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## Compendium of policies relating to the strategic plan

### Draft decision\*

The Board takes note of the compendium of policies relating to the strategic plan (WFP/EB.2/2022/4-A).

### Introduction

1. At its 2010 second regular session, the WFP Executive Board requested the Secretariat to prepare an annual update of its compendium of WFP policies relating to the strategic plan as an information paper for the Board and for governance purposes. The annual update includes new policies and policy updates and reflects progress and challenges and evaluation findings. It provides an opportunity to discuss with the Board any changes and gaps in existing policies, taking into consideration global and organizational changes and collective efforts to ensure that WFP is best supporting countries in their efforts to meet emergency needs and achieve the Sustainable Development Goals (SDGs).
2. Following the presentation of a synthesis of evidence and lessons from WFP's policy evaluations from 2011 to 2019 at the Board's 2020 annual session (WFP/EB.A/2020/7-D), WFP reconfirmed its commitment to managing a corporate policy framework that includes the compendium of policies as a key component. In line with this commitment and WFP's drive towards programme excellence, the compendium of policies aims to provide a normative framework that guides the delivery of country strategic plans (CSPs) in a streamlined and simplified way.

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\* This is a draft decision. For the final decision adopted by the Board, please refer to the Decisions and Recommendations document issued at the end of the session.

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3. In the decision to approve the WFP strategic plan for 2022–2025, the Board noted its expectation that it would receive an analysis of policy documents that need to be adapted to ensure implementation of the strategic plan. As outlined below, several key policies are currently being evaluated or are in the process of being updated to provide an effective entry point for fully reflecting the strategic plan for 2022–2025 and adapting the policy framework. The Board's plan of work for the next two years includes new policies and policy updates on aviation, cash-based transfers, school feeding and South–South and triangular cooperation; and ongoing or planned evaluations of peacebuilding, disaster risk reduction and climate change, resilience, nutrition and HIV/AIDS, CSPs, emergency preparedness and enterprise risk management, which may lead to updates of policies or other normative tools. WFP has also identified localization, migration and youth as topics that would require further development within WFP's normative framework, as we implement the strategic plan. This will be done in consultation with the Bureau and within inter-agency fora.
4. In some cases, the commitments embedded in the strategic plan will result in the formulation and implementation of new policies and policy updates; in other cases the emerging and shifting needs of the people who WFP serves and the organizational demands outlined in the strategic plan will best be addressed through the development of strategies, programmatic guidance, and other normative tools. For instance, WFP launched a school health and nutrition strategy in 2019, and a social protection strategy in 2021. WFP looks forward to a continued dialogue on how its policies and policy instruments can help it and its partners to achieve zero hunger.
5. This document includes a table listing corporate policies under the Board's purview, followed by a summary of each policy, its status and related evaluation information. While reference may be made to administrative and financial directives and strategies and guidelines (which are within the purview of management to approve), the focus of the compendium is on existing policies. It therefore does not provide an exhaustive list of all the instruments that WFP uses to support the design, delivery and monitoring of its programmes and operations.
6. While WFP's individual policy topics do not mirror the structure of the WFP strategic plan for 2022–2025, the compendium arranges the policies in the following four categories to facilitate the Board's review: drivers of food and nutrition insecurity; principles; strategic outcomes and cross-cutting priorities; and enablers and corporate policies

<b>Drivers of food and nutrition insecurity</b>		
	2013	Peacebuilding in transition settings <i>WFP's Role in Peacebuilding in Transition Settings (WFP/EB.2/2013/4-A/Rev.1)</i>
	2017	Climate change <i>Climate Change Policy (WFP/EB.1/2017/4-A/Rev.1)</i>
	2006	Economic analysis <i>The Role and Application of Economic Analysis in WFP (WFP/EB.A/2006/5-C)</i>
<b>Principles</b>		
	2000	Participatory approaches <i>Participatory Approaches (WFP/EB.3/2000/3-D)</i>
	2004	Humanitarian principles <i>Humanitarian Principles (WFP/EB.A/2004/5-C)</i>
	2006	Humanitarian access <i>Note on Humanitarian Access and its Implications for WFP (WFP/EB.1/2006/5-B/Rev.1)</i>

