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Summary of the work of the 2018 annual session of the Executive Board

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Current and future strategic issues

Opening remarks by the Executive Director, remarks by Her Royal Highness Princess Haya bint al Hussein, United Nations Messenger of Peace and Chair of the International Humanitarian City (2018/EB.A/1)

1. Under agenda item 3 the Board heard remarks by the Executive Director and by Her Royal Highness Princess Haya bint al Hussein of Jordan, United Nations Messenger of Peace and Chair of International Humanitarian City. Representatives of the regional lists and of individual Member States then made statements on the matters on the agenda for the current session.
2. Having accorded a warm welcome to the high-level guests, the Executive Director outlined developments since he took up his post and his expectations for the future. Noting that the world faced a historic number of humanitarian crises driven by conflict and climate change, he complimented the Board on its unity in addressing them, which matched the growing teamwork evident in the Secretariat. WFP had been highly successful in responding to such crises but to make its impact a lasting one it would need both to maintain its primacy in emergency response and to promote sustainable development at the humanitarian–development nexus. That would require WFP to maintain its capacity, both human and technical, to respond immediately to emergencies; to move ahead rapidly with digitization; to simplify and increase efficiency; and to enhance partnerships with traditional and new donors and with the private sector.
3. Excellent progress, he said, was being made in WFP’s work to increase digitization: data management and security were enhanced by digital registration, and cash-based cards were being updated to cover items such as healthcare. Work was continuing with major commercial partners to upgrade and extend digital systems to include features such as data acquisition by drones and satellites in emergencies, with the overall aim of increasing efficiency and hence saving lives and promoting development, all the while ensuring the security of data and thus the privacy rights of all concerned. The potential for financial savings from digitization was huge, and it could extend WFP’s reach to previously unreachable areas and thus enable it to save more lives. Noting that cooperation among the Rome-based agencies was at an all-time high, the Executive Director stressed that WFP’s own logistics hubs and distribution networks must be maintained to ensure both its own ability to respond to emergencies and its ability to provide logistics support to other agencies.
4. Overall, WFP required more resources to meet its growing commitments and to optimize the well-being and safety of its 16,000 staff; unrestricted multi-year contributions would, as always, be particularly welcomed. To ensure donor confidence that contributions were properly used, particularly given that cash-based transfers could reach USD 2 billion in 2018, WFP had created an enterprise risk management division. As part of its policies for field and management staff support, WFP had adopted a zero-tolerance approach to sexual harassment and abuse of power, and USD 3.9 million had been allocated to the hiring of relevant staff. WFP would address gender parity and promote respect and sound values in all its operations.
5. With regard to partnerships, the Executive Director emphasized the need to maintain the confidence of donors and partners with a view to increasing contributions, especially of unearmarked funds. Beyond that, however, it was vital to increase the role of the private sector not just as a source of contributions but also as an active participant in implementation; without the effective integration of the private sector it would be impossible to achieve zero hunger, and the private sector had to be encouraged to take ownership of the effort to end poverty and achieve sustainable development. WFP would make deliberate efforts to do just that in the months ahead.

6. With the number of hungry people increasing, it was evident that humanitarian agencies were not on track to achieve zero hunger. Approaches would have to be adapted with a view to changing lives as well as saving lives: the goal would be to promote sustainable development and thus inhibit drivers of hunger such as extremism and conflict, and every dollar spent in response to an emergency should also contribute to sustainable development. It was important to publicize WFP's leadership in such approaches and to showcase the achievements of the United Nations in, for example, improving watershed management to stabilize water supplies. All projects would from their inception have clear exit strategies. Success would depend on increased and more coherent inter-agency collaboration, which would become a reality as a result of United Nations reforms. Collaboration, efficiency, innovation and the elimination of conflict were the watchwords.
7. Drawing on her own recent experience in visiting affected regions, Her Royal Highness described in stark detail the terrible consequences suffered by those fleeing conflict, including the sexual and other violence that compromised the safety and dignity of women in refugee areas. Danger, hunger, thirst and even death were their daily realities.
8. She observed that WFP and the United Nations High Commissioner for Refugees (UNHCR) were the agencies that were most effective in dealing with hunger, poverty and migration, especially in the case of protracted conflict-related emergencies – which reduced food production and social cohesion and consequently diverted resources away from development. The face of humanitarian assistance was gradually changing as countries such as Brazil and China, the private sector and even national militaries increased their contributions to development assistance.
9. Overall, humanitarian donations were slowly increasing as operations gave more prominence to sustainability, but the proportion of national resources committed to assistance was nevertheless falling in some cases and donor behaviour was increasingly unpredictable. WFP should continue to focus on its strengths such as school feeding programmes, which helped to address the root causes of extremism and violence, and to consolidate new models of humanitarian activity to promote peace and hope and to root out corruption, bureaucracy, hostility and competition for resources and credit. It was also critical that development remain a priority as the only viable means of achieving peace, to which innovative grassroots solutions were needed. In addition there was an urgent need for a single integrated system for tracking aid flows from all sources and managing data, such as that developed by International Humanitarian City with the collaboration of WFP.
10. Board members were unanimous in welcoming the statements by Her Royal Highness and the Executive Director and in commending the courage and commitment of WFP staff in the field in the face of challenges that included violations of international law. The energy and enthusiasm of the Executive Director and his successful efforts to increase WFP's contributions and visibility were particularly commended.
11. Speakers said there was a need for unearmarked multi-year funding to give WFP the flexibility to address the full range of short-term and long-term needs. They also recommended that the Integrated Road Map (IRM) and other corporate policies, country strategic plans (CSPs) and emergency and development activities be developed holistically to maximize efficiency, reduce the risk of duplication and maximize opportunities to address the effects of climate change in collaboration with governments and partners. In that context, they encouraged the increased use of cash-based transfers (CBTs), with due attention to enhancing social protection, and strongly endorsed the Executive Director's focus on changing lives as well as saving lives. The promotion of peace initiatives would be fundamental in that context, and CSPs would increase the effectiveness of WFP's work in the peace–development nexus; improved needs assessments would be required to maximize the effectiveness of CSPs and robust internal controls and reporting would be needed to ensure transparency.

12. The Board applauded WFP's enhanced gender policies, especially its zero tolerance of sexual harassment and abuse of power, but cautioned that it must be implemented fully and impartially, for which training would be needed. WFP should promote education for girls wherever it could and should continue to recognize that women and girls suffered disproportionately in crises. Multi-sector collaboration in regional operations was essential to ensure that gender parity was given due attention, and WFP's leadership would be fundamental in that regard.
13. Speakers emphasized the scale of the current crises, noting in particular the USD 3 billion funding gap and urging donors to increase their support so that successful programmes such as school meals with links to small-scale farmers could be extended, thereby promoting long-term nutrition and social cohesion. Board members endorsed WFP's commitment to expanding its donor network.
14. Acknowledging that present trends suggested that zero hunger would not be achieved, Board members said that WFP should manage its resources to prevent overstretch and contain risks in field operations. It was essential to maximize cost effectiveness and the use of innovations such as block-chain technology, and they reiterated the need for unearmarked contributions to enable such processes. Members expressed concern that humanitarian access was being restricted and that respect for humanitarian principles and law were eroding, and in that context it was emphasized that where relevant CSPs should provide for refugee returns.
15. Noting that conflict and climate change were major drivers of crises, Board members said that full funding was essential to addressing the resulting issues and expressed concern that earmarking continued to restrict operations; donors were urged to consider making more multi-year commitments, especially to bridge the humanitarian-development divide and to enable WFP to optimize its expenditures to address specific needs such as the protection of digitally stored data in compatible electronic systems, in line with United Nations reform efforts.
16. The Executive Director thanked the Board for its observations and undertook to focus on reducing funding gaps and the problems of humanitarian access and the triple nexus of peace, humanitarian action and development. Contributions would be spent effectively and fully accounted for to maximize efficiency and transparency in WFP's upgraded digital systems. He emphasized once again his commitment to saving lives and changing lives.

High-level segment on the Sahel

17. The Executive Director opened the high-level segment on the Sahel, noting that WFP was working closely with the Government of Niger to reduce hunger and malnutrition in the country. WFP had recently declared an L3 emergency in the Sahel to mobilize additional resources for the region, which faced significant security and food security threats.
18. The President of Niger gave an overview of initiatives under way in Niger and in the Sahel to tackle food insecurity and build resilience. He also spoke in his capacity as President of the G5 Sahel, which was dedicated to achieving peace in the region.
19. He outlined the "3N" (Nigeriens nourish Nigeriens) programme, launched in 2011, which combined initiatives to strengthen agricultural and pastoral diversification; support the regular supply of agricultural produce to markets; build resilience to climate change and other shocks; and tackle malnutrition by strengthening the healthcare network and monitoring systems. The 3N programme had received recognition from the Food and Agriculture Organization of the United Nations (FAO) and other organizations for its achievements, and there had been no famine in Niger since 2011. Agricultural gross domestic product had grown by 9 percent over this period and progress had been made towards achieving Millennium Development Goals 1 and 7 and cutting in half the number of food-insecure Nigeriens.

20. Poverty was rural in Niger: three out of every four poor people lived in rural areas. The poverty rate had been reduced from 63 percent in 2011 to 44 percent in 2016, and the Government's current goal was to reach 31 percent. Progress was not as rapid in other areas because of funding shortfalls. There was much to be done in the areas of water management, soil improvements and agricultural inputs.
21. The President emphasized that 3N was also vital in the fight against illegal migration and terrorism and that it addressed climate change. He also observed emergency response was more expensive than investing in structural improvements, arguing that prevention was undoubtedly the best course of action.
22. He then outlined WFP's work in Niger, where the organization had been active since 1968. From its initial school feeding and emergency response activities, WFP was currently taking a multi-stakeholder approach in the field, complementing its work with innovative studies on the cost of hunger, climate-smart agriculture and other advancements.
23. Violence linked to Boko Haram had displaced thousands of people, especially in Diffa. The border with Mali was also increasingly unstable. Even in these conflict-affected areas, WFP was providing food assistance to victims of conflict, refugees and host populations.
24. Work was under way to build resilience among farmers and to improve nutrition and education, all of which would help the democratic transition of the country.
25. Collaboration between WFP and the Government of Niger had expanded in 2017 with the country's national strategic review. The Government was embarking on a plan for 2018 to improve access for the most vulnerable, ensure the availability of fodder for livestock, build resilience and reduce morbidity and mortality related to malnutrition. They sought to assist 1,624,000 vulnerable people during the lean season, at a cost of 300 million euros.
26. He emphasized the many diverse factors driving vulnerability in the Sahel but said that the G5 members were nevertheless optimistic about the future: a joint force had been established to tackle security issues, and a priority investment plan was being set up to bring tangible development benefits to the people of the region. A climate investment plan was also being finalized, and Niger was organizing a green economy initiative with partners, which sought to share best practices in the area.
27. Board members welcomed the Government's focus on seeking sustainable solutions to food insecurity, echoing the President regarding the importance of building resilience and acknowledging the link between food security and peace. One member asked the President to highlight the top three most important issues facing his country. Others noted the importance of empowering women to achieve development goals.
28. In response, the President cited the links between poverty, migration and terrorism, noting that as in many other African countries migration was fuelled by young people fleeing rural poverty. The G5 Sahel was tackling terrorism and insecurity in the first instance through military solutions, but the longer term answer lay in improving food security and reducing poverty.
29. The three most pressing issues for donors to consider in Niger were supporting school attendance among girls, tackling water management to ensure that agriculture could adapt to climate change and supporting farmers in the effort to combat land depletion.
30. The President emphasized that the empowerment of women was fundamental to the democratic transition in Niger. The Government was working on creating the conditions for women's economic independence.

Special recognition segment for Mr William Lacy Swing, Director General of the International Organization for Migration

31. The President complimented Mr William Lacy Swing, Director General of the International Organization for Migration (IOM), on his long, varied and successful international career and on behalf of the Board expressed the highest admiration for his many contributions to world peace, especially in the context of supporting migrants.
32. On behalf of WFP, the Executive Director paid tribute to Mr Swing's dedication, experience, wisdom and passion in all his work and expressed gratitude for his generous support as a colleague and partner, especially his guidance in international responses to the increasingly difficult refugee situation.
33. Thanking the President, the Executive Director and the Board for their welcome, Mr Swing drew attention to the similarities between WFP and IOM, both field-based global organizations with similar business models and operations in numerous challenging locations. With those similarities in mind he proposed that the two agencies formalize their relationship by holding regular headquarters-level table top meetings to share experiences and insights.
34. He observed that humanitarian work was being carried out in a "perfect storm": largely because of the accelerating growth of the world's population there were currently 1 billion migrants of all kinds, whose annual remittances totalled USD 600 billion. The many categories of migrant included forced labourers, economic migrants and people fleeing conflict – the latter in particular attracting illegal migrant recruitment agencies and exploitation. Escaping long-term armed conflict was the motive of many migrants, who were highly vulnerable to sexual exploitation and other humiliations. Populations in the northern hemisphere were ageing, whereas those in the southern hemisphere tended to be young. The greatest need was for employment opportunities, but the current erosion of respect for humanitarian law and loss of faith in governments meant that new rules were needed to manage migrant flows in spite of anti-migrant sentiments in many places. The sheer number of deaths along migrant corridors showed that current policies were not working.
35. The movement of migrants called for partnerships to close resource gaps and find solutions through initiatives that built on the humanitarian–development–peace nexus. There was an urgent need to change the narrative with regard to migrants and to embrace diversity and recognize the skills and potential of migrants under new policies and strategies.
36. Board members endorsed Mr Swing's proposal for bilateral meetings between WFP and IOM. They were unanimous in recognizing the value of Mr Swing's remarkable contributions to the United Nations and diplomacy in his long career, particularly as the head of the IOM. It was said that Mr Swing had "touched almost every major historical event in the last 50 years".
37. Board members thanked Mr Swing for his account of current problems and his guidance on approaches to solving them. Some Board members noted that Africa was the main source of migration, which effectively constituted a "brain drain" from the poorest countries. Some Board members noted that their countries had benefited enormously from the diversity and cultural enrichment brought by migrants.
38. In response Mr Swing expressed appreciation for the Board's warm welcome. The Executive Director endorsed Mr Swing's suggestion to hold table top meetings with WFP leadership. The President closed the meeting with a toast in honour of Mr Swing and his inspiring career.

