBTs and Level 2 and Level 3 emergencies as obvious areas for attention, particularly given the stretched capacity for emergency response.
74. The Acting Inspector General responded to the points raised. Delays in implementing audit recommendations had been caused by lack of secure access in some countries, and other challenges; recommendations requiring transformative change also took longer to implement. Total expenditure on evaluation was greater than that on audit and investigation because part of it was covered from project budgets; the Board could consider whether there was scope for charging OIG’s work directly to programmes, as to date it had been charged to the Programme Support and Administrative budget.
75. The Chair of the AC confirmed that the Inspector General had the requisite independence, including direct access to the Board, and urged WFP to ensure sufficient funds for OIG; such investments brought good returns. The Secretariat added that the 2018 Management Plan would include more specific proposals for risk management. A fraud risk action plan would be presented in early 2018, following OIG’s completion of a fraud risk assessment.

Report of the External Auditor on Decentralization and WFP Management Response to the Recommendations (2017/EB.A/13) (for consideration)

76. The External Auditor commended WFP’s restructuring efforts, undertaken in the difficult context of increasing humanitarian needs and growing competition for funding. Regional bureaux had benefited from having greater responsibility, new tools and a streamlined project approval process. Remaining challenges related to the workload and unclear mandate of regional bureaux, fraud prevention and large disparities among country offices.
77. The Secretariat confirmed that work had begun on clarifying the roles and responsibilities of Headquarters divisions and regional bureaux; and that further decentralization of responsibility

should reflect efficiency, effectiveness and risk. The viability of WFP's presence in countries would be reviewed in the context of the move to CSPs; small country offices were of great value but their sustainability needed to be assessed.

78. The Board welcomed the Fit for Purpose exercise and the achievement of its objectives. Some members stressed the importance of increasing efficiencies based on funding and needs, with consolidation and exit strategies. Increased efforts to detect fraud were appreciated.
79. Members were concerned that implementing recommendations 3, 4 and 5 could have impacts on WFP's role in development contexts and suggested that WFP reassess the need for representational presence in countries without a fully funded CSP. The country offices and host governments should be involved in these decisions, which should take into account the principle of "leaving no one behind". The review of regional bureaux should take into account the unique challenges faced by each bureau.
80. Responding to these and other points raised, the External Auditor added that the funding gap and increased level of emergency needs necessitated a re-examination of WFP's presence in countries where national resources could support food security. He recognized that any decisions would have political as well as operational repercussions.
81. The Secretariat emphasized that WFP's emergency and humanitarian work was not at issue, but that funding earmarked for emergencies could not be directed to interventions addressing root causes. The CSP process facilitated discussions on broadening WFP's base of contributing partners to support work to address root causes of hunger. Host countries themselves had a vital role to play in this.

Report of the External Auditor on Changes in Human Resources and WFP Management Response to the Recommendations (2017/EB.A/14) (for consideration)

82. The External Auditor highlighted the key findings and recommendations contained in the report. Areas identified for potential action included aligning recruitment criteria with staffing categories; reviewing the level of remuneration for consultants; improving performance assessment tools and their use; and developing workforce planning tools and applying them more consistently throughout WFP. He underscored concerns regarding WFP's use of short-term and consultant contract modalities to perform a growing share of its work, noting that the benefits of recruiting staff on such terms – the relative speed, flexibility and overall cost-effectiveness – made such practices widespread throughout the United Nations system, but emphasizing the need to review guidelines and rationalize the duties and terms of different categories of staff.
83. The Secretariat summarized its response to these findings. Management agreed with 9 of the 14 recommendations, having already acted on many of them; of the remaining five, management agreed with the human resources principles underpinning the recommendations, but underscored that WFP's operational circumstances affected the universal application of such principles in practice. Work was under way in response to concerns regarding the use of consultant and other contract modalities in lieu of recruiting fixed-term staff, including determining whether an engagement was likely to last longer than 12 months; implementing competitive recruitment for all consultants by the end of 2017; and reviewing consultant remuneration in relation to comparators for WFP operations. WFP had explored the potential for nationalizing international positions but noted that international humanitarian principles required that staff be free from potential pressures from local authorities. WFP planned to introduce a new platform for dealing better with underperformance and was exploring the options for applying an element of performance-related remuneration.
84. The Board welcomed the External Auditor's report and reaffirmed its recognition of WFP's workforce, regardless of contractual status, as the backbone of the organization, commending its commitment to helping those in greatest need. Regarding the use of short-term and consultant contract modalities, several Board members underscored that WFP required flexibility to recruit the best staff and respond effectively and with agility to changing situations, but noted that such contracts engendered risks for both WFP – potential loss of institutional memory – and its workforce – potential shortcomings in applying the highest international labour standards and human resources best practices. The Board commended management's responsive

actions, encouraged it to take a comprehensive and context-sensitive approach in evaluating the value-for-money of contract modalities, and emphasized the importance of respecting the commitment of the WFP workforce, including by providing greater prospects for career development and giving further consideration to nationalizing posts where appropriate. One Board member highlighted the differences between the External Auditor's report and the APR coverage of human resources, suggesting the choice of key performance indicators in the APR be reviewed.

Report on the Implementation of the External Auditor Recommendations (2017/EB.A/15)
(for consideration)

85. The Secretariat reported that 29 of the 61 recommendations outstanding in 2016 or issued in connection with the 2016 audited annual accounts had been closed, representing a 48 percent completion rate, up from 46 percent the previous year.
86. The Board commended the progress made, highlighting the importance of coordination and partnerships for effective humanitarian response and the need to continue improving food procurement practices and building a flexible and skilled workforce for rapid response to emergencies. It encouraged WFP to provide updates on improved internal control for food procurement and to identify ways of advancing gender equality and women's empowerment through its school feeding activities.
87. The Secretariat noted these points and added that procurement issues identified in PIRs were being addressed alongside those in the External Auditor's recommendations.

Report on the Utilization of WFP's Advance Financing Mechanisms
(1 January–31 December 2016) (2017/EB.A/16) *(for consideration)*

88. The Secretariat presented the report, recalling that these tools had been developed to ensure WFP's capacity to provide timely assistance to those in need, and highlighting the differences among the various mechanisms in terms of funding and their three distinct purposes: i) releasing advance funds to projects in need, through internal project lending (IPL), the Immediate Response Account (IRA) and macro-advance financing (MAF); ii) pre-purchasing food stocks to reduce delivery lead times through the Global Commodity Management Facility (GCMF); and iii) providing advance financing for corporate services to enable WFP to implement larger-scale corporate initiatives to realize cost savings. Reviewing the 2016 trends in the use of each mechanism, the Secretariat reiterated that IPL was one of the most effective tools for avoiding pipeline breaks through internal loans; IPL use had increased significantly since its inception in 2004. MAF, a new form of IPL, had been piloted in 2016, with the results of an external review presented to the Board at a recent consultation. The GCMF significantly accelerated the delivery of food to beneficiaries, reducing lead times to 46 days from the 120 required for conventional procurement.
89. The Board reiterated its support for WFP's range of advance finance mechanisms as important tools for meeting the commitment to "leaving no one behind". It noted that the IRA, although a valuable tool for ensuring effective response capacities, was funded far below its annual funding target of USD 200 million, suggesting there was scope for the Secretariat to communicate better about the benefits of the IRA and the ways in which donors could benefit WFP's operations by contributing to it. The Board noted that in various instances there was a risk that advance financing mechanisms – particularly MAF – lead to a perception of operations being "already funded" when further contributions were required; to offset this risk, continued efforts were required to explain how these mechanisms worked and to provide greater visibility to donors. The Board commended the Secretariat's presentation as helping to build a clearer understanding of the various mechanisms but underscored its concern that more be done to emphasize the role of such tools in avoiding pipeline breaks, urging increased advocacy with donors in this area.
90. Thanking the Board for its support, the Secretariat confirmed that it would continue seeking to build better understanding among all stakeholders on the functional technicalities of these complex mechanisms. The Secretariat looked forward to working with the Board and donors on simplifying the mechanisms where possible, especially as a result of the MAF pilot. It noted that further action was required to enhance the visibility of donor funds under the IRA and GCMF.