Strategic outcomes and cross-cutting priorities		
	2005	Definition of emergencies <i>Definition of Emergencies (WFP/EB.1/2005/4-A/Rev.1)</i>
	2004	Emergency needs assessment <i>Emergency Needs Assessments (WFP/EB.1/2004/4-A)</i>
	2006	Targeting in emergencies <i>Targeting in Emergencies (WFP/EB.1/2006/5-A)</i>
	2005	Exiting emergencies <i>Exiting Emergencies (WFP/EB.1/2005/4-B)</i>
	2017	Emergency preparedness <i>Emergency preparedness policy – Strengthening WFP emergency preparedness for effective response (WFP/EB.2/2017/4-B/Rev.1)</i>
		Aviation <i>Forthcoming</i>
	2003	Food aid and livelihoods in emergencies <i>Food Aid and Livelihoods in Emergencies: Strategies for WFP (WFP/EB.A/2003/5-A)</i>
	2008	Vouchers and cash transfers <i>Vouchers and Cash Transfers as Food Assistance Instruments: Opportunities and Challenges (WFP/EB.2/2008/4-B)</i>
	2012	Social protection and safety nets <i>Update of WFP's Safety Nets Policy (WFP/EB.A/2012/5-A)</i>
	2013	School feeding <i>Revised School Feeding Policy (WFP/EB.2/2013/4-C)</i>
	2002	Urban food insecurity <i>Urban Food Insecurity: Strategies for WFP (WFP/EB.A/2002/5-B)</i>
	2011	Disaster risk reduction and management <i>WFP Policy on Disaster Risk Reduction and Management – Building Food Security and Resilience (WFP/EB.2/2011/4-A)</i>
	2015	Building resilience for food security and nutrition <i>Policy on Building Resilience for Food Security and Nutrition (WFP/EB.A/2015/5-C)</i>
	2019	Local and regional food procurement <i>Local and regional food procurement policy (WFP/EB.2/2019/4-C)</i>
	2022	Country capacity strengthening <i>Country capacity strengthening policy update (WFP/EB.A/2022/5-A)</i>
	2015	South–South and triangular cooperation <i>South–South and Triangular Cooperation Policy (WFP/EB.A/2015/5-D)</i>
	2020	Protection and accountability <i>WFP protection and accountability policy (WFP/EB.2/2020/4-A/1/Rev.2)</i>
	2022	Gender <i>Gender policy 2022 (WFP/EB.1/2022/4-B/Rev.1)</i>
	2017	Nutrition <i>Nutrition policy (WFP/EB.1/2017/4-C)</i>
	2010	HIV and AIDS

		<i>WFP HIV and AIDS Policy (WFP/EB.2/2010/4-A)</i>
	2017	Environment <i>Environmental Policy (WFP/EB.1/2017/4-B/Rev.1)</i>
	2016	Country strategic plans <i>Policy on Country Strategic Plans (WFP/EB.2/2016/4-C/1/Rev.1)</i>
<b>Enablers and corporate policies*</b>		
	2021	Workforce management <i>WFP people policy: (WFP/EB.A/2021/5-A)</i>
	2018	Oversight <i>WFP oversight framework (WFP/EB.A/2018/5-C)</i>
	2018	Enterprise risk management <i>Enterprise risk management policy (WFP/EB.2/2018/5-C)</i>
	2021	Evaluation <i>WFP evaluation policy 2022 (WFP/EB.1/2022/4-C)</i>
	2021	Fraud and corruption <i>Anti-fraud and anti-corruption policy (WFP/EB.A/2021/5-B/1)</i>

<sup>1</sup> The *WFP Corporate Partnership Strategy (2014–2017) (WFP/EB.A/2014/5-B)* has not been included in this compendium because it was mainstreamed into WFP's work in 2017 and therefore discontinued as a stand-alone strategy.

## Summary discussion of policies

### Drivers of food and nutrition insecurity

- As emphasized in the strategic plan for 2022–2025, the key drivers of hunger and malnutrition – new wars and unresolved conflicts, the global climate crisis and recurrent economic shocks – are also opportunities for renewed action and learning. These drivers also provide entry points for WFP's programming, new partnerships and the generation of evidence.

### WFP's role in peacebuilding in transition settings

- WFP's policy on peacebuilding in transition settings (WFP/EB.2/2013/4-A/Rev.1) underlines that all programming in conflict and post-conflict settings should, as a minimum, do no harm and be conflict-sensitive. In settings where there is no peace process endorsed by the United Nations in place, but where there are opportunities to support local reconciliation, WFP can support local-level peacebuilding. That could involve activities such as strengthening social cohesion through assistance for communities experiencing tension or enhancing access to contested natural resources through food assistance for assets activities. In settings where there is a peace process endorsed by the United Nations, WFP can support broader national efforts to promote peace, particularly government-led efforts that address hunger.
- The policy asserts that peacebuilding should not become WFP's overriding priority in any country: WFP must be guided by humanitarian principles and addressing hunger needs must be its entry point. WFP supports the principle of United Nations coherence and recognizes that in certain high-risk environments coherence requires a carefully calibrated approach. The 2014 update on WFP's peacebuilding policy (WFP/EB.2/2014/4-D) provides information on progress made and lessons learned during early implementation of the policy.