Annual reports

Annual performance report for 2017 (2018/EB.A/2) (for approval)

39. The Secretariat noted that 2017 had been a year of transition for WFP as it started to implement the IRM while continuing to use its project-based model in most countries. The report was therefore based on analysis of information against two different results frameworks. With further implementation of the IRM throughout 2018 and a revised corporate results framework to be presented to the Board at its 2018 second regular session, the 2018 annual performance report would provide greater clarity on the links between resources used and results achieved.
40. Recognizing the progress made and the challenges faced throughout 2017, Board members welcomed WFP's progress towards the achievement of strategic objectives related to Sustainable Development Goals (SDG) 2. Increases in expenditures on relief, the number of people assisted and the use of CBTs had resulted in increased access to food and transformative changes in many communities. Members observed that weaker results under SDG 17 appeared to be at least partly the result of challenges with data and funding availability and urged the Secretariat to address those issues. Other areas offering opportunities for improved performance included supply chain management, the use of innovation and new technology, the collection and use of high-quality data and the provision of accountability to affected populations.
41. Acknowledging that 2017 had been a year of transition, Board members flagged some disappointing results, including with regard to the quality and alignment of some CSPs.
42. Members looked forward to the development of an indicator for measuring collaboration among the Rome-based agencies and requested that future annual performance reports provide more information on such collaboration at the country level. Members also asked for enhanced reporting on WFP's climate change policy implementation; support for peacebuilding activities; CBTs, including comparisons of efficiency and the disaggregation data on cash and vouchers and the criteria for selecting transfer modalities; cross-cutting issues such as gender and the inclusion of persons with disabilities; and central versus country-level funding of the United Nations Humanitarian Air Service. Some members also requested enhanced reporting on protection considerations. Some members requested that all data be disaggregated between low- and middle-income countries, by gender and age group and by country, regional and headquarters levels.
43. Observing that the 15 percent rise in confirmed contributions was almost all in directed multilateral funding, Board members recommended that the Secretariat revise its resource mobilization strategy and enhance its reporting on the use of unearmarked funds in order to encourage more flexible contributions.
44. With regard to the last issue, the Secretariat planned to produce an analysis of the benefits of unearmarked funding and was examining the opportunities for increasing donations from host governments, international banks and emerging economies. Many of the disappointing results mentioned by Board members resulted from a lack of data from which to draw conclusions and did not necessarily imply poor performance; some CSPs had been designed before the quality standards had been defined, while others had been implemented for less than a year. Better indicators of results for SDG 17 would be included in the revised corporate results framework, while draft joint indicators of collaboration among the Rome-based indicators were being discussed prior to finalization. A consultation on the revised corporate results framework would be held in early September.
45. At the request of one member, the Board's decision on the annual performance report was amended to include the revision of the corporate results framework.

Annual report of the Ethics Office for 2017 (2018/EB.A/3) (for consideration)

46. The Director of the Ethics Office presented her office's 2017 annual report, describing the mandate, structure and scope of the office and emphasizing its independence and close working relationships with ethics offices in other United Nations bodies.
47. Board members welcomed the annual report, which indicated improvements in ethical behaviour such as the increased reporting of gifts. They praised WFP's mandatory ethics training and its use of respectful workplace advisors as tools for increasing staff awareness of organizational ethics. They also welcomed efforts to align the WFP whistleblower policy with United Nations system practices.
48. Some members requested additional data on any staffing shortfalls that might hamper the work of the office. Others called for the office to report progress against set targets and to monitor the results of its work by surveying staff. Members also urged the office to ensure that delays were minimized when handling reports of abuse of power, and they reiterated their support for a zero-tolerance approach to harassment and abuse in all its forms.
49. The Director expressed her support for addressing reported cases of abuse quickly but recalled that the Ethics Office itself did not handle investigations. She agreed on the ongoing need for more education and outreach on the values, principles and standards of the organization, noting that the office was working on an internal culture survey and would consider how to receive staff feedback on the work of the Ethics Office.
50. Work had begun on updating the whistleblower protection policy. The Director explained that all the policies of the Ethics Office were dated and that the Office therefore planned to update all its policies systematically, including those governing the annual disclosure programme and conflicts of interest. The Ethics Office had created a strategy plan, about which the Director would report to the Board in 2018, including with regard to education and outreach plans.

Annual report of the Office of the Ombudsman for 2016 (2018/EB.A/4) (for consideration)

51. The Director of the Office of the Ombudsman and Mediation Services presented her office's annual report for 2016, which highlighted abuse of authority; sexual harassment and violence; and the lack of a consistent skill set for WFP leadership. In 2017 the office caseload had increased by 60 percent; resources would be increased in 2018 but the office continued to lack a regional presence.
52. Board members welcomed the opportunity to comment on the Ombudsman's work, saying while there were signs of improvement – such as a rise in the number of staff contacting the office – WFP needed to continue to work on its corporate culture. More should be done to detect cases of abuse of power and to raise awareness of sexual abuse and violence.
53. Some members called for questions on staff satisfaction with the Ombudsman to be included in the staff survey. One member urged WFP to ensure that partners also had policies to promote abuse-free environments. Another stressed the importance of addressing reported cases of abuse as quickly and sensitively as possible.
54. It was also asked whether the staffing of the Ombudsman's Office was sufficient for it to fulfil its mandate effectively and whether a management response to the Ombudsman's report was available.
55. The Director highlighted the underrepresentation of staff on short-term and consultancy contracts, who were less likely to come forward given their precarious employment status. The number of the Office's respectful workplace advisors would increase to 140 in the coming year, and advisors were being reviewed and supported to ensure they had the right skills and enough time to perform their role effectively.

56. The office was working closely with the Ethics Office, the Office of the Inspector General, the Human Resources Division and the Legal Office to improve WFP's response to reports of abuse, to strengthen leadership skills and to raise awareness at all levels of the organization. A cultural survey would be conducted in the second half of 2018 to better understand the nature of abusive conduct and how to effectively respond to as well as prevent abuse.

Second dialogue and update on the report of the Secretary-General on repositioning the United Nations development system to deliver on the 2030 Agenda

57. The Deputy Executive Director updated the Board on progress on United Nations reform, particularly with regard to United Nations General Assembly resolution 72/279, which had been adopted on 31 May 2018, and its implications for WFP.
58. Recalling that the WFP Strategic Plan (2017–2021) had been designed to align with the 2030 Agenda for Sustainable Development, the Deputy Executive Director outlined some of the main issues still to be decided at the United Nations system level, including whether to apply the resolution immediately or first to pilot test the new systems and practices in various country contexts before gradually introducing them throughout the United Nations. For WFP it was essential that none of the reforms hamper its ability to respond rapidly to humanitarian emergencies. For example, while welcoming the opportunity to share premises and business services through more demand-driven and needs-based United Nations country teams, WFP would continue to review its own country presence and operating model in each country before deciding whether to maintain its own country office or operate out of a country team office. While the dual reporting lines were an issue for the Board to decide, the Secretariat was of the view that WFP's country directors should continue to be accountable to the Executive Board for country-specific outcomes and activities.
59. Funding of the increased costs of the new resident coordinator system was also under discussion. The Executive Director had agreed to double WFP's contribution to the cost-sharing mechanism for the system; provisions for the increase would be included in the management plan to be presented for approval at the Board's 2018 second regular session.
60. The Secretary-General was expected to present an implementation plan for applying and funding the new resident coordinator system by mid-September. The outcome of discussions on funding mechanisms, along with reviews examining the impacts that the repositioning was expected to have on regional teams, including the role of regional economic commissions, would be presented during a session of the Economic and Social Council of the United Nations (ECOSOC), in February or June 2019. A revised system-wide strategic document, the first annual report of the United Nations Sustainable Development Group, a progress report on the quadrennial comprehensive policy review and the United Nations system repositioning and a review of country offices would be presented during the same ECOSOC session.
61. Details of the resident coordinator system, the new Development Operations Coordination Office and the redesigned United Nations development assistance framework (UNDAF), which would include criteria for maintaining an agency level country presence, would be presented by 1 January 2019. The Deputy Secretary-General was establishing a transition team to manage the change process for the first 18–24 months, beginning in August 2018. Changes were expected to be fully implemented by 2022.
62. Welcoming resolution 72/279, Board members emphasized the importance of ensuring that national governments played a leading role and that development plans reflected the country context in SDG prioritization and the effective delivery of results at the country level. Implementation of the resolution should lead to an efficient and effective United Nations. The need for coordination between the United Nations development system and

United Nations agencies, funds and programmes at the operational level was noted. The memorandum of understanding between the Rome-based agencies was a good step in that regard. Increased cooperation by United Nations actors through joint analysis and planning to address needs at the onset of crises was welcomed, and the importance of implementing the humanitarian–development–peace nexus in the field, i.e., WFP’s involvement in the United Nations/World Bank joint pilot for Somalia was stressed.

63. While decisions regarding the repositioning of the development system would be made in the General Assembly, Board members urged WFP to present information on the financial and programmatic implications of the reform at the next session of the Executive Board.
64. In particular, it was essential that the new resident coordinator system remain apolitical, add value rather than complexity and allow sufficient flexibility to enable agencies and country teams to make independent decisions in the field. Members agreed with the Secretariat that agencies should remain accountable to their governing bodies.
65. Board members agreed with the three-pronged funding arrangement for the resident coordinator system, specifically that the voluntary trust fund should cover the majority of the cost, followed by the United Nations agency cost-sharing mechanism. Of particular concern was the 1 percent levy on tightly earmarked, third-party, non-core contributions for development-related activities to be paid at source; it was said that the levy should be introduced as a last option, because it created an unequal and undue burden.
66. It was also said that the cost-sharing arrangement should avoid imposing levies on South–South cooperation and programme countries. While some members called for increased mobilization of funds from the private sector, others noted that such an approach came with risks. WFP should work with other agencies and Member States on refining the proposed funding mechanisms, particularly the levy.
67. Members were encouraged by WFP’s involvement in the planning of common premises and common support services, the collective ownership of the Development Operations Coordination Office and the increased regional role of the United Nations.
68. The Board requested the Secretariat to conduct informal consultations in preparation for the presentation at the Board’s 2018 second regular session of a preliminary analysis of the repositioning’s financial and other implications for WFP. They also requested future updates on the proposed criteria for country presence.
69. In response to points raised, the Secretariat said that WFP and other members of the Business Innovations Strategic Results Group were discussing the establishment and use of common premises and common back office services; a work plan based on the results of those discussions would be presented to Member States by 1 January 2019. It was proposed that WFP and other large agencies would be early adopters, with smaller agencies joining in a second phase. WFP’s share of efficiency savings resulting from common business services and shared premises would be invested in its programmes.
70. The new resident coordinator system was forecast to cost USD 255 million dollars per year, up from the current USD 175 million. Of that total, the cost-sharing element would be doubled to USD 77 million – WFP’s contribution would increase from USD 1.5 million per year to USD 3 million per year and would be funded from the programme support and administrative budget. The additional 1 percent levy (which was to be paid at source by the donor) was expected to yield USD 80 million, and with voluntary contributions making up the remaining USD 98 million. Members were concerned that failure to raise the necessary voluntary funding would lead to an increase in the cost-sharing element for United Nations agencies, funds and programmes. Such an increase would be damaging for WFP given that it did not have a core budget.

71. The Secretariat planned to present a document outlining a common response during the segment on working methods of the joint meeting of the Executive Boards of the United Nations Development Programme (UNDP), the United Nations Population fund (UNFPA), the United Nations Office for Project Services (UNOPS), the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), the United Nations Children's Fund (UNICEF) and WFP in mid-July 2018.
72. In the absence of a document for the agenda item, the Board adopted a decision expressing its satisfaction with the update and looking forward to future updates.

Policy issues

WFP oversight framework (2018/EB.A/5) (for consideration)

73. The Chief Risk Officer presented the WFP oversight framework, which reflected inputs received through informal consultations with members of the Board earlier in the year. Work was beginning on an enterprise risk management policy that would guide implementation of the framework. The first informal consultation on the policy would be held in July 2018, with the final document scheduled to be presented to the Board at its 2018 second regular session.
74. A cross-list statement was presented, commending WFP for its transparent commitment to improving its governance and oversight mechanisms. The Board looked forward to seeing cultural change and continuous improvements as the framework was implemented, and it encouraged WFP to examine complementarity between different areas of work and to address gaps in management oversight roles. It requested that regular updates on implementation, including on timing and resources, be provided to the Board via the Audit Committee.
75. Some Board members emphasized that there was a need to eliminate overlap and redundancy in oversight work, adding that oversight coverage should focus primarily on field operations. Others said that it was important to ensure that all three lines of defense were adequately funded.
76. Welcoming the unanimity of the Board on the issue, management described the tools and systems that WFP was putting in place in support of oversight activities and confirmed that budget of the Office of the Inspector General would increase incrementally over the next two years. Extra resources were also planned for the risk management function and anti-fraud and anti-corruption work.
77. The Chief Risk Officer confirmed that WFP would work on complementarity and would report to the Audit Committee every three months. The organization would strive to eliminate redundancies and to balance all three lines of defense.
78. With regard to safeguarding against sexual exploitation, abuse, harassment and misconduct, the Secretariat confirmed that WFP had completed an external review of its safeguarding capabilities, which found that WFP's own staff had the necessary expertise. The review provided some recommendations, and more details would be presented to the Board at its next session.

Update on the Integrated Road Map (2018/EB.A/6) (for consideration)

79. Introducing the paper in the context of working towards the finalization of the IRM framework in consultation with the Board, the Secretariat noted that concepts under discussion included recommendations related to full cost recovery and proposed amendments to the General Rules and Financial Regulations. Following the 2018 annual session, the new framework would be in place in 70 countries and would be operative in all WFP countries by early 2019. Lessons learned from the pilot phase and

consultations were being applied in all areas. A beta-version of the online portal for Member States would soon be launched, providing access to information about CSPs and interim country strategic plans (ICSPs) for use by stakeholders in decision making and oversight. Based on feedback, the portal would be refined over the next six months. The Secretariat was grateful for the Board's support in developing the IRM, which was expected to become a significant element in the implementation of the 2030 agenda.