The Secretariat agreed with Board concerns that the IRA was not being utilized to its full potential and reiterated its appeal for donors to give greater priority to this valuable tool for delivering life-saving funds.

Evaluation Reports

Annual Evaluation Report, 2016 and Management Response (2017/EB.A/17) (for consideration)

91. The Director of Evaluation presented the three-part report. The synthesis of evaluation findings in part 1 focused on emergency response and capacity development. Evaluations confirmed emergency response as WFP's primary strength while identifying room for improvement in rapid staff deployment, integration with sustainable hand-over strategies and, more broadly, partnerships, gender sensitivity, national capacity-building and needs assessment to support programme design. Parts 2 and 3 covered developments in WFP's evaluation function.
92. Management noted that evaluation was becoming embedded in all WFP activities. The IRM and CSPs would help address many of the systemic issues highlighted and the evaluation process would become stronger as more CSPs were implemented and appraised.
93. The Board commended the clarity and structure of the report. Members emphasized the need to strengthen partnerships and harness synergies between WFP and other organizations, recommending that evaluations be carried out jointly where relevant. The gender focus should be prioritized throughout the programme lifecycle. Members agreed the IRM could strengthen the use of evaluation.
94. Some members noted weaknesses in the data available for assessing country programmes. A strong evidence base was vital to operation design and programming decisions. WFP should ensure adequate staffing to support evaluation, and all staff should be aware of the new evaluation policy. Members remarked that the link between programme evaluations and enterprise risk management was unclear. All oversight functions should be linked in a common structure and performance indicators should be aligned with the corporate reporting framework.
95. Members noted that the evaluation report offered similar conclusions to past assessments. Learning from evaluations should be fed into the CSP process. Some members sought clarity on the role of regional evaluation officers.
96. The Director thanked the Board for its insights. She underlined that the Office of Evaluation (OEV) was strengthening gender analysis in evaluations. Audit and evaluation processes needed to be balanced. WFP was working with partners on evaluation. Regional evaluation officers improved decentralized evaluation capacity and had roles in many other types of evaluation.
97. Management was confident that WFP was improving its emergency response capacity, gender focus, and the gathering of real-time data to help country offices refine programme design and monitoring.

Summary Evaluation Report of the Corporate Partnership Strategy and Management Response (2017/EB.A/18) (for consideration)

98. The Director of the Office of Evaluation gave an overview of the main evaluation findings, intended for accountability and learning purposes. While WFP had made progress towards most of the five Corporate Partnership Strategy (CPS) results, there remained considerable scope for increased impact. Adopting a partnership mindset as envisaged under the IRM would require consistent and sustained leadership, enhanced accountability, increased resources, strengthened capacities and more robust systems to capture results.
99. Management welcomed the instructive findings, which helped in strengthening performance and accountability and adjusting the CPS to the context of IRM implementation. It had noted the six recommendations and launched responsive actions.
100. The Board welcomed the important and timely evaluation, underscoring that strong, inclusive partnerships integrated at all levels and involving governments, international organizations and civil society, would be integral to achieving the SDGs. Several Board members urged WFP to

scale up cooperation with scientists and academics to optimize the long-term benefits available through such partnerships.

101. Regarding the findings and recommendations, the Board flagged implementation shortcomings in the areas of procurement and accounting and the delayed development of regional partnership strategies, encouraging action on these fronts. Noting a lack of budgetary information, the Board requested information on the budgeting of partnerships in the new Strategic Plan (2017–2021). Several members endorsed the recommendation that each CSP include the Partnership Action Plan as a mandatory component.
102. Noting that WFP outsourced 93 percent of delivery, one Board member highlighted the need to strengthen partnership-related monitoring and reporting and systems for capturing qualitative data on partnering, and requested further information on the flow of funding from WFP country offices to beneficiaries.
103. The Director of the Office of Evaluation welcomed the Board's appreciation of the report and underscored its broader relevance to ongoing discussions within the United Nations regarding the kind of partnerships in which United Nations organizations engage; and reiterated her appreciation of management's consistent and positive engagement and comprehensive response.
104. The Secretariat, taking note of the Board's comments, emphasized that COMET implementation would enhance the collection of qualitative data; confirmed that investing in better-tailored training on partnerships at all levels and developing action plans at the country and regional levels remained priority actions; and undertook to provide partners with further data on flow of funds as they became available.

Implementation Status of Evaluation Recommendations (2017/EB.A/19) (for consideration)

105. The Secretariat presented the update on implementation of evaluation recommendations. This document had initially been submitted to the Board for information only but, at the request of the Bureau, it was being presented at the session to allow consideration by the Board. Progress in implementing management responses was one of the key indicators of management performance and had been incorporated into the accountability framework for country directors since 2015.
106. WFP was making good progress in implementing open actions with support and feedback from Headquarters divisions, country offices and regional bureaux. The current system tracked management responses and follow-up actions for centralized evaluations, while a similar system for decentralized evaluations was being developed. The Secretariat reiterated its commitment to improving planning and performance throughout WFP.
107. The Board made no comments on the report.

Southern Africa Portfolio

108. The acting Regional Director gave an overview of the situation in Southern Africa, which faced conflict and war in the north and El Niño-related challenges in the south. During the unprecedented response to the 2015/2016 drought, domestic resources had been leveraged, new modalities deployed and a gender focus applied throughout. Current harvest forecasts were good, but El Niño remained a threat for the coming year, and armyworm invasions had affected almost all countries in the region. Resilience-building and safety nets were high priorities as countries recovered from the drought.
109. The acting Regional Director highlighted the dire situation in the Democratic Republic of the Congo (DRC), where more than 1 million people had fled conflict. More than 40 percent of the population was food-insecure, and with 3.7 million internally displaced persons (IDPs) nationwide, food security was deteriorating fast. Neighbouring countries were also affected by the arrival of refugees. In the absence of funding, the outlook for the DRC was serious.
110. The Board thanked the acting Regional Director for her presentation and echoed her concern over the armyworm invasion. Members noted the far-reaching impacts of climate change and the huge challenges facing DRC. They emphasized the need to act before food insecurity became famine, urging WFP to continue working closely with partners to strengthen national food production

and distribution systems. Members welcomed WFP's assistance to refugees in Angola and called for this to continue.

111. The acting Regional Director underlined the need to monitor and control armyworm to avert serious crop damage in the coming year. She thanked the Board for its support for early response and prevention. WFP was ready to provide governments with technical expertise to facilitate prevention and resilience programmes. WFP was providing support to refugees in Angola, in collaboration with UNICEF and UNHCR. A timely response was vital to avoid famine and malnutrition in the area.