10. Since the policy was adopted in 2013, the number of violent conflicts globally has increased. The Secretary-General has made addressing this situation a priority and has tasked the United Nations system with delivering on his vision for crisis prevention. In 2016 WFP signed "The Peace Promise", which comprises the Sustaining Peace Agenda, the Agenda for Humanity and the SDGs. Furthermore, Security Council resolution 2417, adopted in 2018, focuses political attention on challenges related to hunger and conflict and condemns the starving of civilians as a method of warfare and the people and groups who wilfully block humanitarian access or impede efforts to move relief supplies. The 2020 Nobel Peace Prize Award to WFP further highlighted the clear link between hunger and conflict and the important role that WFP and its partners play to break that chain.
11. In response to these initiatives and the call to strengthen the humanitarian-development-peace nexus (the "triple nexus"), WFP is reviewing its current and future contributions to peace as laid out in the 2013 policy.
12. WFP is building the evidence base on the ways in which its programming can support peace and strengthen conflict sensitivity through partnerships with research institutes. WFP is developing guidance on conflict analysis and providing support to country offices during the design and implementation of their CSPs. Training modules and a network of peace and conflict sensitivity advisers will enhance the support provided to country offices. A system for measuring contributions to peace is also being designed.
13. An evaluation of the policy on peacebuilding in transition settings is under way and will be submitted to the Board for consideration at the Board's first regular session in 2023. The evaluation will focus on the quality of the policy and the operations and activities for implementing it that are in place. It will also evaluate the results to which the policy has contributed, seeking to explain why and how those results were achieved.

### **Climate change**

14. In the face of the climate crisis – and the risks it presents to food security and nutrition, as well as the urgent need to adapt to the adverse effects of climate change – WFP's mandate and services have never been more relevant. WFP's climate change policy (WFP/EB.1/2017/4-A/Rev.1) defines how WFP will contribute to national and global efforts to prevent climate change from undermining work to end hunger and malnutrition. It provides WFP staff with guiding principles and programmatic options for managing climate risks in food systems and contributing to climate action. The goal is to support governments and the most vulnerable food-insecure communities in building their resilience and capacities to address the impacts of climate change on hunger and malnutrition. WFP will work with partners to maximize complementarity and incorporate the following three objectives into its CSPs:
  - to support the most vulnerable people, communities and governments in managing and reducing climate-related risks to food security and nutrition and adapting to climate change.
  - to strengthen local, national and global institutions and systems to prepare for, respond to and support sustainable recovery from climate-related disasters and shocks.
  - to integrate enhanced understanding of the impacts of climate change on food security and nutrition into local, national and global policy and planning, including South-South cooperation, in order to better address the impacts of climate change on food security and nutrition.
15. WFP actions support the implementation of the Paris Agreement on climate change and the 2030 Agenda for Sustainable Development and the achievement of the SDGs, in particular SDG 2 on achieving zero hunger, SDG 17 on partnerships and SDG 13 on climate action.

While focusing on climate change adaptation and addressing loss and damage from climate disasters, WFP also recognizes the potential co-benefits of programmes in terms of greenhouse gas emission reductions and carbon sequestration and that it is important to achieve climate neutrality, as reflected in WFP's environmental policy.

16. The implementation plan for the climate policy focuses on building internal and partner capacity in climate action, programme and policy support for governments and the scale-up of climate risk financing instruments. The operationalization of the policy has also included the development and dissemination of guidance, training and knowledge management products and the strengthening of synergies between climate action and emergency preparedness. Support for governments is centred on international policy engagement, climate risk analysis, technical assistance for the development of climate finance proposals and the integration of climate action into CSPs.
17. The Office of Evaluation (OEV) commissioned an evaluation of WFP's disaster risk reduction and management and climate change policies in early 2022. The evaluation is under way and results are due to be presented to the Board at its annual session in 2023.