80. Board members commended the rapid progress and the consultative approach to refining the IRM, which constituted a revolutionary change in WFP's business model. Board members welcomed the two-step consultation process for draft CSPs and ICSPs, noted with satisfaction that the lessons learned in the CSP pilots were being applied and recommended continued attention to emerging challenges and relevant best practices. Some members recommended action to increase the flexibility of contributions and reduce the proportion of earmarked funding, which restricted the options available to country offices. Board members expressed enthusiasm about the online portal, saying that it would increase opportunities for dialogue with donors and stakeholders.
81. Board members took note of the recommendations related to full cost recovery, including to expand twinning arrangements to include cash contributions and to reduce indirect support cost (ISC) rates for host government contributions. The question of flexible ISC rates to encourage additional contributions from non-traditional donors and enhance WFP's donor base should be further analysed, including with regard to their impact in terms of resource mobilization and funding and any disincentives for traditional donor countries. Board members cautioned that the speed of the IRM implementation process could compromise its success and said that capacity constraints must be recognized to ensure that the approach was sustainable and that trained personnel and adequate technical resources must be made available. Management should issue regular progress reports. CSPs must consistently incorporate the highest quality standards, particularly in the formulation of strategic outcomes. Concerned that the mainstreaming of conflict issues in all operations could lead to politicization, members recommended that conflict-related issues be restricted to CSPs in conflict areas.
82. The Secretariat thanked the Board for its inputs and support, confirming that WFP would maintain the dialogue with a view to maximum transparency. The potential of flexible ISC rates was under consideration, and the Board would be kept informed through forthcoming informal consultations. The Secretariat observed that the internal audit conducted during the pilot stage had provided much useful information, including with regard to the need to simplify budget processes and improve management systems. Guidance on changed IRM roles and responsibilities had been issued in February and would be updated as needed. In closing, the Secretariat said that WFP was actively engaged in the United Nations development system reform process, and its experience, for example with zero hunger strategic reviews, was being actively examined in the discussions on how to formulate future UNDAFs.

**Update on WFP's role in the collective humanitarian response (2018/EB.A/7)
(for consideration)**

83. The Director of the Geneva Office updated the Board on developments since the start of 2018. She highlighted the adoption in May of United Nations Security Council resolution 2417, historically acknowledging the link between conflict and conflict-induced food insecurity. Work among the RBAs was ongoing to ensure that food security was included in the global compacts being negotiated on refugees and on safe, orderly and regular migration and with the Inter-Agency Standing Committee (IASC) to review the protocol for activating system-wide L3 emergencies. The work of the IASC principals to prevent sexual exploitation and abuse and sexual harassment and abuse of aid workers was also highlighted. A strategic partnership framework had been signed with the World Bank Group.

84. Board members commended the work of the IASC in coordinating the collective humanitarian response. They endorsed WFP's prioritization of the efficient use of funds, better management and the swift dissemination of information. They also highlighted the effectiveness of the food security cluster in coordinating national and international partners.
85. Some members underscored the importance of respecting national sovereignty when engaging in humanitarian assistance. They called for more inter-agency work to tackle protracted crises and close monitoring of the use of CBTs.
86. Members praised the report on the item (WFP/EB.A/2018/5-E) and requested additional information on the outcomes of meetings, the impact of the humanitarian sexual exploitation and abuse policies and how WFP would change the way it worked to reflect the humanitarian-development-peace nexus. Clearer reference to the Grand Bargain and WFP's role in its pilot on reporting was requested by one member.
87. One member asked whether WFP was implementing a cost-recovery approach for the partnerships mentioned in the report and whether there was an exit strategy with regard to WFP taking over health supply chains as described in paragraph 70. Another requested more details of the review of the system-wide L3 activation protocol.
88. The Secretariat confirmed that the number of humanitarian response plans was rising, reflecting how United Nations reform had brought the humanitarian-development-peace nexus to the fore. Principled humanitarian action and protracted displacement were high on the IASC agenda.
89. Regarding the L3 review, the IASC principals were considering a two-pronged approach to distinguish between large new crises and major protracted crises. The L3 system had been designed for the former but was increasingly used for the latter. Discussions continued and WFP would keep the Board informed.
90. The Secretariat agreed that the Grand Bargain was a good catalyst, speeding up work already under way on matters such as the cash workflow. Cost recovery was in place for the Global Fund work to fight AIDS, tuberculosis and malaria. They added that the IASC principals had issued a statement to support sector-wide efforts to combat sexual exploitation and abuse such as sharing best practices, taking measures to prevent transgressors from moving from job to job in the humanitarian system, and fostering a victim-centric approach.

Update on the Gender Policy (2015–2020) (for information)

91. The Secretariat thanked the Board for helping to ensure that gender equality issues were taken into consideration in the design of the various elements of the IRM. WFP's gender toolkit was mentioned as a particularly helpful resource for partners.
92. WFP's gender transformation programme was being implemented in 20 countries in 2017–2018. Following the Executive Director's prioritization of gender parity in the workforce, WFP managers were preparing plans for attaining parity in international staff positions by 2021 and in national positions by 2028.
93. Board members welcomed these developments and urged the Secretariat to allocate sufficient financial resources to gender mainstreaming and activities for fostering gender equality and women's empowerment. They looked forward to the development of a mechanism for tracking gender equality expenditures and to receiving findings from the 2018 global staff survey, particularly those regarding diversity and inclusion in the workforce.
94. Encouraging the Secretariat to continue enhancing staff capacity to implement the gender policy, Board members requested that future updates provide more quantitative and qualitative information on training efforts and emphasized the importance of supporting

- partners in enhancing their understanding and implementation of gender-transformative programming.
95. Members expressed satisfaction that WFP was adapting the IASC gender and age marker to its operations and developing an online tool to support the marker's application in all country offices.
 96. As examples of WFP's work with partners, the Secretariat mentioned the Joint Programme on Rural Women's Economic Empowerment (JP-RWEE), as implemented with FAO, the International Fund for Agricultural Development (IFAD) and UN-Women. Reference was also made to other collaborative partnerships such as that with Gallup and FAO on gender equality for food security and with Women Deliver.

Resource, financial and budgetary matters

Annual report of the Audit Committee (2018/EB.A/12) (for approval)

97. The Chair of the Audit Committee presented the annual report of the committee, which focused on the committee's enhanced terms of reference, WFP's progress in developing and enhancing enterprise risk management and internal control policies and structures, and developments in WFP's handling of ethics issues.
98. Board members welcomed the overall positive findings of the report. Implementation of the IRM, the growing use of CBTs and the challenges of responding to growing needs and unprecedented numbers of emergencies made risk management and internal control more important than ever. Board members urged management to ensure that controls were fully implemented and to clarify the respective roles of regional bureaux, country offices and headquarters units in their enforcement. They welcomed the increase in resources allocated to the Office of the Inspector General.
99. Concerns were expressed regarding skill gaps in the workforce, particularly with regard to WFP's humanitarian commitments and the use of CBTs; weaknesses in information systems and data availability; increased reports of malfeasance; and the need to ensure sufficient resources for strengthening risk management and internal controls, implementing the IRM and building on lessons learned. Board members encouraged the Secretariat to continue its work to address these issues.
100. The Chair of the Audit Committee confirmed that WFP followed best practices in risk management and internal control, including the regular updating of risk registers and the ongoing work on defining WFP's risk taxonomy and risk appetite. Although encouraged by progress in management's journey toward risk maturity, he suggested that there was an opportunity to implement smarter, computer-based controls, particularly with regard to cash-based transfers. The Chair agreed with Board members that while enhancing its controls for cash-based transfer programmes, WFP should not lose sight of the risks posed by in-kind food distributions.
101. Increases in reported malfeasance resulted at least in part from increased awareness following introduction of the anti-fraud and anti-corruption policy and tools. The committee encouraged management to establish processes for ensuring rapid response to allegations of harassment, sexual harassment and abuse of power as such allegations were also likely to increase as a result of greater awareness.
102. The Secretariat added that the oversight roles of different WFP units were clarified in the oversight framework to be presented to the Board later in the session. While the holding of Audit Committee meetings at the offices of regional bureaux – as suggested by one Board member – would be logistically challenging, meetings could be scheduled to enable the committee to meet with regional directors at WFP headquarters.

**Annual report of the Inspector General and note by the Executive Director (2018/EB.A/13)
(for consideration)**

103. The Inspector General presented the annual report of her office, which found no significant weaknesses in governance, risk management or control that would seriously compromise WFP's work. Recommendations were made, however, to improve the control environment and fraud detection processes.
104. In response management highlighted efforts to improve beneficiary data management, workforce planning for the IRM and the evaluation of non-governmental organizations (NGOs) and other partners.
105. Members of the Board praised the quality and content of the report. They urged WFP to ensure that country office staff had the skills needed to implement the IRM; to ensure that the stress of multiple crises did not compromise WFP's internal controls; and to implement all pending recommendations, particularly those relating to procurement and NGO oversight. Some members expressed disappointment that oversight duties were not yet included in management roles, and one asked why one audit report had not been rated. Members cited concerns over data protection, stating their willingness to help WFP solve such issues, and called for the revised data protection policy to be ready for consideration by the Board at its 2018 second regular session. One member noted that only two cases of sexual exploitation and abuse had been reported in 2017, suggesting that the number would rise once reporting mechanisms were established.
106. The Inspector General confirmed that reports of sexual exploitation were rising: between January and May 2018, the office had received 10 reports, some of which concerned NGO partners, and the overall volume of calls to the hotline had doubled since 2017. The office had increased staffing, with two full-time investigators in Uganda and one in Yemen.
107. Management explained that the unrated audit report was a consolidated report that combined assessments from many United Nations agencies on the use of funds in Ethiopia; the WFP component was an assessment from 2016 and had received a "partially satisfactory" rating. Funding for the Office of Internal Audit was a top priority, and management would aim to present the revised data protection policy to the Board in November as requested. A comprehensive staffing review had begun, and long-term workforce planning, including an emergency response surge team, future talent pool and increased investment in human resources, was envisaged. The Corporate Results Framework (2017–2021) was key to monitoring activities, and tools were in place to help country offices operationalize the framework and leverage mobile data collection techniques. WFP's corporate monitoring strategy was due to be released within the month. Management continued to work on fraud and corruption issues, and a revised enterprise risk policy was to be presented to the Board at its 2018 second regular session. An online risk management platform that would track oversight recommendations, especially regarding fraud and corruption, was being planned.

Utilization of the programme support and administrative equalization account reserve (2018/EB.A/14) (for approval)

108. Noting that the anticipated 2018 closing balance of the programme support and administrative equalization account (PSAEA) was USD 259.8 million and thus well above the target balance of the amount needed to cover five months of operations, and that the Emerging Donor Matching Fund (EDMF) required replenishment, Board members observed that the transfer from the PSAEA to the EDMF proposed by management would help donors to make in-kind contributions and satisfy full cost recovery requirements, thereby providing incentives to provide resources for WFP's operations. Funding for the EDMF would also encourage South–South cooperation and promote government ownership of operations, while the proposed transfer to the immediate response account would facilitate WFP's rapid

response to emergencies in the absence of other funding while maintaining the revolving and replenishable nature of the account.

109. Members raised questions regarding the long-term effect of EDMF allocations on CSPs and how WFP – which had no core funding – would fund its contributions to the resident coordinator system under the reformed United Nations development system. Members also requested clarification of the number of new donors found through engagement with governments in the context of the EDMF. They also suggested that the ISC rate should be reviewed for the next management plan, that consideration should be given to allowing donors, including from the private sector, to contribute directly to the EDMF, and that management should provide more information on the long-term benefits of revitalizing the EDMF.
110. Management thanked the Board for its inputs, noting that while the EDMF had supported twinning arrangements over the preceding 15 years it provided only roughly 10 percent of the amount provided by governments and was probably too small to play a major role in many CSPs. While annex II of the report on the use of the PSAEA (WFP/EB.A/2018/6-C/1/Rev.1) described its operation, more information on the EDMF could be provided, perhaps through the annual performance report, and management would consider the suggestions to open it to direct donations, including from the private sector. Management also confirmed that 30 countries had made donations that would not have been possible in the absence of funding by the EDMF. The system for funding for resident coordinators was still being discussed in the negotiations on United Nations reform, and the question of the ISC rate could be taken up in the discussions on the next management plan.

Report on the utilization of WFP's advance financing mechanisms (1 January–31 December 2017) (2018/EB.A/15) (for approval)

111. Having heard the Secretariat's report on WFP's advance financing mechanisms, including that internal project lending had increased in 2017 and that advances made through the macro-advance financing mechanism and the immediate response account in 2017 had all been repaid, Board members said that internal project lending helped to avoid pipeline breaks and improved the efficiency of food procurement and that the immediate response account played a key role in saving lives among the most critically food-insecure populations. Board members also expressed support for the proposed increase in the Global Commodity Management Facility (GCMF) funding ceiling to USD 500 million to support smallholder farmers and WFP's purchasing in regional markets, saying that the timing of the funding made available by the GCMF made it extremely valuable in facilitating purchases from smallholder farmers. GCMF purchases also promoted sustainable development, and other advantages included advance purchasing in bulk at advantageous prices. It was also noted that food purchased locally and regionally had increased from 2 percent of total food procurement in 2011 to 45 percent in 2017; it was stressed, however, that food purchased by GCMF should be locally or regionally produced wherever possible in order to maximize the impact on development, and management was asked for information on its efforts to ensure that at least 10 percent of food purchased was sourced from family farms. It was also said that quotas were not enough and that to maximize smallholders' productivity and incomes it was essential to work through a holistic plan with sound objectives and definitions in partnership with FAO and IFAD.
112. Management expressed thanks for members' support for the GCMF, noting that the timing of the funding it provided was indeed a critical factor in its value. Management used the GCMF as one tool in its efforts to source at least 10 percent of food from smallholder farmers, additional information on which would be provided during the discussion of procurement at the current session. It also noted that the macro-advance financing facility might have greater relevance under the IRM than it had under the previous project-based

framework and that management would study it further in conjunction with its efforts to address challenges arising from donor earmarking.