Mozambique Country Strategic Plan (2017–2021) (2017/EB.A/20) (for approval)

112. The Country Director presented the CSP for Mozambique, one of the most disaster-prone countries in the world where 25 percent of households were food-insecure and nearly half of children under 5 were stunted. An extensive consultative process co-led with the Government had resulted in six strategic outcomes, all underpinned by strong partnerships, to guide WFP's assistance to Mozambique in ending hunger and undernutrition.
113. The Board endorsed the CSP, commending the level of national ownership evident in its participatory development, its alignment with government strategies and priorities, and its integration as a central component of the United Nations Development Assistance Framework (UNDAF): such deeply embedded, long-term partnership would foster the kind of multi-stakeholder synergies needed to bridge the humanitarian–development divide, promote long-term food security and achieve the SDGs. Several members commended the focus on providing capacity-development and technical support to national personnel at all levels to empower them to implement their own policies and ensure that goals were met and results long lasting. Initiatives such as RBA collaboration to enhance the livelihoods of smallholder farmers and South–South cooperation through support from the Centre of Excellence in Brazil for the national school feeding programme would pay multiple dividends.
114. The Board commended the inclusion of vulnerable groups, including the specific support for people living with HIV and for women and girls, but encouraged greater focus on the inclusion of persons with disabilities. Several members suggested that nutrition required higher priority, given the extremely elevated rates of stunting, and encouraged higher ambition and better articulation of partnerships with other United Nations actors in this regard.
115. The Country Director thanked the Board for its support, clarifying that, while the nutrition strategic outcome was relatively modest, initiatives such as the Cost-of-Hunger study were helping to raise the profile of nutrition in Mozambique; WFP was also sponsoring studies and initiatives that would identify the most effective areas for investment, and providing supply chain services to partners treating acute malnutrition. She reassured the Board that disability inclusion was incorporated in the system-wide approach, with WFP moving towards joint vulnerability mapping with partners to assess and select target populations.

Namibia Country Strategic Plan (2017–2022) (2017/EB.A/21) (for approval)

116. In presenting the CSP, the Country Director observed that gaps in the capacities of national institutions, systems and human resources were the greatest obstacles to achievement of zero hunger in Namibia. The CSP aimed to address some of these gaps and was based on the zero hunger strategic review, lessons learned from CSP pilot countries and advice from the Board. It had two strategic outcomes: meeting food and nutrition needs throughout the year; and generating evidence and knowledge on hunger issues to inform government policy dialogue and programme design. The Government was expected to provide the bulk of the USD 6 million needed during the CSP period, and the country office was reaching out to new donors, including in the private sector, to help fill the shortfall.
117. The Board welcomed the CSP as a sound response to opportunities and challenges in Namibia, which had a good national social protection system, a Government committed to achieving food and nutrition security, and a stable economic growth rate. Members highlighted the CSP's attention to gender issues, including the development of gender-sensitive nutrition indicators and the promotion of gender transformation through government socio-economic programmes,

noting that 70 percent of the country's farmers were women. The CSP would strengthen WFP as a technical partner to the Government and provided a model for sharing with other countries.

118. The County Director thanked the Board for its support and reiterated the country office's commitment to mainstreaming gender and putting gender transformation at the forefront of its activities, guided by the Gender Action Plan.

United Republic of Tanzania Country Strategic Plan (2017–2021) (2017/EB.A/22) (for approval)

119. The Country Director highlighted key elements of the CSP, which was closely aligned with government priorities and programmes. CSP activities sought to tackle low agricultural yields, support refugees and other vulnerable populations, reduce malnutrition rates and foster innovation. A gender focus was applied throughout. The plan foresaw the gradual transition of activities to government ownership, consistent with the country's aspirations to achieve middle-income status by 2025.
120. The Board welcomed the CSP, applauding the support for agriculture, the integration of gender and the close collaboration with government and other partners. Members were keen to learn more about the "innovations hub" concept and the comprehensive refugee response framework. Some noted that efforts to combat malnutrition should include health and water, sanitation and hygiene interventions and asked whether there were plans to build the capacity of local non-governmental organizations (NGOs). Others welcomed the investment in Tanzanian value chains but were concerned about the large number of uncoordinated initiatives already under way in the agriculture sector.
121. The Country Director thanked the Board for its enthusiastic response. The country office would share additional information on the innovations hub with interested members. More than half of WFP's NGO partners in the country were local, including all in the Farm to Market Alliance. Acknowledging the many initiatives in agriculture the Country Director underlined the high proportion of the population involved in agriculture and the disappointing returns. With the Government and partners, this could be tackled.
122. Regarding malnutrition, WFP had invited FAO, UNICEF and WHO to participate in prevention and treatment programmes in two regions of the country. Fundraising for refugees was a challenge. Lessons learned from the comprehensive refugee response framework would be shared and the new approach was expected to benefit both refugees and host communities. CBTs could make a positive difference in this area and WFP would ensure that the benefits also flowed indirectly to host communities.

Middle East, North Africa, Eastern Europe and Central Asia Portfolio

123. The Regional Director presented an overview of WFP's work in the region, which faced dramatic and complex challenges almost entirely caused by human-induced crises. With conflict in Iraq, the Syrian Arab Republic and Yemen, food insecurity in central Asia, and protracted crisis in the State of Palestine, WFP was reaching 30 million people with almost 40 percent of its total budget. In Yemen, for example, cholera and severe food insecurity were causing unprecedented suffering. Underfunding and access difficulties hampered operations; loss of access to Hodeidah port would force WFP to suspend operations and food insecurity would soar.
124. Through CBTs, more than USD 2 billion had been invested in local economies throughout the region. Priorities included improving targeting and increasing cost efficiencies through responsive programming and partnerships.
125. The Board expressed its appreciation of WFP's work in the region. Members were particularly interested in operations in central Asia and Libya, assistance to Syrian refugees and gender sensitivity, and requested more information on the innovative blockchain project in Jordan. Some suggested that the Security Council could declare Hodeidah port a safe haven. Others wondered whether the regional bureau needed extra capacity in the face of such challenges.
126. Responding to these and other points raised, the Regional Director confirmed that CSPs were under way for Jordan, the State of Palestine, the Syrian Arab Republic and Yemen. In central Asia, WFP focused on school feeding through national safety nets. WFP's support to Syrian refugees reached the 2.2 million people in greatest need.

127. Regarding the situation in Yemen, a political solution was needed; humanitarian support could provide only temporary relief. Access was also an issue in Iraq, where WFP had concerns about besieged populations, and in Libya, where only 70,000 of a targeted 150,000 people had been reached. With the United Nations country team, WFP was examining the possibility of returning to Libya to operate from inside the country.
128. The blockchain system was a way of transferring funds to beneficiaries without going through a bank, thereby reducing transaction costs. The Regional Bureau had already grown significantly since the Arab Spring and was doing its best to meet growing needs.