### **Economic analysis**

18. In 2006 the Executive Board considered a document on the role and application of economic analysis at WFP (WFP/EB.A/2006/5-C) that stressed the importance of economic analysis coupled with analysis of nutrition, social, political, gender and environmental issues as essential for a full understanding of the causes and effects of hunger. WFP's economic analysis is an integral part of food security analysis, supports the design and implementation of country strategies and activities for achieving zero hunger by 2030 and contributes to the development of local economies.
19. At the strategic, programmatic and operational levels, economic analysis is necessary in fostering understanding of how markets can help households to meet their essential needs and achieve food security. It does this through analyses of global and local markets, prices and exchange rates, food production, household incomes and expenditures and other economic variables that directly or indirectly affect the food and nutrition security of people who are hungry and poor.
20. Economic analysis informs the design of WFP's programmes and facilitates the assessment of the feasibility, risks and impact of WFP interventions. It results in improved WFP operations through analysis of the economic factors that contribute to household food insecurity at the macro and micro levels; assessments that inform the choice of appropriate assistance modalities; continuous monitoring and analysis of trends in food prices and exchange rates; analysis of operational impact and effectiveness; and analysis and economic simulations that contribute to early warning and assist in the assessment of the food security implications of global shocks, such as the coronavirus disease 2019 (COVID-19) pandemic and the global food crisis, across countries. Economic analysis also supports local and global policy development, informs evidence-driven communications and advocacy, provides WFP and its partners with the knowledge that they need for evidence-based decision making and the provision of technical support to governments and informs the alignment of WFP operations with national development policies and poverty reduction efforts.
21. As this policy was approved prior to 2011, OEV will consult management on whether and when to include it in the OEV workplan.

### **Principles**

22. WFP is committed to the core humanitarian principles of humanity, neutrality, impartiality and operational independence. This section covers WFP policies on the principles that guide WFP's work.

### Participatory approaches

23. The participation of affected populations improves the design and implementation of WFP programmes and thus enhances their achievement of food security objectives. WFP integrates participation into all phases of the programme cycle.
24. WFP has a direct role in the extent to which affected populations participate in decision making and the process by which they do so. While participation is tailored to context, WFP works to ensure that decision making is inclusive, actively involves representative community structures and does not discriminate against marginalized groups. WFP's approach links top-down and bottom-up planning by actively involving communities and other stakeholders who influence the processes that affect the lives of the people it serves. This emphasis on broad-based participation moves decision making closer to the most vulnerable members of affected communities through the decentralization of power and support for representative civil society organizations.
25. WFP's experience has shown that participatory approaches are as relevant in emergencies as they are in development work. However, the constraints that are characteristic of emergency situations can differ from those in development settings.
26. In 2011, with WFP's endorsement of the Inter-Agency Standing Committee's commitments on accountability to affected populations, participation became a key component of WFP's approach to such accountability, which aims to ensure that programme design, implementation, monitoring and evaluation are informed by and reflect the views of affected people.
27. WFP followed a participatory approach in the development of its protection and accountability policy, which was approved by the Board in November 2020 (WFP/EB.2/2020/4-A/1/Rev.2), the development of the social protection strategy and the roll-out of the disability inclusion road map (WFP/EB.2/2020/4-B). Focusing on consultation, information provision and the gathering of feedback from stakeholders, WFP's strategy for protection and accountability to affected populations ensures that its programming is relevant, dynamic and responsive to feedback.
28. As this policy was approved prior to 2011, OEV will consult management on whether and when to include it in the OEV work plan.

### Humanitarian principles

29. At the request of the Board, in 2004 WFP produced a summary of its core humanitarian principles:
  - *Humanity.* WFP will seek to prevent and alleviate human suffering wherever it is found and will respond with food assistance when appropriate. It will provide assistance in ways that respect life, health and dignity.
  - *Neutrality.* WFP will not take sides in a conflict and will not engage in controversies of a political, racial, religious or ideological nature. Food assistance will not be provided to active combatants.
  - *Impartiality.* WFP's assistance will be guided solely by need and will not discriminate on the basis of ethnic origin, nationality, political opinion, gender, race or religion. Assistance will target the people and groups most at risk, following assessment of the different needs and vulnerabilities of women, men, girls and boys.
30. The summary also listed the following foundations for effective humanitarian action:
  - *Respect.* WFP will respect local customs, traditions and the sovereignty of the State in which it is working, upholding internationally recognized human rights.

- *Self-reliance.* WFP will provide assistance in ways that support livelihoods, reduce vulnerability to future food scarcity and avoid the fostering of dependency.
  - *Participation.* WFP will involve women and men beneficiaries whenever possible in all activities and will work closely with governments to plan and implement assistance.
  - *Capacity building.* WFP will strengthen the capacity of affected countries and local communities to prevent, prepare for and respond to humanitarian crises.
  - *Coordination.* WFP will provide assistance with the consent of affected countries and, in principle, on the basis of appeals by affected countries.
31. The summary also set out two standards:
- *Accountability.* WFP will keep donors, host country governments, beneficiaries and other relevant stakeholders informed of its activities and their impact, through regular reporting.
  - *Professionalism.* WFP will maintain the highest standards of professionalism and integrity among its international and national staff.
32. The strategic plan for 2014–2017 added operational independence as a fourth humanitarian principle that would guide WFP’s work:
- *Independence.* WFP will provide assistance in a manner that is operationally independent of the political, economic, military or other objectives that any actor may hold with regard to areas where the assistance is being provided.
33. A summary report on the evaluation of WFP’s policies on humanitarian principles (WFP/EB.A/2004/5-C) and humanitarian access (WFP/EB.1/2006/5-B/Rev.1) during the period 2004–2017 was presented to the Board at its 2018 annual session.<sup>1</sup>