Update on WFP's implementation of General Assembly resolution 70/244 with regard to raising the mandatory age of separation of WFP staff members (2018/EB.A/16) (for consideration)

113. The Director of the Human Resources Division reported that on 8 June 2018 the FAO Council had amended the staff regulations to set the mandatory age of separation of WFP staff at 65, with immediate effect. As the General Assembly resolution called for implementation by 1 January 2018, the Executive Director had, as a temporary measure pending adoption of the new age of separation, granted extensions upon request to staff members who turned 62 on or after 1 January. Twenty-four such extensions had been granted.
114. The Board welcomed the decision of the FAO Council and praised the proactivity of WFP, in particular the Executive Director, in implementing a practical solution pending amendment of the staff regulations.

2017 audited annual accounts (2018/EB.A/17) (for approval)

115. The Secretariat drew attention to the unqualified audit opinion on the 2017 accounts and to the increases in revenues and expenditures and the decrease in surplus. WFP's net assets amounted to USD 4.4 billion – enough for five months of operations. Actual expenditures had been higher than the prioritized plan in 2017. The statement on internal control identified two new weaknesses: beneficiary management and cybersecurity.
116. The External Auditor assured the Board that the financial statements for 2017 presented fairly WFP's financial position and that its financial management procedures were sound. The recommendations stemming from the audit related mainly to improving controls for CBTs, contributions receivable, IT systems, COMET and the valuation of in-kind contributions. Regular data input into COMET by all country offices was essential to ensure that records and data reconciliations were accurate and available.
117. Noting that needs for the Level 3 responses were increasing, Board members welcomed the reassurance that WFP's finances were well managed. Board members endorsed the focus on CBTs and improvements in beneficiary data management and audit trails and urged WFP to optimize its beneficiary management and oversight mechanisms; the risk of fraud, for example, could be managed if the controls in SCOPE, WINGS and COMET were applied rigorously. Board members sought assurance that WFP had adequate controls in place to cover the expanding number of CSPs and urged WFP to ensure that all recommendations were implemented according to an agreed timeline so that progress could be tracked.
118. Thanking the Board for its inputs, management said that all recommendations would be implemented by the end of 2018 except for SCOPE rollout for CBT operations, which was targeted for completion in 2019. Resources were being prioritized to facilitate data entry into WFP's systems and to support the current digitization process; that would include the integration of COMET and WINGS information. The Secretariat observed that WFP's fraud control action plan was already in place and that it included provision for field missions to support anti-fraud measures in country offices, funded from the PSA budget.

Report of the External Auditor on food-related losses and WFP management response to the recommendations (2018/EB.A/18) (for consideration)

119. The External Auditor noted that the food losses reported by WFP represented less than 1 percent of total food handled in both value and volume terms. This compared favourably with a worldwide average of 7 percent for food losses, but WFP's reporting did not include certain related costs, such as the cost of destroying spoiled food, or food lost prior to delivery in the recipient country or after distribution to beneficiaries. Based on findings from the audit, the External Auditor had made recommendations regarding the information

provided to the Board on food losses and WFP's self-insurance arrangements; WFP's control over external providers; and WFP's information technology systems for tracking and monitoring the passage of food along the supply chain.

120. Management reported progress in implementing the recommendations. Regarding the two with which it agreed only partially, it intended to respond fully to recommendation 2 once it had reviewed the findings of a recent external review of vendor management; in response to recommendation 4 it proposed to include in future management plans information on the income, expenditure and balance of the self-insurance account and certain other large special accounts listed in section 5 of the current management plan.
121. Board members endorsed the External Auditor's view that implementing the recommendations would help improve WFP's efficiency and effectiveness and mitigate financial and reputational risks and said that it was essential to keep food losses as low as possible. Members welcomed in particular the recommendations relating to better tracking and reporting on all losses and the identification of gaps in monitoring and control processes and mechanisms. Lessons from implementing the recommendations could be used to inform the design of country and regional programmes, but Board members recognized that the implementation of some recommendations might entail financial and other challenges.
122. Responding to points raised, the Secretariat emphasized that current reporting focused on food losses that had direct financial implications for WFP. Greater use of mechanisms for gathering complaints and feedback from beneficiaries would facilitate the capture of information on post-distribution food losses. WFP planned to enhance its quality assurance system by identifying the different risks arising for different commodities and in different contexts. Increased procurement from smallholder farmers was not expected to have an impact on food losses as long as quality standards were maintained. Regarding the workforce, 82 percent of WFP's supply chain staff were locally recruited, but only 29 percent were women.
123. The External Auditor agreed that details of the self-insurance account could be provided in the annual management plan.

Report of the External Auditor on the scale-up and scale-down of resources in emergency operations and WFP management response to the recommendations (2018/EB.A/19) (for consideration)

124. The External Auditor explained that he had selected the scale-up and scale-down of resources in emergency operations for audit because the growing number of emergencies requiring WFP's response created a risk that resources and capacities would be overstretched. The audit and related recommendations focused on governance – particularly the activation of Level 2 and Level 3 responses – funding and human resource issues.
125. The Secretariat welcomed the timely audit and recommendations. Recently revised interim protocols clarified the criteria for activating, scaling up and continuing WFP's emergency responses and would be aligned with United Nations system-wide protocols currently being revised by the IASC. A new surge strategy aimed to ensure the availability of qualified staff for rapid deployment to emergencies and the Functional and Support Training for Emergency Response (FASTER) programme was being rolled out to regional bureaux for the training of national staff in the field.
126. Board members looked forward to receiving more information on the new protocols and criteria for activating emergency responses and on the overall costs of such responses. To help mobilize resources, members recommended that the Secretariat provide Member States and other potential donors with more detailed information on all emergency

responses it activated. In particular, WFP should clarify the reasons for making activation decisions that differed from those of the IASC. Members also emphasized the importance of implementing recommendation 3 on enhancing preparatory measures to reduce risks.

127. Some Board members questioned management's partial disagreement with recommendation 7. Given the importance of ensuring adequate staff capacity for immediate response to sudden-onset emergencies, members suggested that the release of staff for deployment to emergencies outside their own countries or regions was an appropriate subject for consideration in the performance assessments of country and regional directors. The Secretariat should also allocate resources sufficient to support the enhanced emergency response roster, including through FASTER.
128. The Secretariat proposed that options for informing the membership of the activation or deactivation of Level 2 and Level 3 emergency responses be discussed in the Bureau; such information could be included in WFP's quarterly operational briefs, for example. The Board would also be informed of the new protocols for activation once they had been finalized.
129. Explaining management's partial disagreement with recommendation 7, the Secretariat said that country directors were held accountable for the achievement of results in their respective countries and that management was seeking to establish a system for ensuring the availability of surge capacity that did not rely on deployment of country office staff.

**Report on the implementation of the External Auditor's recommendations (2018/EB.A/20)
(for consideration)**

130. The Chief Risk Officer updated the Board on the status of implementation of the External Auditor's recommendations. Of the 63 recommendations outstanding since the last annual Board session, 30 had been implemented or closed. All 10 pending supply chain recommendations had been closed, as had 7 recommendations related to school feeding.
131. Of the 40 open recommendations, 35 had been issued within the previous year. The five oldest recommendations were due to be closed by the end of 2018. Challenges remained regarding beneficiary management, staffing levels and the role and coverage of the regional bureaux.
132. Board members welcomed the progress made but suggested that implementation be faster, asking whether delays were due to the complexity of the recommendations or staffing limitations. They emphasized that many of the recommendations could deliver savings by, for example, increasing efficiency in purchasing, distributions and CBT management.
133. Some members highlighted recommendations regarding school feeding programmes and local procurement, asking for more detail on how WFP planned to source food from family farmers and urging WFP to prioritize national capacity building. Members also requested that decisions to close local offices and transfer responsibilities to national entities be made in close consultation with the governments involved.
134. The Chief Risk Officer reassured the Board that there were robust systems in place to track the implementation of recommendations. Any perceived slowness was due to the complexity of some of the recommendations and to WFP efforts to be thorough in responding to them.
135. Regarding school feeding, management said that the home-grown school meals framework had been completed and would be released shortly. WFP recognized the importance of national leadership in such activities and would continue to provide technical support for national programmes.
136. The Director of Human Resources clarified that the recommendations regarding human resources were complex and therefore required time to implement. WFP was conscious of the need to strike the right balance in the use of short-term contracts. Consultants afforded

WFP cost efficiencies and flexibility, as well as surge capacity. WFP's unpredictable funding model was an additional constraint to making longer term staffing commitments, but the IRM was an opportunity to perform a comprehensive staffing review and bring in longer contracts.

137. More generally, WFP was implementing more systematic workforce planning, consolidating a Human Resources data and analytics platform to allow managers to evaluate their teams, analyse gender balance and plan for retirements. More investment was needed to create a workforce planning team and ensure that the right tools were in place.
138. The Director of External Audit clarified that the speed of implementation was not a concern because many of the recommendations were structural and therefore linked to other reforms and because most of the outstanding recommendations had only been made in June 2017.

Evaluation reports

Annual evaluation report for 2017 and management's response (2018/EB.A/21) (for consideration)

139. The Director of Evaluation presented the second annual evaluation report to be issued under WFP's current evaluation policy. Good progress had been made in embedding a culture of evaluation throughout WFP, but maintaining the rate of progress would require sustainable financing and staff with skills appropriate to WFP's evaluation function.
140. Management confirmed the value of evaluations in informing the development and implementation of CSPs and other elements of the IRM, and of WFP operations.
141. Board members commended the expanded evaluation coverage and the greater use of evaluation findings in programme design and implementation. Observing that country offices' commissioning of decentralized evaluations was evidence of growing attention to evaluation throughout WFP, they noted that regional evaluation strategies were being developed and welcomed the appointment of regional evaluation officers. They also expressed pleasure at the increase in joint evaluations with other organizations and encouraged WFP to increase collaboration in that area.
142. Welcoming the plans for evaluating all CSPs and increased coverage of Level 2 and Level 3 emergency responses, members observed that ensuring the necessary financial and other resources might be a challenge.
143. Responding to these and other points, the Director of Evaluation said that from 2019 funds for evaluating CSPs would be included in CSP budgets, alleviating pressure on the PSA budget. However, her office would require more staff and funds from 2019 to manage the increased number of country portfolio evaluations and to support the increased number of decentralized evaluations. Management added that options for increasing funding for evaluations included the use of multilateral contributions.
144. Increased scope for the conduct of joint evaluations arose particularly at the decentralized level. WFP's model presented opportunities for joint evaluations with other agencies with similar decentralized evaluation functions. Regarding General Assembly resolution 69/237, WFP's regional evaluation officers were collaborating in regional evaluation networks with a view to strengthening national capacities for evaluation.
145. Responding to the issue of geographic diversity of evaluation teams, the Director of Evaluation noted that four of the 24 long-term agreements were with service providers based in least developed countries; more information on the geographic balance of evaluation teams would feature in future annual evaluation reports.

Summary report on the evaluation of the WFP humanitarian protection policy for 2012–2017 and management’s response (2018/EB.A/22) (for consideration)

146. The evaluation team thanked management and the Board for their engagement. The evaluation report had found that policy processes were sound and based on adequate evidence. It had, however, identified weaknesses such as lack of accountability, inadequate reporting and data management systems and limited objectives; it was also evident that protection matters had often been overshadowed by gender issues. A major finding was that there was a need to respect the dignity of all beneficiaries. More resources were required to maintain the policy and clearer corporate-level leadership and strategic direction were essential to ensure consistent application of the policy and the reconciliation of competing priorities.
147. The Secretariat agreed with all six recommendations and acknowledged the need for more effective leadership by senior managers. The Secretariat observed that policy implementation had to be practical in terms of context, needs, accessibility and partnerships and was aware that WFP must be seen to operate a sound protection system given its high visibility.
148. The Board commended WFP’s mainstreaming of protection in planning and operations in alignment with IASC commitments, noting that insecurity and logistics constraints were behind some of the shortcomings identified; other challenges included narrow corporate indicators and the frequent conflation of protection and gender matters. Practical training, including for the staff of partners, was needed to facilitate implementation of the policy. Board members recommended that the remits of senior managers be amended to include responsibility and accountability for protection issues and said that donors would be encouraged by WFP’s commitment to integrating protection into all its operations.
149. Board members urged WFP to ensure that disabled and elderly people were covered in the protection policy as particularly vulnerable groups; they should be consulted on protection needs and their capacities recognized. Other vulnerable groups whose particular protection needs must be addressed included women and children with disabilities and people living under occupation. More funding, improved data management and special training would be needed to address protection issues in partnership with other actors. Board members called for a timeline for implementation of the recommendations through actions that were practical, realistic and sensitive to changing needs.
150. Some Board members proposed a new protection policy to respond to the changing operational environment: protection was not only a policy but a mindset that affected the way beneficiaries were supported, which in turn could foster disaster mitigation, project ownership, risk prevention and sustainability. It was vital to do no harm and to do good in the best possible ways.
151. The evaluators agreed that more consultation with beneficiaries would have been useful but observed that the time and resources available had limited the opportunities. Analysis of feedback had, however, provided valuable information.
152. The Secretariat acknowledged the need for greater engagement by senior managers led by the Executive Director, observing that any new policy would be informed by consultations with partners and governments on topics such as protection from violence. A disabilities specialist was being recruited, and training and guidance relevant to the humanitarian protection policy were being prepared. The Secretariat noted that IASC definitions were used in all matters related to protection.