Lebanon Country Strategic Plan (2018–2020) (2017/EB.A/23) (for approval)

129. The Country Director presented the CSP, which incorporated comments from Board members at the last consultation. The CSP's four strategic outcomes focused on continuing humanitarian assistance to enable families to purchase nutritious food; strengthening the resilience of vulnerable Lebanese people and refugees, building their capacities and enhancing national assets; continuing food assistance for vulnerable Lebanese people through national safety net systems; and supporting partnerships with national institutions and humanitarian actors to enhance systems and improve the effectiveness of assistance. The CSP envisioned a degree of flexibility to enable adaptation to changing contexts and ensure the best modalities of assistance while continuously monitoring programme accountability.
130. The Board commended the CSP's alignment with national responses and collaboration with local partners; support to vulnerable host communities; integration of gender-transformative programming to address the diverse food security and nutrition needs of women, men, girls and boys; and use of innovative tools to improve efficiency while providing beneficiaries with more choice and protecting their dignity.
131. Citing evidence of the comparative advantages of multi-purpose cash transfers over e-vouchers, members encouraged the country office to use cash where proven most effective, based on market assessments and evidence of the assistance's impact on local economies. Members also emphasized the importance of strengthening risk management and mitigation strategies to ensure appropriate oversight and fraud prevention that maximized programme outcomes and efficiency. With needs unlikely to decline in the foreseeable future, Board members and the Executive Director called on donors to continue supporting WFP activities, allowing as much flexibility as possible in the use of their contributions.
132. As support to livelihoods was a new area for WFP, members underscored the importance of close coordination and enhanced collaboration with other livelihood actors to avoid duplication. Flagging concerns regarding data on transitioning diets in Lebanon – which showed significantly increased consumption of carbohydrates, sugar and fat – members called on WFP to ensure that interventions strategically promote diets of high nutritional value.
133. Responding to these points, the Country Director noted that the school meals programme included nutrition training and the use of nutritious locally produced foods. The country office would adopt tools and modalities as contexts and risk-sharing arrangements with donors allowed.

The Sudan Interim Country Strategic Plan (2017–2018) (2017/EB.A/24) (for approval)

134. The Country Director presented the ICSP for the Sudan, highlighting the current period of relative stability as an opportunity for the international community to fulfil its collective responsibility by investing in the Sudan to prevent it from sliding back into instability and conflict. The ICSP laid out a road map incorporating humanitarian, development and peacebuilding priorities, building on the UNDAF and the first-ever multi-year Humanitarian Response Strategy; its six strategic outcomes built on WFP's long experience in the country and would bridge the 18-month transition from the current protracted relief and recovery operation (PRRO) while the country's zero hunger strategic review prepared the way for a CSP.
135. The Board welcomed the ICSP, praising WFP's robust commitment to open communication with the Board and partners on the way forward. Members commended the ICSP's new vision for integrating humanitarian and development action, in line with the "new way of working", shifting from direct assistance to capacity development, policy guidance and support to national

programmes for building long-term self-reliance while maintaining emergency response capabilities.

136. Endorsing the strategic outcomes' focus on WFP's areas of greatest expertise, the Board underscored the importance of strong partnerships and coordination with other actors, including with UNHCR on refugees, UNICEF on nutrition and FAO on assistance to smallholder farmers. Greater focus could be given in the subsequent CSP to the Sudan's vast potential for agricultural development, increasing production, building resilience and furthering collaboration with the RBAs. Initiatives to support smallholder agriculture should be incorporated and supported wherever possible, including through opportunities for South-South cooperation and capacity-building.
137. The Board endorsed the effort to move towards vulnerability-based programming and requested further details on how often the profiles of IDPs would be revisited. Noting the continuing arrivals of refugees from South Sudan throughout 2017, one member underscored the need for flexibility in the ICSP and requested further information on how WFP would account for unexpectedly high numbers and prioritize actions should the need arise. The Board urged WFP to continue maintaining its open communication with both the Sudanese and South Sudanese authorities, which had been crucial in the opening of three humanitarian corridors.
138. The Country Director thanked the Board for its support, took note of its valuable feedback and committed to communicating the various offers of South-South cooperation.

West Africa Portfolio

139. The Regional Director started by observing this was the only region in the world with increasing numbers of children suffering from stunting. There had been no droughts since 2012 and a good rainy season was expected, even bringing the risk of flooding, but the lean season has started in Mali, the Niger and Nigeria and food security was at risk in Chad. WFP was adapting its food assistance programmes in these countries to strengthen people's resilience to shocks, including through a joint livelihoods programme with FAO. Existing projects in the Sahel were being scaled up to combat resource degradation, keep children in school and provide jobs. Funding was a challenge.
140. Most CSPs for countries in the region would be presented in 2018. At the Regional Bureau, 50 percent of staff were women and 85 percent of national staff were on fixed-term contracts. Cooperation with the RBAs was increasing, and the Regional Bureau aligned its activities with those of bilateral missions in the region and was enhancing engagement with national governments, including in Benin, where the Government contributed USD 12 million a year to WFP school feeding and other programmes. Regional assessments had highlighted gender issues and protection concerns, and WFP was working to reduce tensions and build resilience in communities, including through food assistance for assets.
141. The Board thanked the Regional Director for his valuable work in the region, and encouraged donors to continue supporting it.
142. Responding to member's questions, the Regional Director explained that rather than introduce a new structure for coordinating humanitarian response in the Sahel, the many existing initiatives in the area were being streamlined. The sustainability of maintaining 19 country offices in a single region would be examined as part of a WFP-wide review of regional and national coverage. The area covered by the current Regional Bureau had previously been split into two subregions – Central Africa and West Africa.

Cameroon Country Strategic Plan (2018–2020) (2017/EB.A/25) (for approval)

143. The Country Director recalled the broad consultative process that yielded the CSP: the first in its region, the CSP was aligned with a broad range of national and regional development policies as well as the SDGs, and reflected a joint commitment on the part of WFP and the Government to shift from emergency response to early recovery and longer-term resilience-building.
144. The Board welcomed the CSP and commended the level of national ownership reflected in the Government's role as WFP's main implementing partner and in the CSP's close alignment with national strategies and well-articulated links to the UNDAF. Members supported the overall

- strategy of vulnerability-based multi-sectoral programming for conflict-affected populations and the focus on the four most vulnerable regions of the country, endorsing the shift from unconditional assistance to a more targeted approach for all elements of the population with demonstrated vulnerability. One member requested clarification on how WFP planned to prioritize activities should resource constraints arise, encouraging a focus on the most vulnerable.
145. The Board underscored that effective collaboration with a broad range of partners – in the United Nations system and beyond – would be crucial for fully realizing the CSP vision. One member urged WFP to more explicitly articulate its plans for collaborating with FAO, the International Fund for Agricultural Development (IFAD), the United Nations Development Programme (UNDP), UNHCR and UNICEF to devise a common approach to vulnerability targeting.
 146. One member expressed concern about WFP's wholesale shift from treating to preventing moderate acute malnutrition, noting that no other entity in Cameroon seemed to be filling the treatment gap and suggesting collaboration with UNICEF to formulate a joint nutrition strategy and action plan leveraging both prevention and treatment.
 147. Several members noted Cameroon's capacity-building needs and underscored the relevance of South–South cooperation, urging WFP to play a facilitating role in this regard.
 148. Thanking the Board for its support, the Country Director noted that WFP was seeking to recruit human resources in Cameroon; clarified that a joint vulnerability study had recently been completed with UNHCR to inform targeting; explained that WFP's focus on preventing moderate acute malnutrition had been agreed with the Government and UNICEF, and assured the Board that WFP would meet its commitment to leaving no one behind, continuing to treat moderate acute malnutrition as required; highlighted the major impact of the toll-free beneficiary hotline on protecting beneficiaries; and confirmed that WFP was working with the Government to determine areas in which to pursue South–South cooperation opportunities.