### **Humanitarian access**

34. The policy on humanitarian access states that humanitarian access is a precondition for principled humanitarian action and that WFP must have safe and unhindered access to those in need so that it can assess their situations and deliver and monitor assistance. Obstacles to such access include conflict and insecurity, physical constraints and political and bureaucratic impediments. WFP is committed to strengthening its capacity to obtain and maintain humanitarian access, its ability to reach civilians affected by crises and the access of affected populations to humanitarian services.
35. Although WFP has articulated a corporate approach to access, the application of the approach varies by context: every case is situation-specific and demands flexibility and creativity in balancing needs and risks. Ensuring safe and sustained access requires sound situation analysis and risk management across functional areas, adherence to international law and humanitarian principles, coordination and partnerships among stakeholders, strong engagement with community and local actors and advocacy at various levels.
36. While humanitarian coordinators lead advocacy for access, WFP often builds community acceptance and negotiates permission for its own operations to ensure that timely assistance can be delivered to those in need, especially when food insecurity is a major element of a crisis or when WFP is working on behalf of other humanitarian actors, for example, as the logistics cluster lead. In all cases WFP ensures that governments and other parties are informed of and in agreement with its activities.

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<sup>1</sup> “Summary evaluation report on WFP’s policies on humanitarian principles and access in humanitarian contexts during the period 2004–2017” (WFP/EB.A/2018/7-C).



37. A summary report on the evaluation of WFP's policies on humanitarian principles (WFP/EB.A/2004/5-C) and humanitarian access (WFP/EB.1/2006/5-B/Rev.1) was presented to the Board at its 2018 annual session. The report includes eight recommendations that inform evolving practice within WFP and in coordination with its partners.

### **Strategic outcomes and cross-cutting priorities**

38. The magnitude and complexity of today's shocks and stressors require that multi-partner and multisectoral programmes, first and foremost, meet urgent needs while seizing opportunities to build resilience and address the root causes of vulnerability. While the specific activities for achieving a strategic outcome depend on the country setting and complementarity among a broad set of partners, the strategic outcomes are grounded in the policies listed in this section. WFP's commitments to maximizing programme effectiveness through its cross-cutting priorities are similarly grounded in those policies. WFP's strategic plan and normative framework are articulated at the country level through the CSPs, the policy for which is also in this section.

### **Definition of emergencies**

39. WFP's policy on the definition of emergencies (WFP/EB.1/2005/4-A/Rev.1) defines emergencies as "urgent situations in which there is clear evidence that an event or series of events has occurred which causes human suffering or imminently threatens human lives or livelihoods and which the government concerned has not the means to remedy; and it is a demonstrably abnormal event or series of events which produces dislocation in the life of a community on an exceptional scale". The revised emergency activation protocol in effect since February 2022 is implemented in accordance with that definition.
40. Emergency situations include:
- earthquakes, floods, locust infestations, health crises and similar unforeseen events;
  - human-caused emergencies that force people to leave their homes as refugees or internally displaced people or that cause other distress;
  - food shortages or food insecurity resulting from slow-onset events such as drought, crop failure, pests and diseases affecting people or livestock;
  - restricted access to food resulting from economic shocks, market failure or economic collapse; and
  - complex situations in which a government or the Secretary-General of the United Nations requests the support of WFP.
41. This policy was included in the strategic evaluation of WFP's capacity to respond to emergencies completed in 2020 (WFP/EB.1/2020/5-A).

### **Emergency needs assessment**

42. In emergency situations, WFP determines whether external food assistance is needed to preserve lives and livelihoods. Emergency needs assessments must be accurate and timely to ensure that people are not left at risk and that humanitarian resources are allocated effectively.
43. Needs assessments gather information regarding:
- the number of people affected by a crisis;
  - the magnitude and location of the crisis;
  - food and nutrition gaps;
  - differences in vulnerability among men, women, boys, girls and social groups;
  - local capacities and livelihood systems;