Summary report on the evaluation of WFP's policies on humanitarian principles and access in humanitarian contexts during the period 2014–2017 and management's response (2018/EB.A/23) (for consideration)

153. The evaluators said that WFP's policies on humanitarian principles and access were coherent and relevant but that implementation was sometimes inadequate due to a lack of clarity in terminology. WFP's access to beneficiaries was rated as good, but monitoring should be improved. Awareness of humanitarian principles was uneven among staff, but WFP had maintained its reputation for humanity and impartiality. External perceptions of WFP varied because it was sometimes seen as biased towards governments, for example because it used armed escorts in insecure areas, and its need for operational independence and neutrality were often poorly understood, particularly when its work with partners was perceived as compromising neutrality.
154. The Secretariat observed that as the operational context evolved WFP was being called upon to do more, although responsibility for beneficiaries and partners continued to be its overriding concern. WFP had the capacity to deliver its mandate, but monitoring was essential to show where the need to prioritize might be seen to compromise its neutrality and adherence to humanitarian principles. Of the eight recommendations, five had been agreed and three partially agreed, as described in the management response document.
155. Board members said that WFP enjoyed a high reputation for humanity but that its impartiality and neutrality were sometimes perceived unfavourably. Board members recognized that trade-offs had to be made and said that they should be judged on a case-by-case basis. Some members suggested the development of new policies on humanitarian principles.
156. Members praised the quality, scope and evidence base of the evaluation. Noting that some felt that the delivery of humanitarian assistance was politicized, Board members recommended that WFP seek to ensure that it was perceived as impartial and neutral, especially by external stakeholders. In view of the uneven understanding of humanitarian principles by staff, members also recommended increased capacity building and training in line with IASC norms, and it was said that if staff had a full understanding of humanitarian issues there would be no need for new policies. Members suggested that the definition of "access" should reflect cases where assistance was delivered to beneficiaries and cases where beneficiaries' gained access to assistance. The importance of full communications with stakeholders was emphasized, and members suggested that WFP publish protocols on access, decision making and acceptable actions and clarify accountability issues.
157. Noting that strictly earmarked contributions caused operational constraints and consequent misperceptions of WFP, Board members asked how it planned to raise more multi-year funding. Adherence to humanitarian principles and law was the paramount consideration, but WFP had to be free to act flexibly as circumstances dictated. Board members recommended that humanitarian priorities be identified in contracts with partners and asked for clarification regarding plans to improve monitoring procedures and partner selection.
158. The evaluators thanked the Board members for their input, noting that external experts had done the groundwork. The risks posed by the perception of WFP had to be managed, bearing in mind the wide variety of WFP's partners and the interests of donors.
159. Acknowledging that new policies were not essential, the Secretariat agreed to raise awareness of humanitarian principles among WFP and partner staff and to implement the evaluation recommendations. The Secretariat thanked donors who had supported work on humanitarian principles. Regarding the use of CBTs modalities in the humanitarian context, the Secretariat said that their use would help to reduce perceptions of unfairness.

WFP engaged transparently with armed non-state actors as necessary, but only to reach vulnerable groups, and even then access could not be guaranteed.

Implementation status of evaluation recommendations (2018/EB.A/24) (for consideration)

160. The Secretariat presented the report, which examined trends in management's implementation of the recommendations resulting from evaluations of WFP's operations, including by type of evaluation and by geographic area. The focus was on recommendations resulting from evaluations presented to the Board from 2008 to 2017. WFP's target was to implement 100 percent of recommendations for each year, and its average rate for the past five years was 83 percent. The Secretariat noted a small improvement in implementation rates in 2017 and highlighted that feedback and reporting processes had improved in recent years.

161. There were no comments from the Board and the draft decision was adopted.

Update on food procurement (for information)

162. The Secretariat observed that global food purchases of USD 1.4 billion from 100 countries mainly reflected increasing needs for Level 3 responses. WFP's use of new contract modalities and its purchasing power had resulted in notable cost efficiencies; use of the GCMF had reduced lead times and ensured the continuity of supply lines.

163. Board members recommended that the potential of the GCMF be further explored in view of concerns that procurement from smallholders accounted for only 2 percent of overall procurement. Board members recommended that nutrition requirements be recognized in all food procurement processes; that the use of smallholder-friendly contracts be extended; and that the benefits of pulses in food baskets be investigated, considering among other advantages that they required relatively little water to grow and thus contributed to the restoration of depleted soils.

164. Noting the diversity of the countries involved, Board members recommended that integrated policies and quality controls should be established and guidance and training updated accordingly. Board members requested clarification with regard to the use of genetically modified organisms (GMOs) and the definitions of country status.

165. Thanking the Board for its observations, the Secretariat observed that GMOs were defined in the FAO Codex Alimentarius and that WFP had no influence as to their acceptability. The definition of a developing country was set out in the document in the table of source countries. The Secretariat emphasized that P4P approaches could increase the proportion of smallholder production to 10 percent or more of WFP's procurement and acknowledged that smallholders needed more support to become WFP vendors; the new contracts would help in that regard. The Secretariat explained that food baskets reflected a balance of needs, funding and food value and that pulses were among the items procured from smallholders. A new local procurement policy was being prepared.

Oral report on the joint field visit of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP

166. The field visit of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP to Uganda took place from 28 April to 6 May. Pending presentation of a written report at the 2018 second regular session, the President of WFP's Executive Board and the five other Board members who participated outlined highlights of the visit.

167. Participants had enjoyed the balance between high-level meetings and field visits, citing the longer than expected meeting with the President of Uganda, during which he had reiterated the country's commitment to continuing to receive and host refugees. The Prime Minister had outlined the Government's plans for full implementation of biometric registration of the more than 1 million refugees present in the country, and participants had also met the

Speaker of Parliament. Opportunities for speaking directly with refugees had left particularly strong impressions on participants, who reported hearing how despite Uganda's generous provision of land on which refugees could build houses and cultivate food, many refugee households were challenged by a lack of tools, seeds and other inputs for farming, while extreme poverty created the risk of tension between host and refugee communities in some areas. Other challenges related to damage to the environment and infrastructure caused by the delivery of humanitarian assistance and the impact of large refugee settlements.

168. The field visits had also enabled participants to see schools and markets built by and for refugees with support from the United Nations and examples of collaboration among the Rome-based agencies, as well as how the United Nations Delivering as One initiative worked on the ground.
169. Participants thanked the Country Director and country office staff for facilitating the visit to Uganda, saying that what they had seen of WFP's activities in the country had made them proud of WFP's operations in the country.

Oral report of the joint meeting of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP (*for information*)

170. The President briefed the Board on the joint meeting of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP, which had been organized by UNFPA and held in New York on 1 June. A written report would be presented at the 2018 second regular session. The meeting was led by the presidents of the executive boards from the podium, with heads of agencies presenting or responding from their seats. The President suggested that this format be considered as a model to be followed for joint meetings of the governing bodies of the Rome-based agencies.
171. Discussions had focused on three topics: joint efforts to strengthen coherence, collaboration and efficiency in the field; working methods of the executive boards; and overcoming inequalities among and within countries, including gender inequality, to achieve the SDGs. The President of WFP's Executive Board had chaired the last of these discussions.
172. The discussion of working methods had been particularly active and had focused on the election of members of the executive board bureaux; interaction among the presidents of the executive boards; the number of Board sessions held each year; engagement between agencies and Member States; streamlining of field visits; and inter-agency coordination. The President had provided the WFP Executive Board's perspective on these issues, as conveyed to him by the other members of the WFP Bureau, saying among other things that while joint meetings of the boards provided an excellent opportunity for discussing areas of common interest they were not decision making forums, as decision making was the role of each agency's governing body.
173. As WFP would be organizing the 2019 joint meeting, the President had invited the New York-based executive boards to come to Rome, where the meeting would be held.

Operational matters

Asia and the Pacific portfolio

174. With the IRM rollout nearly complete, the Regional Bureau had commissioned a synthesis report of the strategic reviews to date and initiated a holistic analysis of the emerging regional CSP portfolio. Those efforts would inform future iterations of both strategic reviews and CSPs through 2030. The Regional Bureau was also working with other United Nations agencies to strengthen food security and nutrition governance within governments and coordination in United Nations country teams; best practices had been developed in Afghanistan and India. Possible expansion of the portfolio to countries such as Papua New Guinea was also being assessed.
175. Due to high risks during the monsoon season, the L3 response in Bangladesh had been extended to September 2018. Food distributions consistently reached over 850,000 refugees while 150,000 beneficiaries were receiving nutrition support. SCOPE enrolment was nearly 100 percent and would facilitate a multisectoral response with the greater use of cash. Engineering collaboration continued between the Government, UNHCR, IOM and WFP to mitigate the impact of the monsoon season. In addition, a joint FAO/UNHCR/IOM project had been launched to provide safe access to fuel and energy. Overall needs through the end of 2018 stood at USD 212 million.
176. Based upon the Executive Director's visit in May, during which he had been afforded good access to high levels of government and field project sites, work had begun on an ICSP for presentation to the Board at its 2019 first regular session. Contingency plans were also being developed for further scale-up and the introduction of development interventions should the political situation improve.
177. WFP's first limited emergency operation was under way in Papua New Guinea, where it was assisting 35,000 earthquake victims and providing common logistics services. In the Pacific island states, WFP was engaged in a range of preparedness activities using a trust fund mechanism. New Zealand's request for a formal strategic plan for the Pacific was noted, and internal discussions were under way on a possible ICSP for presentation to the Board in 2019.

Afghanistan country strategic plan (2018–2022) (2018/EB.A/8) (for approval)

178. The Deputy Country Director presented the Afghanistan CSP, thanking the Board for the extensive consultations that had informed it. WFP's new approach in the country aimed to support the achievement of zero hunger in a manner that also contributed, wherever possible, to the long-term transition to sustainable development and lasting peace. The approach was aligned with government priorities, the recommendations of the Afghanistan zero hunger strategic review, the national framework and the SDGs.
179. Board members warmly welcomed the plan, praising WFP's positive response to Board consultations and recommendations. They appreciated WFP's coordination with UNICEF to strengthen the supply chain for therapeutic foods, the disaster risk reduction approach and the inclusion of gender-specific goals, although some suggested that the latter could perhaps be more ambitious.
180. Some members called for a greater emphasis on nutrition activities and on development rather than emergency relief. One delegate asked for more information on the lifecycle approach to nutrition. Others said that support for small-scale farmers should be prioritized to increase their productivity and strengthen the supply chain.
181. Several members praised the inclusion of CBTs but voiced concerns about how they could be implemented safely and in areas without mobile phone coverage or computer facilities.

They also urged WFP to broaden its partnership base and to include the specific needs of women and girls in the CSP outcomes.

182. The Deputy Country Director thanked the Board members for their comments and reiterated WFP's support for development activities, collaboration, resilience building, disaster risk reduction and gender-transformative approaches. He explained that the nutrition lifecycle approach encompassed the prevention of malnutrition as well as treatment, with an awareness of the intergenerational effects. Protection analysis was performed for all programmes, and CBTs were only used when local conditions were conducive.
183. The Chief Executive of Afghanistan thanked the Board for approving the CSP and expressed his Government's strong commitment to the plan. He drew attention to three new challenges that had arisen since the plan was devised: large influxes of returnees from Pakistan and Iran; rising numbers of internally displaced persons (IDPs) fleeing conflict; and severe drought. He urged WFP to consider adjusting the cost estimate of the CSP to ensure that food security was not adversely affected by these additional challenges. He closed by reiterating the Government's support for WFP and its new country strategic plan for Afghanistan.

Philippines country strategic plan (2018–2023) (2018/EB.A/9) (for approval)

184. The Country Director drew attention to the Government's support for the CSP objective of overall food security and peaceful development in line with SDGs 2 and 17, expressing thanks for the Board's support in the development of the CSP.
185. Board members noted that, while continuing challenges included frequent natural disasters and conflict and malnutrition in the state of Mindanao, the Government recognized the value that WFP had to offer in terms of capacity building to facilitate a transition to enhanced food systems, technical assistance and collaborative capacity building with a view to eliminating malnutrition and food insecurity. Board members commended the CSP aims to enhance the education and participation of women and ensure the inclusion of people with disabilities.
186. With one observing that 22 percent of the population lived in poverty, members noted with approval that poverty was to be addressed under the national development plan in alignment with the CSP. The drive to raise living standards should include collaboration to address gender inequality and support resilience programming and access to nutritious diets. Members emphasized the need to develop a coherent policy framework, to close gaps in food systems and to eliminate uncompetitive marketing practices.
187. In addition Board members noted the proposals for monitoring and reporting and recommended that an implementation timeline be published to document progress towards government ownership, suggesting that the same be done in all CSPs. WFP was urged to develop partnerships with bodies such as the Asian Development Bank, ASEAN and the World Bank to generate and manage funding for the CSP.
188. Thanking the Board for its observations, the Country Director acknowledged the potential of partnerships with regional banks and reiterated the commitment to supporting the Government in its hunger reduction and development plans. Information on baselines, targets and timing would be reported regularly to the embassies of national-level partners.

Comprehensive update on the Myanmar country strategic plan (2018–2022) (2018/EB.A/10) (for consideration)

189. The Country Director outlined the progress made in Myanmar since February 2018. The Government had given WFP three-month blanket access for distributions. A crop and food security assessment mission had been conducted in Rakhine state in April and May; preliminary findings included worrying levels of food insecurity in the north and an elevated

risk of malnutrition. While progress had been made, sustained and unrestricted access was needed to carry out vital monitoring activities.

190. Board members welcomed the update and commended WFP for the assistance it had provided to over 500,000 people since January 2018, despite significant challenges. They urged the Government to ensure the safe, dignified and voluntary return of IDPs and refugees and to extend access to other United Nations bodies and international organizations, and they expressed concern that movement restrictions were hampering livelihoods and access to essential services in Rakhine and other states.
191. Some members voiced concern over the blanket closure of IDP camps and ongoing volatility in Kachin and Rakhine states. Further information was requested on data security, partnerships, protection, assistance to IDPs, targeting criteria, capacity building and planned changes to WFP's portfolio of activities, particularly in the light of funding shortfalls. One member recommended conducting a gender analysis for CBTs and asked that data be disaggregated by sex and age.
192. The Country Director thanked the Board members for their comments and undertook to provide detailed written replies in response to members' questions. He affirmed that WFP would follow the leadership of UNHCR once repatriation began, working with the Red Cross Movement and others. A report on the results of the crop and food security assessment would be published once the draft had been discussed with the Government. All protocols on data protection and due diligence for CBTs were being followed. He agreed that freedom of movement was critical, as highlighted by the Advisory Commission on Rakhine State report. Regarding the closure of camps, WFP stood ready to define its actions once the Government had set out its strategy. He recalled that there was a USD 24 million shortfall in funding for the Myanmar CSP for 2018, which would have a negative impact on capacity building as funding was earmarked for urgent relief activities.
193. The representative of Myanmar gave a statement highlighting progress made, noting in particular a memorandum of understanding between the Government and UNHCR and UNDP. The Government could not give access to areas of the country not under its control, he said, because it could not guarantee security in such areas.