Asia and the Pacific Regional Overview

149. The Regional Director reported that ten countries in the region had completed their zero hunger strategic reviews, including the first formal revision of an earlier strategic review, in Cambodia. WFP was assessing possible approaches to strategic reviews in the Democratic People's Republic of Korea, Papua New Guinea and Viet Nam in 2018. The main findings of the reviews were that slowing growth in food production, overdependence on rice, rapid urbanization, gender inequality and climate change shocks were all affecting food security in the region.
150. In response, WFP was focusing on strengthening social safety nets, access to food, nutrition, and disaster mitigation and preparedness. Cross-cutting issues included gender, age, disability, urban programming, protection and analyses. Major shifts in WFP's work included closer alignment with national plans, a whole-of-society approach, outcome-oriented planning, investments in evaluation and knowledge-sharing, a move from implementation to enabling, nutrition-sensitivity, and use of new modalities, approaches and partnerships, with more South-South and triangular cooperation. Three CSPs were being implemented and another four were on the way.
151. Resource mobilization was a challenge in fragile protracted environments, such as in Afghanistan. Other challenges included insecurity in Myanmar forcing people to move into Bangladesh; the worst floods for 14 years in Sri Lanka; the effects of Cyclone Mora in Bangladesh, where WFP's response was accommodated under strategic outcome 2 of the CSP; and insecurity in the Philippines, displacing 200,000 people. However, the threat of El Niño effects had declined.
152. The Board thanked the Regional Director for his work in the region. Members highlighted the value of South–South cooperation in improving agricultural planning and food distribution and developing new approaches to food systems.

Other Business

Oral Report on the Joint Field Visit of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP to Nepal

153. The participants presented the highlights of their joint visit to Nepal: after engaging with the United Nations country team, comprising 23 entities, and Nepalese authorities in Kathmandu, they had split into four groups to visit projects implemented around the country by UNDP, the United Nations Population Fund (UNFPA), UNICEF, the United Nations Office for Project Services (UNOPS), UN-Women and WFP. The United Nations was transitioning from emergency response to recovery and reconstruction, laying the groundwork for the shift in focus from humanitarian to development assistance, in step with the 2030 Agenda and the strategic plans of each of the organizations. Collaboration among partners from the United Nations, civil society and the Government was exemplary, avoiding duplication of effort and leveraging respective mandates to deliver results.
154. Among the most striking observations were the catalytic impact of the Humanitarian Staging Area in Kathmandu, which had accelerated post-earthquake recovery by six months, its lessons providing good practices for replication elsewhere in Nepal and beyond; and the tangible results in the priority areas of national ownership and gender, with several participants underscoring the impressive economic empowerment of women and multifaceted impacts of community-level projects and efforts to strengthen local institutions.
155. The participants thanked all those involved in organizing the highly instructive visit, and underscored the resilience of the Nepalese people in overcoming challenges. WFP should continue to provide its leading expertise in logistics, emergency preparedness and response, and cash-based programming in support of Nepal's national priorities as articulated in the forthcoming CSP. The Board should provide the resources needed to continue catalysing the economic and social transformation under way.

East and Central Africa Regional Overview

156. The Regional Director summarized the worsening situation in the region, where the impacts of conflict in South Sudan and drought in the Horn of Africa had left 23 million people acutely food-insecure – 3 million more than in the previous year. The rainy season had brought some improvements in pasture and water availability, but both were significantly lower than average.
157. Many of the region's problems were driven by conflict, which also prevented WFP from reaching people in need. For example, 1.7 million refugees from South Sudan had fled to neighbouring countries, including 900,000 in Uganda, where Bidi Bidi had become the world's largest refugee settlement. The relief plan led by UNHCR was only 15 percent funded, jeopardizing the Government of Uganda's strategy of providing refugees with land and work opportunities. The latest integrated phase classification for South Sudan was expected to show improvements in the famine areas where WFP had concentrated support, but increasing needs in other parts.
158. In Somalia, WFP had scaled up its assistance fivefold to reach 2.3 million people. With 600,000 households registered on its digital beneficiary and transfer management system – SCOPE – WFP was able to verify beneficiaries, distribute resources and track their use, facilitating rapid scale-up. UNICEF was using SCOPE, and FAO was expected to adopt it soon, but WFP needed support to sustain this work.
159. Governments in the Horn of Africa were leading responses to drought, with WFP as a core partner. In Ethiopia, WFP was providing food assistance to 1.7 million people, but breaks in the pipeline of support looked likely for August onwards, leaving it able to reach only 25 percent of people in need in the Somali region. In Kenya, WFP was expanding its existing programmes, and the Government had requested its assistance in providing CBTs to 1.3 million people.

Latin America and the Caribbean Regional Overview

160. The Regional Director summarized WFP's work supporting governments in attaining SDG 2, enhancing social protection networks, strengthening emergency preparedness and response, and consolidating national leadership. Building on its experience of working with governments in responses to floods in Peru in April 2017 and to the 2016 earthquake in Ecuador, WFP was studying ways of addressing emergencies through technical assistance and national social protection networks. WFP and FAO were to sign a Memorandum of Understanding strengthening regional cooperation on school feeding, nutrition, emergency preparedness and response, and resilience.
161. Chronic malnutrition in the region had declined by 62 percent over the past 15 years, but overweight and obesity were increasing. The coexistence of over- and undernutrition – the “double burden” of malnutrition – was leading to loss of productivity, stress on education systems and reductions in gross domestic product. WFP's school feeding programmes fed 2.3 million children and indirectly benefited another 40 million people by promoting local procurement. CBTs accounted for 50 percent of WFP food assistance in the region, with multiplier effects on local economies.
162. Examples of innovative activities were included in the Peru CSP, foreseeing the dissemination of information on healthy eating through a television show, social media and newspapers. Government ministries and private partners were funding this initiative, while WFP and other United Nations agencies provided the messages.
163. The Central American Dry Corridor was facing its fourth consecutive year of drought and WFP needed USD 20 million to fund responses in El Salvador, Guatemala and Honduras. Following Hurricane Matthew in Haiti, WFP was assisting 25,000 pregnant and lactating women and 27,000 children, and providing CBTs for 85,000 people through food assistance for assets (FFA) activities. Strong hurricanes were expected in 2017.
164. The Board commended WFP's innovative approach in the region, developing new initiatives that could be applied elsewhere.
165. The Regional Director reiterated the Regional Bureau's commitment to strengthening capacities in the region.

Administrative and Managerial Matters

Appointment of the Inspector General and Director of Oversight Office (2017/EB.A/26)

(for approval)

166. The Secretariat outlined the recruitment process. After screening of the 203 applications by the Human Resources Division, a selection panel composed of the Deputy Executive Director, the Chief of Staff, the Ambassador of the Netherlands – representing the Board – the Chair of the AC and the Inspector General of FAO reviewed the 29 long-listed candidates and shortlisted 7 for interview; one candidate withdrew before the interviews. After the interviews, the panel recommended the two top candidates to the Executive Director, who met both and selected Ms Patricia Ann (Kiko) Harvey, a national of the United States of America. Ms Harvey's most recent experience was with Delta Airlines and she was selected for her extensive technical experience and good leadership skills in complex, multinational environments.
167. The Board approved the appointment and thanked Ms Anita Hirsch for her ad interim service as Inspector General. Responding to concerns regarding Ms Harvey's lack of experience in public-sector or United Nations bodies, the Secretariat and the Executive Director confirmed that her experience, leadership skills and enthusiasm more than made up for this.