- household coping capacities in terms of the ability to produce or otherwise obtain food;
  - the extent to which food needs can be met through market interventions or existing safety net programmes; and
  - when livelihoods can be expected to return to normal.
44. Rapid assessment missions, emergency food security assessments, 72-hour rapid assessments, crop and food supply assessment missions with the Food and Agriculture Organization of the United Nations (FAO) and joint assessment missions with the Office of the United Nations High Commissioner for Refugees (UNHCR) should take the following points into account:
- Pre-crisis information is important – regular assessments of crisis-prone areas improve the quality of emergency assessments.
  - Inadequate knowledge of local and regional markets and economies can be a significant impediment.
  - Assessments must be insulated from political pressures.
  - Assessments should be a regular part of country office responsibilities to ensure that robust information is available before a crisis and for adjusting programmes and targeting during a crisis.
45. WFP's emergency needs assessment policy was evaluated in 2007. A summary report on that evaluation is set out in document WFP/EB.2/2007/6-A. The policy is also referred to in the strategic evaluation of WFP's capacity to respond to emergencies during the period 2011–2018 (WFP/EB.1/2020/5-A), the report of which was presented at the Board's 2020 first regular session.<sup>2</sup>

### Targeting in emergencies

46. As articulated in WFP's 2006 policy on targeting in emergencies (WFP/EB.1/2006/5-A), targeting involves the identification of the people and groups in need of assistance, with special consideration of systemically marginalized groups, including persons with disabilities, and the selection of delivery and distribution mechanisms that ensure that targeted women, men, girls and boys receive assistance when they need it.
47. Targeting can range from the high-level geographic and community level to the household and individual level. Decisions on the specificity of targeting are made in view of needs, the type and objectives of a response and the availability, detail and quality of quantitative and qualitative data and systems and in consideration of the setting in which decisions are made, for example factoring in the risks and opportunities related to humanitarian access, security, protection, conflict sensitivity and social cohesion.
48. The 2006 policy provides the basis for WFP's approach to targeting. In recent years the policy has been complemented by a series of context-specific targeting guidelines and tools such as a 2021 operational guidance note on targeting and prioritization and 2020 WFP–UNHCR joint guidance on targeting assistance to meet the basic needs of refugees. The WFP targeting process has four main steps, all of which require the active involvement of a wide range of stakeholders and the communication of priorities as soon as possible. The steps are regular needs assessments, the selection and design of the targeting method, beneficiary selection, i.e., the implementation of targeting and prioritization decisions, and the monitoring of targeting processes and outcomes.

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<sup>2</sup> Aspects of WFP's policies on emergency needs assessment, the definition of emergencies, the exit from emergencies and targeting in emergencies were covered by the strategic evaluation.

49. Robust processes and tools are particularly important to facilitating the meaningful participation and representation of affected populations throughout the four steps. The 2006 policy, together with WFP's policy on protection and accountability (WFP/EB.2/2020/4-A/1/Rev.2), stresses that communities should be consulted and informed regarding targeting criteria, that the criteria should be simple and understandable and that communities should have access to functional feedback mechanisms. To achieve the best possible outcomes with the available resources, targeting and prioritization decisions should, to the extent possible, have the aim of promoting coherence and complementarity across CSP activities, the activities of locally active humanitarian and development partners and relevant host government initiatives.
50. This policy was included in the strategic evaluation of WFP's capacity to respond to emergencies completed in 2020 (WFP/EB.1/2020/5-A).

### **Exiting emergencies**

51. Decisions as to when and how to exit from an emergency can be as important as the decision to respond to the emergency. WFP exits from emergencies either by withdrawing resources or by shifting to long-term programmes that protect and improve livelihoods and increase resilience.
52. WFP's exit from an emergency presents opportunities for engaging in early recovery activities but also introduces challenges for the communities involved. A sound exit strategy requires:
  - clear criteria for exiting;
  - benchmarks for assessing progress in meeting the criteria;
  - steps for reaching the benchmarks and identification of the people responsible for implementing such steps;
  - the periodic assessment of progress and modifications to minimize risks;
  - a flexible timeline for reaching benchmarks and conducting assessments;
  - triggers such as progress towards objectives, improvement in the humanitarian situation, increased government capacity to meet needs and declining levels of donor contributions and willingness to allocate funding to a recovery programme; and
  - the alignment of long-term objectives with government plans or donor priorities.
53. This policy was included in the strategic evaluation of WFP's capacity to respond to emergencies completed in 2020 (WFP/EB.1/2020/5-A).