West Africa portfolio

194. The Regional Director for West Africa updated the Board on WFP's work in the region, where over 17 million people were at risk of food insecurity in 19 countries. Earlier in the month WFP had declared an L3 emergency response for the Sahel. Significant emergency responses were also under way in northeastern Nigeria and the Central African Republic. Operations across the region faced severe funding shortfalls.
195. In the Sahel, a poor harvest had triggered a very early lean season, exacerbating infrastructure and insecurity challenges, and 6 million people required immediate food assistance costing USD 270 million. WFP was working with FAO and the United Nations Office for the Coordination of Humanitarian Affairs, and the response had already begun despite the funding gap.
196. Sustainable solutions were needed to build the resilience of the affected populations over the long-term. WFP was assessing potential sites in Niger for piloting integrated and multi-year programmes with a coalition of partners, in a bid to break the cycle of food insecurity.
197. An L3 response was under way in the Lake Chad basin, where 5 million people faced food and nutrition insecurity, worsened by attacks from armed groups. In the Central African Republic, where over half the population lacked access to food and basic services, WFP planned to extend support to 1 million beneficiaries.

198. Board members expressed concern over the funding gaps, particularly for Liberia; one member called for a donor conference to be held. Some members requested information on the 3 million people that were considered to be in need but were not covered by WFP's plans. Others requested more information on WFP's work with FAO and UNICEF in the Sahel and on the activation of the L3 response in the context of the IRM.
199. The Regional Director confirmed that WFP was facing financial difficulties, particularly in Liberia. Multi-year financing with a coalition of partners was required to build resilience, and the L3 in the Sahel had been declared to draw attention to the situation. A round table was planned for 25 July to raise money, and additional funding was being sought internally.
200. WFP planned to assist 3.5 million of the 6 million people in urgent need in the Sahel, while the rest were being assisted by the Government and other partners. He confirmed that WFP had a common position with FAO and UNICEF on food security, nutrition and agro-pastoralism. Discussions were under way regarding a conference on the humanitarian-development-peace nexus or on resilience. Security was an additional challenge in the region, and he said that the actions of the G5 Sahel could further complicate WFP's work. WFP aimed to hold talks with the G5 to ensure that WFP would continue to have access to those in need.

Summary report on the evaluation of the Central African Republic country portfolio (2012-mid-2017) and management's response (2018/EB.A/25) (for consideration)

201. The Director of Evaluation presented the country portfolio evaluation for the Central African Republic, where an L2 emergency was under way with over 50 percent of the population in need of humanitarian assistance.
202. The evaluation recognized the extremely challenging operating environment in the country, marked by insecurity and severe funding shortfalls. The report made eight recommendations under three themes: support peace wherever possible, respond better to the zero hunger challenge, and improve efficiency. Management agreed with all recommendations and most were already being acted on.
203. Board members expressed grave concern over the situation in the country, describing it as a forgotten crisis. They noted that WFP's objectives were aligned with United Nations and national priorities, and they commended the United Nations Humanitarian Air Service for its evacuation work.
204. Members urged WFP to boost rural and social development, particularly through support for smallholder farmers and initiatives to reintegrate displaced people. They endorsed the use of CBTs wherever possible. They also recommended increasing the use of food for assets and purchase for progress (P4P) programmes and expanding partnerships with UNICEF and others.
205. Some members said that it was important to strengthen monitoring systems to fill crucial data gaps. Others called for WFP to improve staff living conditions to combat high turnover in the country office.
206. The Country Director confirmed that the ICSP included increased collaboration with FAO on resilience building and food security monitoring. Resilience work such as P4P and smallholder support was being implemented. As produce could be sourced in peaceful areas of the country, WFP hoped to increase local procurement once it had sufficient funding.
207. Relations were very strong with UNICEF, especially in malnutrition treatment; WFP focused on moderate cases in nutrition centres, while UNICEF treated severely malnourished people in health centres. The two agencies had a joint rapid response plan and were collaborating

on a SMART¹ survey. They would continue to work to improve regional targeting and referral systems.

208. Although access was an issue, WFP had opened an eastern corridor to bring produce from Uganda to IDPs in the Central African Republic. To bring food closer to beneficiaries, WFP aimed to hold one or two months' worth of food in each sub-office, and storage capacity had already been increased in some offices.
209. In conclusion, the Country Director noted that the WFP wellness fund had paid for improvements to all sub-offices and to staff accommodation. Protection was also a priority, particularly with partnerships. The office endorsed anti-harassment rules and through support to the Government a hotline had been put in place for beneficiaries to report any concerns.

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

210. The Regional Director outlined WFP's work in the diverse Middle East, North Africa, Eastern Europe and Central Asia region, where protracted conflict was the main cause of increasing food insecurity and population displacements. Of the 33 million food-insecure people in the region WFP had reached 19 million between January and June 2018.
211. In Yemen, WFP fed 7 million people, and that figure was likely to increase by 3.2 million. WFP awaited a political solution to the crisis in the hope of shifting towards development and stability programming.
212. Twelve years of blockade in the Gaza Strip had resulted in high poverty and unemployment rates. Water sources were contaminated and electricity remained limited. With UNRWA facing a funding crisis, schools were unlikely to reopen in September, which would leave hundreds of children out of school and more vulnerable.
213. In Libya, WFP had returned to Tripoli after four years of remote operations. High rates of unemployment and displacement, and a lack of functioning markets remained core challenges. WFP aimed to achieve long-term impacts, including through the use of innovation and CBTs, supporting the most vulnerable including migrants transiting through Libya.
214. The Regional Director thanked donors for their generous contributions, including multi-year funding, which enabled WFP to continue its assistance and build trust with host governments and affected populations. Shortfalls remained a concern, with only USD 2 billion of the USD 4.2 billion needed for 2018 received by June.
215. Due to limited funding, in the Syrian Arab Republic WFP was feeding only 3 million of the 4 million people targeted. Funding coverage in 2017 had been 76 percent, and the Regional Director hoped for at least a similar trend.
216. On a more positive note, the Regional Director outlined WFP's support for education in the region, which he saw as a potent weapon in combatting terrorism. WFP's school meal programmes were supporting 4.8 million children and their families in 12 countries, employing women to prepare the meals in many schools. Despite the challenges, WFP introduced a school meals programme in Mosul, Iraq; reached 140,000 children in Yemen, and supplied fresh school meals in Aleppo, Syria. School meals were also implemented in Lebanon, Egypt, the Sudan, Tajikistan, Kyrgyzstan, Armenia. WFP also provided technical assistance to governments of Morocco and Tunisia.
217. The Board requested that the Regional Director's overview be posted on the Board website.

¹ SMART stands for standardized monitoring and assessment of relief and transitions.

Egypt country strategic plan (2018–2023) (2018/EB.A/26) (for approval)

218. The Country Director introduced the Egypt CSP for 2018–2023, which would support the Government of Egypt in delivering on its commitments to sustainable development. He acknowledged the support of the Government of Egypt throughout the process of developing the CSP, which was in alignment with the national context. It had five pillars: addressing the food needs of vulnerable populations, assisting refugees and host communities, promoting improved nutrition, empowering smallholder farmers and supporting the Government through capacity building and the sharing of experience with other countries in Africa through South–South cooperation.
219. The CSP focuses on empowering national staff and establishing a coordination centre to facilitate resilience building activities and innovation in Upper Egypt, implementing innovative solutions and resource mobilization actions.
220. Board members welcomed the attendance of the Minister of Social Solidarity. They commended the Government of Egypt for hosting refugees and the progress it was making in re-establishing stability, strengthening the economy and addressing poverty, food insecurity and gender inequality with the ultimate aim of achieving upper-middle-income country status. Egypt was one of the first countries to carry out a national review of progress towards the SDGs, and many of the reforms it had undertaken provided an example for other countries to follow.
221. Welcoming the CSP's focus on tackling the root causes of hunger and poverty, Board members encouraged WFP to work with national counterparts on Egypt Vision 2030 and to focus on strengthening local capacities, particularly for improving nutrition, and supporting small-scale farmers in building resilience to climate change.
222. Emphasizing the good relationships that WFP and the Government had with donors, members appealed to them to provide funding and recommended greater attention to resource mobilization from the private sector as one of the main sources of funding in the future.

Latin America and the Caribbean portfolio

223. The Regional Director began the overview with Colombia, where in April WFP had declared an L2 emergency in response to a request from the Colombian Government to assist migrants from Venezuela crossing the border. Through the United Nations integrated response plan, WFP planned to support 350,000 beneficiaries with vouchers, hot meals in community canteens, emergency school feeding and supplements for children. Venezuelan and Colombian migrants in Ecuador were being supported through the CSP framework.
224. In Guatemala, the eruption of the Volcán de Fuego in June had killed 100 people and deprived 21,000 subsistence farmers of their livelihoods. WFP was providing 2,000 households with CBTs, and a medium-term plan was in place to assist 21,000 affected families.
225. Following Hurricane Maria, WFP had delivered emergency CBTs in Dominica. In a regional first, two United Nations agencies had provided joint emergency CBTs through a government programme. WFP had signed a regional cooperation agreement with UNICEF on emergency cash-based transfer response, and a WFP office was opening in Barbados to support operations in the eastern and southern Caribbean.
226. In the Dry Corridor in Honduras, El Salvador and Guatemala, WFP was working with 32,000 beneficiaries to build their resilience to drought. To combat the high levels of endemic violence in El Salvador, WFP was working with IMO, UNHCR and others on a plan to help re-establish the livelihoods of victims of violence, including through gastromotiva, an organization that created jobs and trained young people stigmatized by violence.

227. Around USD 4.3 billion – mostly government funding – had been spent in the region on school feeding. WFP was seeking to expand home-grown school feeding programmes in countries such as Honduras and Haiti. In the latter, WFP was also supporting the development of national policies on school feeding and social protection.
228. Gender inequality remained a major challenge. Three countries were in the gender transformation programme and a further three were poised to join. WFP would increase its technical support to governments in the mainstreaming of gender across a range of activities.
229. The Board commended WFP for its work in the region. Members noted the increasing challenges related to climate change, the double burden of malnutrition and the lack of sustainable social policies for protecting remote populations, indigenous peoples, households led by women and other vulnerable groups.
230. Members urged WFP to strengthen social protection systems and emergency response to build resilience. They suggested that WFP consider a subregional plan for small island states exposed to natural disasters and encouraged the organization to draw up strategic and operational plans with governments in the Dry Corridor to combat chronic vulnerability.
231. Members emphasized the importance of WFP's work in middle-income countries, where national social safety nets remained vulnerable to economic downturns. Through innovation and capacity building, WFP could fill gaps in government systems, reducing malnutrition and strengthening national disaster response and preparedness.
232. The Regional Director thanked the Board for its support.

**Plurinational State of Bolivia country strategic plan (2018–2022) (2018/EB.A/27)
(for approval)**

233. The Country Director presented the CSP, which had been drawn up in close consultation with the Government. The plan marked a new way of working for WFP, which included a focus on indirect assistance, vulnerable indigenous women in urban areas and the use of CBTs to strengthen national food systems. This new approach was embodied in a pilot home-grown school meals programme under way in the departments of Oruro and Tarija, which sought to build the resilience of rural families to climate shocks and increase their access to markets.
234. Board members welcomed the CSP, emphasizing the importance of WFP's work in middle-income countries to build national capacity and strengthen resilience, particularly to climate change. They noted the gender-sensitive approach adopted throughout the plan, which would contribute to improving the lives of women.
235. Members urged WFP to fill in the gaps in government social protection schemes, which were vulnerable to falling hydrocarbon prices. They highlighted the potential of CBTs to empower women and increase dietary diversity. They also endorsed national communications campaigns to improve nutritional habits and diets, noting that there were several successful projects run by WFP in other countries through South–South cooperation.
236. Several members highlighted how the geographical challenges in Bolivia were recognized in the CSP in areas such as malnutrition, poverty, road infrastructure and disaster risk reduction. Regarding the latter, one member suggested that WFP should consult peers in neighbouring countries who faced similar geographical challenges in order to share best practices.
237. The Country Director thanked the Board for its support.

East and Central Africa portfolio

238. The Regional Director for the East and Central Africa reported that a major food insecurity and nutrition crisis in the region had left 22.2 million people food insecure, mainly in Ethiopia, Somalia and South Sudan. While drought, flood and conflict continued to force people from their homes, WFP's refugee response plans faced massive shortfalls, exceeding 90 percent in South Sudan, where 7.1 million people – more than half the population – were severely food insecure.
239. WFP's emergency operation in South Sudan aimed to assist 4.4 million people, but conflict was preventing humanitarian access, particularly in Southern Unity State, and the risk of famine was high. WFP had pre-positioned 117,000 mt of its planned 140,000 mt of food but lacked USD 260 million dollars for operations over the next six months. The use of innovative parachute drops for food deliveries had saved USD 35 million, while the opening of a new supply corridor from the Sudan was saving USD 3 million a month. Deliveries by barge were very cost-effective but increased the risk for transporters in conflict-affected areas.
240. Following a rapid six-fold scale-up in Somalia, WFP was reaching 2.5 million people with life-saving assistance and resilience building activities. In partnership with FAO and UNICEF, WFP aimed to reach more than 300,000 people with education, nutrition and water, sanitation and hygiene activities by the end of the year.
241. Good rains in the Horn of Africa had resulted in floods in some areas, affecting 1.7 million people and causing displacement and water-borne disease. Harvests were expected to be good, but after two years of drought, recovery and the return of displaced people would be slow.
242. Biometric registration of beneficiaries was progressing, with 400,000 registered in Uganda and plans to register 3 million in South Sudan by the end of 2019.
243. Board members commended WFP's work in overcoming funding and other challenges throughout the region.
244. Replying to a request for further information on WFP's presence in Eritrea, the Regional Director said that options were in the early stages of discussion and included WFP's provision of technical assistance. In the meantime, WFP had only national staff in Eritrea.