Address by Staff Representative Bodies to the Board

168. The President of the Professional Staff Association raised the concerns of professional staff association members regarding staff security and safety in increasingly difficult operating environments, which made WFP's duty of care towards staff more complex. Better outreach communication and risk management were needed, including on staff health and living

conditions, psycho-social hazards and the obligations of the Human Resources Division towards staff and non-staff personnel of WFP.

169. Despite clear statements of zero tolerance from management, incidences of harassment and abuse of power continued. A measurable approach to addressing this was required, including by raising the profile of the Ethics Office – which should report directly to the Executive Board – and enhancing protection of staff members who reported misconduct or collaborated in investigations. The existing policy on protection from retaliation required review.
170. Issues of fairness arose from the increasing reliance on temporary contracts. Staff on these contracts had limited social security coverage and career prospects. WFP should capitalize on the skills of national staff, making it easier to move from local to international positions.
171. The Professional Staff Association also expressed its concerns regarding the erosion of mobile staff conditions of work, resulting from the International Civil Service Commission’s review of the compensation package, which poses risks to WFP’s ability to deploy and retain qualified staff in difficult locations.
172. The President regretted the absence of a decision on raising the mandatory age of separation to 65. This issue should be a priority for the RBAs. She also called for timely reinstatement of the Joint Advisory Committee on Medical Coverage (JAC/MC).
173. The General Secretary of the Union of General Service Staff of FAO and WFP (UGSS) then addressed the Board, underlining the need to ensure that the drive for cost management remained consistent with efficiency, accountability and due regard for staff.
174. With reference to the JAC/MC, she invited WFP management to request that the committee be reconvened soon, recalling that the extension and conditions of the current health insurance contract were under renegotiation without consultation with elected representatives of the people concerned.
175. She also urged WFP to comply with the United Nations General Assembly resolution and request an exception to the FAO Staff Rule on Age Limits to increase the mandatory age of separation for WFP staff members appointed before 1 January 2014 to 65 years, with effect from 1 January 2018. She welcomed moves to lift the freeze on General Service staff recruitments and looked forward to further instructions in this regard, underlining the positive relationship between staff and management.
176. Board members thanked the representatives for their presentations and urged management to prioritize extending the retirement age to 65 in line with other United Nations agencies.

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

The Board adopted the Agenda with the addition of item 10 f), Appointment of the Inspector General and Director of Oversight Office.

12 and 13 June 2017

Appointment of the Rapporteur

In accordance with Rule XII of its Rules of Procedure, the Board appointed Dr Md. Mafizur Rahman (Bangladesh, List B) Rapporteur of the Annual Session of 2017.

12 June 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.A/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.

12 June 2017

Annual Reports

2017/EB.A/2

Annual Performance Report for 2016

The Board approved the Annual Performance Report for 2016 (WFP/EB.A/2017/4*), noting that it provided a comprehensive record of WFP performance for the year. In accordance with General Regulation VI.3, and pursuant to its decisions 2000/EB.A/2 and 2004/EB.A/11 and to ECOSOC's resolution E/2013/L.17 and the FAO Council's decision at its 148th Session in 2013, the Board requested that the Annual Performance Report for 2016 be forwarded to ECOSOC and the FAO Council, along with the present decision and the Board's decisions and recommendations for 2016.

12 June 2017

Policy Issues

2017/EB.A/3

Update on the Integrated Road Map

Having considered "Update on the Integrated Road Map" (WFP/EB.A/2017/5-A/1), the Executive Board:

- i) *noted* the progress on the Integrated Road Map, where the experience of the pilot country strategic plans containing pilot country portfolio budgets is informing the final design of the country portfolio budget and country strategic plan structures;

- ii) *noted* the Secretariat's proposal to allow for increased flexibility in the Integrated Road Map implementation timeline, with some country offices continuing to implement projects under the current system beyond 1 January 2018, while maintaining the commitment to transition completely to the Integrated Road Map framework by 1 January 2019 and *decided* that this proposal shall be implemented;
- iii) *noted* that point ii) will require that derogations from certain provisions of the General Rules and Financial Regulations approved by the Executive Board at its Second Regular Session in 2017 with respect to country strategic plans containing pilot country portfolio budgets be extended to all country strategic plans, interim country strategic plans, transitional interim country strategic plans and limited emergency operations in 2018;
- iv) *requested* the Executive Director to present a formal proposal to this effect for approval at the Board's Second Regular Session in 2017;
- v) *noted* that, at the Board's Second Regular Session in 2017, the Secretariat will present proposals with respect to interim delegations of authority and principles to guide the interim application of full-cost recovery for country strategic plans, interim country strategic plans, transitional interim country strategic plans and limited emergency operations in 2018;
- vi) *approved*, as a temporary measure, the procedure for Board approval by correspondence, as set forth in paragraph 89 of this document, for: i) all necessary budget revisions to protracted relief and recovery operations, development projects and country programmes effective after this Board session until 1 January 2019; and ii) time extensions for transitional interim country strategic plans from January 2018 through June 2019;
- vii) *requested* the Secretariat to present the proposed final amendments to the General Rules and Financial Regulations and the revised delegations of authority to the Board for approval at its Second Regular Session in 2018 so that they may come into effect on 1 January 2019; and
- viii) *requested* the Secretariat to issue a timetable for finalizing and introducing the revised Corporate Results Framework (CRF) and the timetable and templates for reporting under the new CRF.

The Board also took note of the comments of the Advisory Committee on Administrative and Budgetary Questions (ACABQ), (WFP/EB.A/2017/5-A/2 and WFP/EB.A/2017/6-A,B,C,D,E,F,G,H,I,J,K/2) and the Food and Agriculture Organization of the United Nations (FAO) Finance Committee (WFP/EB.A/2017/5-A/3 and WFP/EB.A/2017/6-A,B,C,D,E,F,G,H,I,J,K/3).

13 June 2017

2017/EB.A/4

Update on WFP's Role in the Collective Humanitarian Response

The Board took note of "Update on WFP's Role in the Collective Humanitarian Response" (WFP/EB.A/2017/5-B).

13 June 2017

2017/EB.A/5 **Implementation Plan of the Nutrition Policy**
 The Board took note of “Implementation Plan of the Nutrition Policy” (WFP/EB.A/2017/5-C).

13 June 2017

2017/EB.A/6 **Update on the Gender Policy**
 The Board took note of “Update on the Gender Policy” (WFP/EB.A/2017/5-D).

13 June 2017

Resource, Financial and Budgetary Matters

2017/EB.A/7 **Audited Annual Accounts, 2016**

The Board:

- i) approved the 2016 Annual Financial Statements of WFP, together with the Report of the External Auditor, pursuant to General Regulation XIV.6 (b);
- ii) noted the funding from the General Fund of USD 4,387,371.30 during 2016 for the write-off of receivables; and
- iii) noted post-delivery losses of commodities during 2016 forming part of the operating expenses for the same period.

The Board also took note of the comments of the ACABQ (WFP/EB.A/2017/5-A/2 and WFP/EB.A/2017/6-A,B,C,D,E,F,G,H,I,J,K/2) and the FAO Finance Committee (WFP/EB.A/2017/5-A/3 and WFP/EB.A/2017/6-A,B,C,D,E,F,G,H,I,J,K/3).