### **Emergency preparedness**

54. The emergency preparedness policy provides the framework and overarching principles for WFP's work in increasingly complex operational environments and its approach to treating each emergency setting and response as unique. It informs WFP's partnerships with national and local governments, regional bodies, local communities, civil society entities and the private sector.
55. Recommendations from the strategic evaluation of WFP's capacity to respond to emergencies (WFP/EB.1/2020/5-A) led to the development of WFP's emergency activation protocol, which requires the organization to proactively anticipate and prepare for emergencies, including through investment in early warning and preparedness activities. Enhancement of the corporate alert system will facilitate inter-functional early warning and early action. WFP continues to strengthen its staff deployment capacity and other corporate tools and guidance on responding to emergencies in an efficient, effective and timely manner.

56. An evaluation of the emergency preparedness policy will be launched in late 2023 for presentation to the Board in 2025.

### **Aviation**

57. In line with the strategic plan for 2022–2025 and the Secretary-General's drive for United Nations development system reform, WFP is committed to enhancing and broadening its capacity to help humanitarian and development actors become more efficient and effective. In its 2019 report on air transport services, the WFP External Auditor recommended the development of an aviation policy given the importance of aviation to the United Nations and the humanitarian community and the risks and funding modalities associated with aviation operations. A draft of the policy was presented to the Board in July 2022 at an informal consultation; the policy is expected to be presented to the Board for approval in February 2023.
58. The draft policy is grounded in WFP's humanitarian principles and its commitment to providing common services to all humanitarian actors. The policy articulates the ambitions of the WFP Aviation Service, which are to provide common, specialized and on-demand aviation services to the humanitarian community and critical partners such as other United Nations entities, non-governmental organizations and the diplomatic community; to act as a facilitator between aviation and humanitarian stakeholders in the context of emergency preparedness and response; and to strengthen aviation systems and capacity at the regional and national levels. The policy details the role of essential enablers – partnerships, sustainable funding and a high-performing and agile workforce – in achieving the objectives of the policy and outlines the next steps in its implementation and monitoring.
59. The draft policy includes a requirement that it be evaluated between four and six years following its approval.

### **Food aid and livelihoods in emergencies**

60. WFP's policy on food aid and livelihoods in emergencies (WFP/EB.A/2003/5-A) notes that protecting livelihoods is critical to helping people to meet their immediate needs during emergencies and to move towards recovery once a shock has passed. The premise of the policy is that people will go to great lengths to protect their livelihoods as well as their lives. People affected by crises are not merely passive recipients of assistance; they rely primarily on their own capabilities, resources and networks to survive and recover. The policy emphasizes that food assistance programmes can contribute to the preservation of essential assets, the prevention of negative coping strategies and the support of livelihoods during crises.
61. The policy indicates that, whenever appropriate, WFP will systematically assess and analyse livelihood-related issues in emergencies, strengthen its capacity to design, implement and monitor livelihood interventions when they are deemed appropriate and build synergies between its emergency and long-term interventions, including by strengthening partnerships with community-based organizations.
62. The policy is complemented by a range of other WFP policies, including policies on emergency needs assessment (2004), targeting in emergencies (2006), vouchers and cash transfers (2008), disaster risk reduction and management (2011), social protection and safety nets (2012), gender (2022), building resilience for food security and nutrition (2015) and protection and accountability (2020). It is also complemented by the 2016 WFP–UNHCR joint strategy on enhancing self-reliance in food security and nutrition in protracted refugee situations.<sup>3</sup>

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<sup>3</sup> Office of the United Nations High Commissioner for Refugees and WFP. 2016. *Joint Strategy: Enhancing Self-Reliance in Food Security and Nutrition in Protracted Refugee Situations*.

63. Progress in the implementation of the policy on food aid and livelihoods in emergencies was reported on at the Board's 2005, 2006 and 2007 second regular sessions.
64. Since the release of the policy in 2003 WFP has made progress at the corporate and country levels in its protection and support of livelihoods in emergencies in terms of emergency assessments, analysis and targeting; early warning, emergency preparedness and early response capacity; cash-based transfers and market support; food assistance for assets and food assistance for training schemes in emergency settings; the use of the three-pronged approach to link emergency response and resilience building; self-reliance and livelihood support in displacement settings; and the mainstreaming of gender and disability.
65. This policy was included in the strategic evaluation of WFP's capacity to respond to emergencies completed in 2020 (WFP/EB.1/2020/5-A).