Kenya country strategic plan (2018–2023) (2018/EB.A/28) (for approval)

245. The Country Director showed a short video to present the 2018–2023 CSP for Kenya. The country had a fast-growing economy but suffered high levels of inequality and faced additional challenges from the impacts of climate change and the presence of over half a million refugees. The CSP set out how WFP planned to support the Government in achieving national food security, taking a farm-to-fork approach to strengthening the food system and leveraging partnerships with FAO, IFAD and the World Bank. Activities would focus on building national capacity but WFP would continue to support government emergency response as needed.
246. Board members praised the CSP as ambitious and innovative, noting its focus on social inclusion, national ownership and support for agriculture. They expressed appreciation for the consultative process for developing the plan and said that its transition and exit strategies were appropriate.
247. One member highlighted the successful transition of the school feeding programme to government ownership. Others endorsed the integration of home-grown produce into the programme and noted the contribution of South-South cooperation and knowledge-sharing to the progress in that area.
248. Some members urged WFP to prioritize support for smallholder farmers in order to build long-term resilience. Others called for increased attention to vulnerable segments of the

population such as the disabled. One member expressed concern that although the Government supported the CSP the share of its spending on agriculture was below the recommended 10 percent, which could undermine the success of the plan.

249. Members asked for additional information on partnerships and on how WFP planned to attract more young people and women to agribusiness, as outlined in the CSP.
250. The Country Director thanked the Board members for their support. She reiterated the vital role of partnerships in implementing the CSP, both with other United Nations agencies and with new organizations.

Southern Africa portfolio

251. The Regional Director outlined WFP's activities in the region, which had experienced severe drought in three of the last five seasons. WFP reached an average of 4.5 million people a month, but funding shortfalls ranged from 17 percent in Mozambique to 92 percent in Angola.
252. After an atypical La Niña, 40 percent of maize fields could not support a crop and poor harvests were expected in several countries. While stocks from 2017 would mitigate shortfalls, access to food would be difficult for vulnerable households.
253. WFP was working with the Secretariat of the Southern African Development Community on a regional strategy for long-term resilience and a framework for emergency response. WFP's food assistance for assets programmes enabled vulnerable households to meet immediate food needs while building valuable infrastructure. Other work on building resilience included projects under the R4 Rural Resilience Initiative and a project with FAO and IFAD that supported smallholders, mainly women, in cassava processing to generate additional income.
254. In the Democratic Republic of the Congo, WFP worked with FAO, UNICEF, NGOs and local communities on community agriculture initiatives, focusing on building women's farming skills and financial literacy. In Tangankia Province, village peace committees were bringing opposing communities together to overcome their differences, while in Equateur Province WFP provided logistics staff, assets and aircraft, as well as food assistance, to support a multi-partner response to the outbreak of Ebola. With 4.6 million children enduring acute malnutrition, WFP was expanding its assistance programmes in conflict-affected areas and aimed to reach 5 million people by the end of the year.
255. Across the region, WFP had registered 6 million people on its SCOPE platform and continued to provide capacity strengthening support to governments, including by deploying SCOPE to support the Namibian Government's food bank programme and using drones to improve early warning and needs assessments with Mozambique's disaster management agency. The regional bureau was increasing its engagement with the private sector, including through the recent Africa Shared Value Summit, where businesses, young people, entrepreneurs and WFP senior managers had identified and committed to implementing actions to foster food and nutrition security.
256. Thanking the Regional Director and her staff for their work, Board members called on current and potential donors, including in the private sector, to help fill the funding shortfalls for WFP's essential work in Southern Africa.

Administrative and managerial matters

Address by the staff representative bodies

257. The President of the Professional Staff Association expressed concern about the conditions of service for WFP staff in hardship locations since the phase-out of the special operation living allowance and the administrative place of assignment in 2016. These and other cuts risked undermining the workforce mobility that was critical to WFP fulfilling its mandate.
258. He called for the fair treatment of national staff and an end to the misuse of short-term contracts, urging WFP to review the contracts of several hundred consultants, especially those who had worked with the organization for over four years.
259. The Professional Staff Association was committed to zero tolerance of abuse and harassment. It had been working with the Human Resources Division to reinforce relevant policies and advocated a single United Nations framework to eliminate all types of abuse.
260. The association welcomed the improved WFP health coverage for short-term staff and praised WFP for implementing the General Assembly resolution to extend the mandatory age of separation to 65.
261. He highlighted several concerns related to the fairness of the reassignment and promotion processes, the use of the talent pool and the future international talent pool as tools for filling vacant reassignment positions, and efforts to tackle overcrowding at headquarters. He also noted that a replacement was yet to be found for the commissary.
262. The General Secretary of the Union of General Service Staff (UGSS) of FAO and WFP then outlined positive developments since the Board's previous annual session. The FAO rules and regulations had been amended to extend the mandatory age of separation for WFP staff to 65. WFP had lifted the freeze on headquarters general service recruitment and had negotiated health insurance extensions for consultants and short-term staff.
263. Recalling that in 2017 UGSS had reported the suspension of several FAO-WFP staff/management joint committees, she said that neither the Joint Advisory Committee on Medical Coverage (JAC/MC) nor the Joint Commissary Committee had been convened since then. UGSS was particularly concerned about the JAC/MC and believed that unilateral decisions by the Director-General of FAO to increase insurance premiums and utilize the profit sharing account were illegal. She regretted the continued lack of a commissary. UGSS members opposed proposals to change the Joint Staff Pension Board and were alarmed at the potential long-term consequences of the rising number of non-contributory staff in the workforce. UGSS joined the Professional Staff Association in supporting WFP's efforts to tackle harassment and protect whistleblowers.

Update on harassment, sexual harassment, abuse of power and discrimination

264. The acting co-chairs of the Joint Executive Board/WFP management working group on harassment, sexual harassment, abuse of power and discrimination reported that the group's first meeting had taken place on 28 May 2018.
265. Management reported that it was working on two surveys. Results from the global staff survey, which included questions on harassment, sexual harassment and abuse of authority, would be available later in the month. A broader cultural survey would be launched later in the year.
266. WFP was striving to raise awareness of abusive conduct, using the Executive Director to communicate WFP's commitment to act to protect its staff. Over 70 percent of staff had retaken mandatory training on the issue, and the aim was for 100 percent to do so. The Ethics Office was running monthly campaigns on protection against sexual exploitation and abuse, and a communications campaign called "Respect" had just been launched.

267. The Inspector General reported a sharp increase in reporting, which hopefully indicated increased staff confidence in the system rather than an increase in abusive conduct. Eleven cases of sexual abuse or sexual harassment had been logged since the start of 2018, along with 36 reports of abuse of power.
268. Board members welcomed the actions taken to date and strongly condemned all incidents of abuse in the humanitarian sector as breaches of human rights. They urged all United Nations agencies to implement a system-wide approach to combatting abuse, including through strategies to promote gender equality; policies to tackle the underlying causes of gender inequality and how they played out in local contexts; a rights-based approach throughout the organization; appropriate levels of staffing to ensure a people-centred approach; proper mechanisms for complaints, reporting, investigation and accountability; public encouragement and protection of whistle blowers; support for victims; a strategy for improving the ethics framework; a coherent approach ensuring suppliers and partners abided by the same standards; and open communication with all.
269. Members called for United Nations leadership to certify that they had fully investigated and reported on all cases of sexual exploitation and abuse (SEA) and for the SEA certifications required by the Secretary-General effective January 2018 to be presented at each annual session of the Executive Board and include updates on allegations, cases, strategies, actions, resources and partnerships for tackling and eliminating SEA and sexual harassment.
270. Management expressed agreement with the comments of the Board and confirmed that WFP was implementing policies and strategies for dealing effectively with these matters. The new gender action plan set out actions to achieve gender equality. The Office of the Inspector General had received additional resources in 2018, and extra investment was under consideration for related functions such as human resources and legal. WFP was exploring new reporting mechanisms, including potentially outsourcing the establishment of hotlines for reporting abuse by staff and beneficiaries.
271. The Executive Director reiterated his call for the Board to be scrupulous in its examination of WFP's work on abuse to ensure that everything was done to eradicate all types of abuse from the organization.

ANNEX I

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

Adoption of the agenda

The Board adopted the agenda.

18 June 2018

Election for vacant positions in the Bureau and appointment of the Rapporteur

In accordance with the Rules of Procedure of the Board, the Board elected Ms Mónica Fonseca Jaramillo (Colombia, List C) as member of the Bureau and Her Excellency Karla Gabriela Samayoa Recari (Guatemala, List C) as alternate member of the Bureau.

In accordance with Rule XII of its Rules of Procedure, the Board appointed H.E. Artur Andrzej Pollok (Poland, List E) Rapporteur for the 2018 annual session.

18 June 2018

Current and future strategic issues

2018/EB.A/1

Opening remarks by the Executive Director

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

18 June 2018

Annual reports

2018/EB.A/2

Annual performance report for 2017

The Board welcomed WFP's ongoing work to revise and improve its corporate results framework, monitoring it and reporting against it in future annual performance reports. The Board approved the annual performance report for 2017 (WFP/EB.A/2018/4-A/Rev.1) noting that it provided a comprehensive record of WFP's 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 resolution E/2013/L.17 of the Economic and Social Council of the United Nations and the decision of the council of the Food and Agriculture Organization of the United Nations adopted at its 148th Session, in 2013, the Board requested that the annual performance report for 2017 be forwarded to the Economic and Social Council of the United Nations and the Council of the Food and Agriculture Organization of the United Nations along with the present decision and the Board's decisions and recommendations for 2017.

18 June 2018

2018/EB.A/3

Annual report of the Ethics Office for 2017

The Board took note of the annual report of the Ethics Office for 2017 (WFP/EB.A/2018/4-B).

18 June 2018

2018/EB.A/4 **Annual report of the office of the Ombudsman for 2016**

The Board took note of the annual report of the Office of the Ombudsman for 2016 (WFP/EB.A/2018/4-C).

18 June 2018

Policy issues

2018/EB.A/5 **WFP oversight framework**

The Board approved the WFP oversight framework (WFP/EB.A/2018/5-C).

20 June 2018

2018/EB.A/6 **Update on the Integrated Road Map**

Having considered the update on the Integrated Road Map (WFP/EB.A/2018/5-D/1), the Executive Board:

- i) took note of the progress in implementing the Integrated Road Map and lessons learned to date;
- ii) took note of the proposals set forth in paragraphs 47–74 of document WFP/EB.A/2018/5-D/1 in respect of new approaches to achieving full cost recovery and requested the Secretariat to finalize them and present them for approval by the Board at its 2018 second regular session;
- iii) noted that the introduction of the Integrated Road Map framework and certain proposals concerning full cost recovery achievement would require amendments to the General Rules and Financial Regulations and requested the Secretariat to present those amendments for approval by the Board at its 2018 second regular session so that they would become effective on 1 January 2019; and
- iv) recalled paragraph vi of its decision 2017/EB.2/2, entitled “Update on the Integrated Road Map”, whereby it approved interim delegations of authority from 1 January 2018 to 29 February 2020 and decided that permanent delegations of authority would be presented for its approval, following a review of the interim delegations of authority, at its 2020 first regular session.

The Board also took note of the comments of the Advisory Committee on Administrative and Budgetary Questions (WFP/EB.A/2018/5-A/2 and WFP/EB.A/2018/6-A,B,C,D,E,F,G,H,I,J,K/2) and the Finance Committee of the Food and Agriculture Organization of the United Nations (WFP/EB.A/2018/5-A/3 and WFP/EB.A/2018/6-A,B,C,D,E,F,G,H,I,J,K/3).

20 June 2018

2018/EB.A/7 **Update on WFP's role in the collective humanitarian response**

The Board took note of the update on WFP's role in the collective humanitarian response (WFP/EB.A/2018/5-E).

20 June 2018

Asia and the Pacific portfolio

2018/EB.A/8 **Afghanistan country strategic plan (2018–2022)**

The Board approved the Afghanistan country strategic plan (2018–2022) (WFP/EB.A/2018/8-A/1) at a total cost to WFP of USD 717,790,980.

19 June 2018

2018/EB.A/9 **Philippines country strategic plan (2018–2023)**

The Board approved the Philippines country strategic plan (2018–2023) (WFP/EB.A/2018/8-A/4) at a total cost to WFP of USD 33,015,920.

19 June 2018

2018/EB.A/10 **Comprehensive update on the Myanmar country strategic plan (2018–2022)**

The Board took note of the comprehensive update on the Myanmar country strategic plan (2018–2022) in view of recent developments (WFP/EB.A/2018/8-B).

19 June 2018

Resource, financial and budgetary matters

2018/EB.A/11 **Appointment of three members of the Audit Committee**

The Board approved the renewal of the terms of three Audit Committee members as follows:

- Mr Suresh Kana (South Africa), from 15 November 2018 to 14 November 2021;
- Mr Omkar Goswani (India), from 15 November 2018 to 14 November 2021; and
- Ms Elaine June-Cheung (China), from 15 November 2018 to 14 November 2021.

The Board also took note of the comments of the Advisory Committee on Administrative and Budgetary Questions (WFP/EB.A/2018/5-A/2 and WFP/EB.A/2018/6-A,B,C,D,E,F,G,H,I,J,K/2) and the Finance Committee of the Food and Agriculture Organization of the United Nations (WFP/EB.A/2018/5-A/3 and WFP/EB.A/2018/6-A,B,C,D,E,F,G,H,I,J,K/3).

19 June 2018

2018/EB.A/12 **Annual report of the Audit Committee**

The Board took note of the annual report of the Audit Committee (WFP/EB.A/2018/6-E/1).

The Board also took note of the comments of the Advisory Committee on Administrative and Budgetary Questions (WFP/EB.A/2018/5-A/2 and WFP/EB.A/2018/6-A,B,C,D,E,F,G,H,I,J,K/2) and the Finance Committee of the Food and Agriculture Organization of the United Nations (WFP/EB.A/2018/5-A/3 and WFP/EB.A/2018/6-A,B,C,D,E,F,G,H,I,J,K/3).

19 June 2018

2018/EB.A/13

Annual report of the Inspector General and note by the Executive Director

The Board took note of the annual report of the Inspector General (WFP/EB.A/2018/6-F/1) and noted that based on the oversight work performed and reported in 2017 no significant weaknesses had been identified in the governance, risk management or control 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 Advisory Committee on Administrative and Budgetary Questions (WFP/EB.A/2018/5-A/2 and WFP/EB.A/2018/6-A,B,C,D,E,F,G,H,I,J,K/2) and the Finance Committee of the Food and Agriculture Organization of the United Nations (WFP/EB.A/2018/5-A/3 and WFP/EB.A/2018/6-A,B,C,D,E,F,G,H,I,J,K/3).