13 June 2017

2017/EB.A/8 **Policy for Disclosure of Oversight Reports**

The Board approved, with immediate effect, the proposed revisions to the Policy for Disclosure of Oversight Reports set forth in WFP/EB.A/2017/6-B/1 + Corr.1, extending the procedures for the disclosure of investigation reports approved by the Board at the Second Regular Session of 2012, in “Policy for Disclosure of Oversight Reports” (WFP/EB.2/2012/4-A/1), to proactive integrity review (PIR) reports.

The Board recalled that WFP Oversight Reports, as referred to in this disclosure policy, were internal management tools and confidential documents; thus, when making the report available, the greatest discretion should be exercised as well as the protection of the legitimate rights of Member States.

The Board reaffirmed that information contained in WFP oversight reports, under this policy, should be kept confidential by any Member State to which they are made available for review.

The Board requested the Secretariat to establish and codify a mechanism immediately notifying the Membership of any PIR report and investigation report finalization.

The Board also requested the Secretariat to codify the process for Permanent Representatives to access the PIR and investigation reports upon request to the Office of the Inspector General.

The Board also took note of the comments of the ACABQ (WFP/EB.A/2017/5-A/2 and WFP/EB.A/2017/6-A,B,C,D,E,F,G,H,I,J,K/2) and the FAO Finance Committee (WFP/EB.A/2017/5-A/3 and WFP/EB.A/2017/6-A,B,C,D,E,F,G,H,I,J,K/3).

14 June 2017

2017/EB.A/9

Appointment of Two Members to the Audit Committee

The Board approved the appointments of the following candidates as members of the Audit Committee:

- Mr Pedro Guazo (Mexico); and
- Ms Agnieszka Słomka-Gołębiowska (Poland).

Their three-year terms will begin on 30 July 2017 and expire on 29 July 2020.

The Board also took note of the comments of the ACABQ (WFP/EB.A/2017/5-A/2 and WFP/EB.A/2017/6-A,B,C,D,E,F,G,H,I,J,K/2) and the FAO Finance Committee (WFP/EB.A/2017/5-A/3 and WFP/EB.A/2017/6-A,B,C,D,E,F,G,H,I,J,K/3).

14 June 2017

2017/EB.A/10

Revised Terms of Reference of the Audit Committee

The Board approved “Revised Terms of Reference of the Audit Committee” (WFP/EB.A/2017/6-D/1).

The Board also took note of the comments of the ACABQ (WFP/EB.A/2017/5-A/2 and WFP/EB.A/2017/6-A,B,C,D,E,F,G,H,I,J,K/2) and the FAO Finance Committee (WFP/EB.A/2017/5-A/3 and WFP/EB.A/2017/6-A,B,C,D,E,F,G,H,I,J,K/3).

14 June 2017

2017/EB.A/11

Annual Report of the Audit Committee

The Board took note of “Annual Report of the Audit Committee” (WFP/EB.A/2017/6-E/1).

The Board also took note of the comments of the ACABQ (WFP/EB.A/2017/5-A/2 and WFP/EB.A/2017/6-A,B,C,D,E,F,G,H,I,J,K/2) and the FAO Finance Committee (WFP/EB.A/2017/5-A/3 and WFP/EB.A/2017/6-A,B,C,D,E,F,G,H,I,J,K/3).

14 June 2017

- 2017/EB.A/12 **Annual Report of the Inspector General and Note by the Executive Director**
- The Board took note of “Annual Report of the Inspector General” (WFP/EB.A/2017/6-F/1) and noted that based on the oversight work performed and reported in 2016, no significant weaknesses were identified in the internal control, governance and risk management processes in place across WFP that would seriously compromise the achievement of WFP’s strategic and operational objectives.
- The Board encouraged management to take advantage of the opportunities for improvement highlighted in the report.
- The Board also took note of the comments of the ACABQ (WFP/EB.A/2017/5-A/2 and WFP/EB.A/2017/6-A,B,C,D,E,F,G,H,I,J,K/2) and the FAO Finance Committee (WFP/EB.A/2017/5-A/3 and WFP/EB.A/2017/6-A,B,C,D,E,F,G,H,I,J,K/3).
- 14 June 2017*
- 2017/EB.A/13 **Report of the External Auditor on Decentralization and WFP Management Response to the Recommendations**
- The Board took note of “Report of the External Auditor on Decentralization” (WFP/EB.A/2017/6-G/1*) and the management response in WFP/EB.A/2017/6-G/1/Add.1/Rev.1, and encouraged further action on the recommendations, taking into account considerations raised by the Board during its discussion.
- The Board also took note of the comments of the ACABQ (WFP/EB.A/2017/5-A/2 and WFP/EB.A/2017/6-A,B,C,D,E,F,G,H,I,J,K/2) and the FAO Finance Committee (WFP/EB.A/2017/5-A/3 and WFP/EB.A/2017/6-A,B,C,D,E,F,G,H,I,J,K/3).
- 13 June 2017*
- 2017/EB.A/14 **Report of the External Auditor on Changes in Human Resources and WFP Management Response to the Recommendations**
- The Board took note of “Report of the External Auditor on Changes in Human Resources” (WFP/EB.A/2017/6-H/1*) and the management response in WFP/EB.A/2017/6-H/1/Add.1, and encouraged further action on the recommendations, taking into account considerations raised by the Board during its discussion.
- The Board also took note of the comments of the ACABQ (WFP/EB.A/2017/5-A/2 and WFP/EB.A/2017/6-A,B,C,D,E,F,G,H,I,J,K/2) and the FAO Finance Committee (WFP/EB.A/2017/5-A/3 and WFP/EB.A/2017/6-A,B,C,D,E,F,G,H,I,J,K/3).
- 13 June 2017*

2017/EB.A/15 **Report of the Implementation of the External Auditor Recommendations**
The Board took note of “Report on the Implementation of the External Auditor Recommendations” (WFP/EB.A/2017/6-I/1/Rev.1).

The Board also took note of the comments of the ACABQ (WFP/EB.A/2017/5-A/2 and WFP/EB.A/2017/6-A,B,C,D,E,F,G,H,I,J,K/2) and the FAO Finance Committee (WFP/EB.A/2017/5-A/3 and WFP/EB.A/2017/6-A,B,C,D,E,F,G,H,I,J,K/3).

13 June 2017

2017/EB.A/16 **Report on the Utilization of WFP’s Advance Financing Mechanisms (1 January–31 December 2016)**
The Board took note of “Report on the Utilization of WFP’s Advance Financing Mechanisms (1 January–31 December 2016)” (WFP/EB.A/2017/6-J/1) and looked forward to updates on the macro-advance financing model in 2017.

The Board also took note of the comments of the ACABQ (WFP/EB.A/2017/5-A/2 and WFP/EB.A/2017/6-A,B,C,D,E,F,G,H,I,J,K/2) and the FAO Finance Committee (WFP/EB.A/2017/5-A/3 and WFP/EB.A/2017/6-A,B,C,D,E,F,G,H,I,J,K/3).

14 June 2017

Evaluation Reports

2017/EB.A/17 **Annual Evaluation Report, 2016 and Management Response**
The Board took note of “Annual Evaluation Report, 2016” (WFP/EB.A/2017/7-A/Rev.1) and the management response in WFP/EB.A/2017/7-A/Add.1, and encouraged further action on the recommendations, taking into account considerations raised by the Board during its discussion.

14 June 2017

2017/EB.A/18 **Summary Evaluation Report of the Corporate Partnership Strategy and Management Response**
The Board took note of “Summary Evaluation Report of the Corporate Partnership Strategy” (WFP/EB.A/2017/7-B*) and the management response in (WFP/EB.A/2017/7-B/Add.1/Rev.1), and encouraged further action on the recommendations, taking into account considerations raised by the Board during its discussion.

14 June 2017

2017/EB.A/19 **Implementation Status of Evaluation Recommendations**
The Board took note of “Implementation Status of Evaluation Recommendations” (WFP/EB.A/2017/7-C/Rev.1).

14 June 2017

Southern Africa Portfolio

- 2017/EB.A/20 **Mozambique Country Strategic Plan (2017–2021)**
The Board approved Mozambique Country Strategic Plan (2017–2021) (WFP/EB.A/2017/8-A/3*) at a total cost to WFP of USD 167.7 million.

14 June 2017

- 2017/EB.A/21 **Namibia Country Strategic Plan (2017–2022)**
The Board approved Namibia Country Strategic Plan (2017–2022) (WFP/EB.A/2017/8-A/4) at a total cost to WFP of USD 6.0 million.

14 June 2017

- 2017/EB.A/22 **United Republic of Tanzania Country Strategic Plan (2017–2021)**
The Board approved United Republic of Tanzania Country Strategic Plan (2017–2021) (WFP/EB.A/2017/8-A/5) at a total cost to WFP of USD 455.7 million.

14 June 2017

Middle East, North Africa, Eastern Europe and Central Asia Portfolio

- 2017/EB.A/23 **Lebanon Country Strategic Plan (2018–2020)**
The Board approved Lebanon Country Strategic Plan (2018–2020) (WFP/EB.A/2017/8-A/2*) at a total cost to WFP of USD 889.6 million.

15 June 2017

- 2017/EB.A/24 **The Sudan Interim Country Strategic Plan (2017–2018)**
The Board approved the Sudan Interim Country Strategic Plan (2017–2018) (WFP/EB.A/2017/8-B) at a total cost to WFP of USD 592.7 million.

15 June 2017

West Africa Portfolio

- 2017/EB.A/25 **Cameroon Country Strategic Plan (2018–2020)**
The Board approved Cameroon Country Strategic Plan (2018–2020) (WFP/EB.A/2017/8-A/1) at a total cost to WFP of USD 182.9 million.

15 June 2017

Administrative and Managerial Matters

- 2017/EB.A/26 **Appointment of the Inspector General and Director of Oversight Office**
Following the recommendation by the Executive Director, the Board approved the appointment of Ms Patricia Ann Kikuko (Kiko) Harvey (United States of America) as Inspector General and Director of Oversight Office for a term of four years from September 2017 to August 2021.

15 June 2017

Summary of the Work of the Executive Board

2017/EB.A/27

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

The Board approved the “Draft Summary of the Work of the First Regular Session of the Executive Board, 2017”, the final version of which would be embodied in the document WFP/EB.1/2017/15.

15 June 2017

ANNEX II**Provisional Agenda****Agenda**

1. *Adoption of the Agenda (for approval)*
2. *Appointment of the Rapporteur*
3. *Opening Remarks by the Executive Director*
4. *Annual Reports*
Annual Performance Report for 2016 *(for approval)*
5. *Policy Issues*
 - a) Update on the Integrated Road Map *(for approval)*
 - b) Update on WFP's Role in the Collective Humanitarian Response *(for consideration)*
 - c) Implementation Plan of the Nutrition Policy *(for consideration)*
 - d) Update on the Gender Policy *(for consideration)*
 - e) Update on WFP's Response to HIV and AIDS *(for information)*
6. *Resource, Financial and Budgetary Matters*
 - a) Audited Annual Accounts, 2016 *(for approval)*
 - b) Policy for Disclosure of Oversight Reports *(for approval)*
 - c) Appointment of Two Members to the Audit Committee *(for approval)*
 - d) Revised Terms of Reference of the Audit Committee *(for approval)*
 - e) Annual Report of the Audit Committee *(for consideration)*
 - f) Annual Report of the Inspector General *(for consideration)* and Note by the Executive Director *(for consideration)*
 - g) Report of the External Auditor on Decentralization *(for consideration)* and WFP Management Response to the Recommendations *(for consideration)*
 - h) Report of the External Auditor on Changes in Human Resources *(for consideration)* and WFP Management Response to the Recommendations *(for consideration)*
 - i) Report on the Implementation of the External Auditor Recommendations *(for consideration)*
 - j) Report on the Utilization of WFP's Advance Financing Mechanisms (1 January–31 December 2016) *(for consideration)*
 - k) Report of the Executive Director on the Utilization of Contributions and Waivers of Costs (General Rules XII.4 and XIII.4 (h)) *(for information)*
7. *Evaluation Reports*
 - a) Annual Evaluation Report, 2016 and Management Response *(for consideration)*
 - b) Summary Evaluation Report of the Corporate Partnership Strategy and Management Response *(for consideration)*
 - c) Implementation Status of Evaluation Recommendations *(for consideration)*

8. ***Operational Matters***
 - a) Country Strategic Plans (*for approval*)
 - Cameroon (2018–2020)
 - Lebanon (2018–2020)
 - Mozambique (2017–2021)
 - Namibia (2017–2022)
 - United Republic of Tanzania (2017–2021)
 - b) Interim Country Strategic Plans (*for approval*)
 - Sudan (2017–2018)
 - c) Projects Approved by Correspondence (*for information*)
 - Budget Increases to Protracted Relief and Recovery Operations – Somalia 200844
9. ***Organizational and Procedural Matters***
 - Biennial Programme of Work of the Executive Board (2017–2018) (*for information*)
10. ***Administrative and Managerial Matters***
 - a) Address by Staff Representative Bodies to the Board
 - b) Report on Post-Delivery Losses for the Period 1 January–31 December 2016 (*for information*)
 - c) Update on Food Procurement (*for information*)
 - d) Statistical Report on International Professional Staff and Higher Categories (*for information*)
 - e) Security Report (*for information*)
 - f) Appointment of the Inspector General and Director of the Oversight Office (*for approval*)
11. ***Summary of the Work of the First Regular Session of the Executive Board, 2017***
(*for approval*)
12. ***Other Business***
 - Oral Report on the Joint Field Visit of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP to Nepal (*for information*)
13. ***Verification of Adopted Decisions and Recommendations***

Acronyms used in the document

AC	Audit Committee
APR	Annual Performance Report
AUC	African Union Commission
CBT	cash-based transfer
CERF	Central Emergency Response Fund
COMET	country office tool for managing effectively
CPS	Corporate Partnership Strategy
CRF	Corporate Results Framework
CSP	country strategic plan
DRC	Democratic Republic of the Congo
FAO	Food and Agriculture Organization of the United Nations
GCMF	Global Commodity Management Facility
ICSP	interim country strategic plan
IDP	internally displaced person
IPL	internal project lending
IRA	Immediate Response Account
IRM	Integrated Road Map
JAC/MC	Joint Advisory Committee on Medical Coverage
MAF	macro-advance financing
NGO	non-governmental organization
OCHA	Office for the Coordination of Humanitarian Affairs
PIR	proactive integrity review
QCPR	Quadrennial Comprehensive Policy Review
RBA	Rome-based agency
SCOPE	digital beneficiary and transfer management system
SDG	Sustainable Development Goal
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
WHO	World Health Organization
WHS	World Humanitarian Summit