19 June 2018

2018/EB.A/14

Utilization of the programme support and administrative equalization account reserve

Having considered the report on the utilization of the programme support and administrative equalization account reserve (WFP/EB.A/2018/6-C/1/Rev.1), the Board approved the allocation from the programme support and administrative equalization account of USD 35 million to the immediate response account and USD 30 million to the emerging donor matching fund for the purposes described in the report.

The Board also took note of the comments of the Advisory Committee on Administrative and Budgetary Questions (WFP/EB.A/2018/5-A/2 and WFP/EB.A/2018/6-A,B,C,D,E,F,G,H,I,J,K/2) and the Finance Committee of the Food and Agriculture Organization of the United Nations (WFP/EB.A/2018/5-A/3 and WFP/EB.A/2018/6-A,B,C,D,E,F,G,H,I,J,K/3).

19 June 2018

2018/EB.A/15

Report on the utilization of WFP's advance financing mechanisms (1 January–31 December 2017)

The Board took note of the report on the utilization of WFP's advance financing mechanisms during the period 1 January–31 December 2017 (WFP/EB.A/2018/6-D/1/Rev.1) and approved an increase in the ceiling of the Global Commodity Management Facility from USD 350 million to USD 500 million.

The Board also took note of the comments of the Advisory Committee on Administrative and Budgetary Questions (WFP/EB.A/2018/5-A/2 and WFP/EB.A/2018/6-A,B,C,D,E,F,G,H,I,J,K/2) and the Finance Committee of the Food and Agriculture Organization of the United Nations (WFP/EB.A/2018/5-A/3 and WFP/EB.A/2018/6-A,B,C,D,E,F,G,H,I,J,K/3).

19 June 2018

- 2018/EB.A/16 **Update on WFP's implementation of General Assembly resolution 70/244 with regard to raising the mandatory age of separation of WFP staff members**
- The Board took note of the update on WFP's implementation of General Assembly resolution 70/244.
- The Board also took note of the comments of the Advisory Committee on Administrative and Budgetary Questions (WFP/EB.A/2018/5-A/2 and WFP/EB.A/2018/6-A,B,C,D,E,F,G,H,I,J,K/2) and the Finance Committee of the Food and Agriculture Organization of the United Nations (WFP/EB.A/2018/5-A/3 and WFP/EB.A/2018/6-A,B,C,D,E,F,G,H,I,J,K/3).
- 19 June 2018*
- 2018/EB.A/17 **2017 audited annual accounts**
- The Board:
- i) approved the 2017 annual financial statements of WFP and the related report of the External Auditor (WFP/EB.A/2018/6-A/1) pursuant to General Regulation XIV.6 (b);
 - ii) approved, in accordance with Financial Regulation 10.6, the replenishment of the Operational Reserve from the General Fund in the amount of USD 2.2 million, relating to a drawdown from the Operational Reserve based on a forecast contribution that did not materialize;
 - iii) noted the funding from the General Fund of USD 8,442,914 during 2017 for the write-off of receivables and commodities;
 - iv) noted post-delivery losses of commodities during 2017 forming part of operating expenses for the same period.
- The Board also took note of the comments of the Advisory Committee on Administrative and Budgetary Questions (WFP/EB.A/2018/5-A/2 and WFP/EB.A/2018/6-A,B,C,D,E,F,G,H,I,J,K/2) and the Finance Committee of the Food and Agriculture Organization of the United Nations (WFP/EB.A/2018/5-A/3 and WFP/EB.A/2018/6-A,B,C,D,E,F,G,H,I,J,K/3).
- 20 June 2018*
- 2018/EB.A/18 **Report of the External Auditor on food-related losses and WFP management's response**
- The Board took note of the report of the External Auditor on food-related losses (WFP/EB.A/2018/6-G/1) and management's response (WFP/EB.A/2018/6-G/1/Add.1) and encouraged further action on the recommendations set out in the report, taking into account the considerations raised by the Board during its discussion.
- The Board also took note of the comments of the Advisory Committee on Administrative and Budgetary Questions (WFP/EB.A/2018/5-A/2 and WFP/EB.A/2018/6-A,B,C,D,E,F,G,H,I,J,K/2) and the Finance Committee of the Food and Agriculture Organization of the United Nations (WFP/EB.A/2018/5-A/3 and WFP/EB.A/2018/6-A,B,C,D,E,F,G,H,I,J,K/3).
- 20 June 2018*

2018/EB.A/19 **Report of the External Auditor on the scale-up and scale-down of resources in emergency operations and WFP management's response**

The Board took note of the report of the External Auditor on the scale-up and scale-down of resources in emergency operations (WFP/EB.A/2018/6-H/1) and management's response (WFP/EB.A/2018/6-H/1/Add.1) and encouraged further action on the recommendations set out in the report, taking into account the considerations raised by the Board during its discussion.

The Board also took note of the comments of the Advisory Committee on Administrative and Budgetary Questions (WFP/EB.A/2018/5-A/2 and WFP/EB.A/2018/6-A,B,C,D,E,F,G,H,I,J,K/2) and the Finance Committee of the Food and Agriculture Organization of the United Nations (WFP/EB.A/2018/5-A/3 and WFP/EB.A/2018/6-A,B,C,D,E,F,G,H,I,J,K/3).

20 June 2018

2018/EB.A/20 **Report on the implementation of the External Auditor's recommendations**

The Board took note of the report on the implementation of the External Auditor's recommendations (WFP/EB.A/2018/6-I/1).

The Board also took note of the comments of the Advisory Committee on Administrative and Budgetary Questions (WFP/EB.A/2018/5-A/2 and WFP/EB.A/2018/6-A,B,C,D,E,F,G,H,I,J,K/2) and the Finance Committee of the Food and Agriculture Organization of the United Nations (WFP/EB.A/2018/5-A/3 and WFP/EB.A/2018/6-A,B,C,D,E,F,G,H,I,J,K/3).

20 June 2018

Evaluation reports

2018/EB.A/21 **Annual evaluation report for 2017 and management's response**

The Board took note of the annual evaluation report for 2017 (WFP/EB.A/2018/7-A/Rev.1) and management's response (WFP/EB.A/2018/7-A/Add.1) and encouraged further action on points raised with regard to the evaluation coverage norms for decentralized evaluations, country portfolio evaluations and evaluations of corporate emergency responses, taking into account the considerations raised by the Board during its discussion.

20 June 2018

2018/EB.A/22 **Summary report on the evaluation of the WFP humanitarian protection policy for 2012–2017 and management's response**

The Board took note of the summary report on the evaluation of the WFP humanitarian protection policy for 2012–2017 (WFP/EB.A/2018/7-B) and management's response (WFP/EB.A/2018/7-B/Add.1) and encouraged further action on the recommendations set out in the report, taking into account the considerations raised by the Board during its discussion.

21 June 2018

- 2018/EB.A/23 **Summary report on the evaluation of WFP's policies on humanitarian principles and access in humanitarian contexts during the period 2014–2017 and management's response**
- The Board took note of the summary report on the evaluation of WFP's policies on humanitarian principles and access in humanitarian contexts during the period 2004–2017 (WFP/EB.A/2018/7-C) and management's response (WFP/EB.A/2018/7-C/Add.1) and encouraged further action on the recommendations set out in the report, taking into account the considerations raised by the Board during its discussion.
- 21 June 2018*
- 2018/EB.A/24 **Implementation status of evaluation recommendations**
- The Board took note of the report on the implementation status of evaluation recommendations (WFP/EB.A/2018/7-E).
- 21 June 2018*
- West Africa portfolio**
- 2018/EB.A/25 **Summary report on the evaluation of the Central African Republic country portfolio (2012–mid 2017) and management's response**
- The Board took note of the summary report on the evaluation of the Central African Republic country portfolio (2012–mid-2017) (WFP/EB.A/2018/7-D) and management's response (WFP/EB.A/2018/7-D/Add.1) and encouraged further action on the recommendations set out in the report, taking into account the considerations raised by the Board during its discussion.
- 21 June 2018*
- Middle East, North Africa, Eastern Europe and Central Asia Portfolio**
- 2018/EB.A/26 **Egypt country strategic plan (2018–2023)**
- The Board approved the Egypt country strategic plan (2018–2023) (WFP/EB.A/2018/8-A/5) at a total cost to WFP of USD 454,040,947.
- 21 June 2018*
- Latin America and the Caribbean Portfolio**
- 2018/EB.A/27 **Plurinational State of Bolivia country strategic plan (2018–2022)**
- The Board approved the Plurinational State of Bolivia country strategic plan (2018–2022) (WFP/EB.A/2018/8-A/2) at a total cost to WFP of USD 11,700,000.
- 21 June 2018*
- East and Central Africa Portfolio**
- 2018/EB.A/28 **Kenya country strategic plan (2018–2023)**
- The Board approved the Kenya country strategic plan (2018–2023) (WFP/EB.A/2018/8-A/3) at a total cost to WFP of USD 994,951,171.
- 22 June 2018*

Summary of the work of the Executive Board

2018/EB.A/29

Summary of the work of the 2018 first regular session of the Executive Board

The Board approved the draft summary of the work of the 2018 first regular session of the Executive Board, the final version of which would be embodied in the document WFP/EB.1/2018/12.

22 June 2018

ANNEX II

Agenda

1. **Adoption of the agenda** *(for approval)*
2. **Election for vacant positions in the Bureau and appointment of the Rapporteur**

High-level segment on the Sahel, including a keynote address by His Excellency Mahamadou Issoufou, President of the Republic of the Niger, in His Excellency's capacity as President of the G5 Sahel

3. **Opening remarks by the Executive Director**

Statement by Her Royal Highness Princess Haya Bint Al Hussein, United Nations Messenger of Peace and Chairperson of the International Humanitarian City

4. **Annual reports**
 - a) Annual performance report for 2017 *(for approval)*
 - b) Annual report of the Ethics Office for 2017 *(for consideration)*
 - c) Annual report of the Office of the Ombudsman for 2016 *(for consideration)*
5. **Policy issues**
 - a) Private-sector partnerships and fundraising strategy (2018–2021) - WITHDRAWN
 - b) Policy on WFP's role in urban areas - WITHDRAWN
 - c) WFP oversight framework *(for approval)*
 - d) Update on the Integrated Road Map *(for consideration)*
 - e) Update on WFP's role in the collective humanitarian response *(for consideration)*
 - f) Second dialogue and update on the report of the Secretary-General on repositioning the United Nations development system to deliver on the 2030 Agenda *(for consideration)*
 - g) Update on the Gender Policy (2015–2020) *(for information)*¹
 - h) Update on WFP's response to HIV and AIDS *(for information)*
6. **Resource, financial and budgetary matters**
 - a) Audited annual accounts, 2017 *(for approval)*
 - b) Appointment of three members to the Audit Committee *(for approval)*
 - c) Utilization of the programme support and administrative equalization account reserve *(for approval)*
 - d) Report on the utilization of WFP's advance financing mechanisms (1 January–31 December 2017) *(for approval)*
 - e) Annual report of the Audit Committee *(for consideration)*
 - f) Annual report of the Inspector General and note by the Executive Director *(for consideration)*

¹ To be discussed at the session.

- g) Report of the External Auditor on food-related losses and WFP management response to the recommendations (*for consideration*)
 - h) Report of the External Auditor on the scale-up and scale-down of resources in emergency operations and WFP management response to the recommendations (*for consideration*)
 - i) Report on the implementation of the External Auditor's recommendations (*for consideration*)
 - j) Update on WFP's implementation of General Assembly resolution 70/244 with regard to raising the mandatory age of separation of WFP staff members (*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** (*for consideration*)
- a) Annual evaluation report, 2017 and management response
 - b) Summary evaluation report – WFP humanitarian protection policy for 2012–2017 and management response
 - c) Summary evaluation report – WFP's policies on humanitarian principles and access in humanitarian contexts during the period 2004–2017 and management response
 - d) Summary evaluation report – Central African Republic country portfolio (2012–mid-2017) and management response
 - e) Implementation status of evaluation recommendations
8. **Operational matters**
- a) Country strategic plans (*for approval*)
 - Afghanistan (2018–2022)
 - Bolivia (Plurinational State of) (2018–2022)
 - Egypt (2018–2023)
 - Kenya (2018–2023)
 - Philippines (2018–2023)
 - b) Comprehensive update on Myanmar country strategic plan (2018–2022) (*for consideration*)
 - c) Revisions of transitional interim country strategic plans and corresponding budget increases approved by correspondence (*for information*)
 - Dominican Republic (January–December 2018)
 - Haiti (January–June 2018)
 - Nepal (January–December 2018)
9. **Organizational and procedural matters**
- Biennial programme of work of the Executive Board (2018–2019) (*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 2017 (*for information*)
 - c) Update on food procurement (*for information*)¹

- d) Statistical report on WFP international professional staff and higher categories *(for information)*
 - e) Security report *(for information)*
11. **Summary of the work of the 2018 first regular session of the Executive Board** *(for approval)*
12. **Other business**

<p style="text-align: center;"><i>Special recognition segment for Mr William Lacy Swing, Director General of the International Organization for Migration</i></p>
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- Report on the field visit of the WFP Executive Board *(for information)*
 - Oral report on the joint field visit of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP *(for information)*
 - Oral report on the joint meeting of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP *(for information)*
13. **Verification of adopted decisions and recommendations**

Acronyms used in the document

CBT	cash-based transfer
CSP	country strategic plan
ECOSOC	Economic and Social Council of the United Nations
EDMF	Emerging Donor Matching Fund
FASTER	Functional and Support Training for Emergency Response
FAO	Food and Agriculture Organization of the United Nations
GCMF	Global Commodity Management Facility
GMO	genetically modified organism
IASC	Inter-Agency Standing Committee
ICSP	interim country strategic plan
IDP	internally displaced persons
IFAD	International Fund for Agricultural Development
IOM	International Organization for Migration
IRM	Integrated Road Map
ISC	indirect support cost
NGO	non-governmental organization
PSAEA	programme support and administrative equalization account
SDG	Sustainable Development Goal
UGSS	Union of General Service Staff
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
UNOPS	United Nations Office for Project Services
UN-Women	United Nations Entity for Gender Equality and the Empowerment of Women