### **Cash-based transfers**

66. WFP's policy document, "Vouchers and Cash Transfers as Food Assistance Instruments: Opportunities and Challenges" (WFP/EB.2/2008/4-B), provides the policy framework for the organization's work on cash-based transfers. An update on the implementation of the policy in 2011 (WFP/EB.A/2011/5-A/Rev.1) and the findings of an external audit of WFP's use of cash-based transfers presented in 2013 (WFP/EB.A/2013/6-G/1) provide further direction for WFP's cash-based transfer operations.
67. Following a 2015 evaluation of the cash-based transfer policy covering the period 2008–2014 (WFP/EB.1/2015/5-A), WFP updated its related guidance and tools, enhanced internal capacity and formalized standards and mechanisms through an assurance directive aimed at ensuring that the right assistance reaches the right beneficiaries at the right times and locations.
68. Since the approval of the 2008 policy, the conditions in which WFP operates, and its cash-based transfer programmes, have evolved significantly, providing new opportunities for enhancing food security and creating lasting change for people. The effectiveness of cash-based transfers and their ability to provide choice and flexibility to people in meeting their essential needs, including during emergencies, and benefits to local economies have been well-documented. Cash-based transfer programmes can facilitate financial inclusion, support women's economic empowerment, enhance social cohesion and increase returns on investment. By supporting governments in implementing their own government-to-person payment systems, WFP can help increase the reach and sustainability of cash-based assistance.
69. As a result of this transformation, WFP has initiated the development of a new forward-looking cash-based transfer policy. In line with the strategic plan for 2022–2025, the policy will articulate how WFP conceptualizes and enables the use of cash-based transfers to contribute to the achievement of zero hunger by 2030. The policy will focus on transferring cash in crisis settings, promoting women's economic empowerment, accelerating digital financial inclusion, helping governments build inclusive and sustainable government-to-person payment systems and contributing to economic stability and recovery. The updated cash-based transfer policy will be presented to the Board for approval at its 2023 annual session and will be evaluated by OEV four to six years following its approval.

### **Social protection and safety nets**

70. In October 2004, the Board approved the policy document "WFP and Food-Based Safety Nets: Concepts, Experiences and Future Programming Opportunities" (WFP/EB.3/2004/4-A). In 2012, the Board took note of an update of WFP's safety nets policy (WFP/EB.A/2012/5-A), which WFP had prepared in response to evolving global and internal environments and the

results of a 2011 strategic evaluation of WFP's role in social protection and safety nets (WFP/EB.A/2011/7-B).

71. The update outlined WFP's roles and comparative advantages in supporting national safety nets, clarified safety net concepts and their relevance to WFP's activities, identified emerging issues and set out priorities, opportunities and challenges for the future. Following the update, WFP developed corporate safety net guidelines and an e-learning course for staff, promoted research and fostered knowledge management on safety nets and social protection.
72. In 2018, the update of WFP's safety nets policy was subject to an evaluation (WFP/EB.A/2019/7-B), which found that WFP leadership should confirm and sustain its commitment to supporting nationally led social protection programmes and generated five recommendations aimed at guiding strategic planning, including by ensuring the continued validity and relevance of the existing safety nets policy by complementing it with a corporate social protection strategy.
73. In response to the recommendations, WFP developed and launched a strategy for its support for social protection in July 2021.<sup>4</sup> The strategy provides a vision and programmatic framework for WFP's organization-wide work on strengthening national social protection systems and programmes through technical advice, delivery on behalf of national actors and complementary action under WFP's own programmes. Fully aligned with the strategic plan for 2022–2025, the implementation plan for the social protection strategy focuses on workforce development, cross-functional technical support and coordination, knowledge and learning, partnerships and monitoring and reporting.

### **School feeding**

74. The WFP strategic plan for 2022–2025 (WFP/EB.2/2021/4-A/1/Rev.2) affirmed WFP's global leadership in school health and nutrition. WFP's 2013 school feeding policy (WFP/EB.2/2013/4-C) guided its school feeding activities throughout this period and superseded its 2009 policy (WFP/EB.2/2009/4-A). Priorities included direct implementation of school feeding operations and related capacity strengthening in country settings, advocacy and partnership, and the provision of support and guidelines to WFP staff.
75. The WFP ten-year strategy for school health and nutrition was launched in early 2020, based on a comprehensive review of evidence on support for schools through school feeding programmes, lessons learned and best practices and consultations with internal and external partners.<sup>5</sup> During the Decade of Action on delivery of the SDGs (2020–2030), WFP will work with governments, UNICEF, FAO and other United Nations entities, research institutes, regional organizations and other partners to ensure that all primary schoolchildren have access to good-quality meals in school, accompanied by an integrated package of health and nutrition services. Leveraging its expertise, tools and systems, WFP will support countries in achieving their human capital objectives through increased investment in nutrition, high-quality learning, gender equality and healthy growth.
76. Synergies between school feeding programmes and social protection will be enhanced in CSPs through the integration of school feeding programmes into broader social protection systems. CSPs will focus on the contribution of school feeding in addressing micronutrient deficiencies, overweight and obesity and promoting lifelong healthy eating habits along with equity and inclusion, including for children with disabilities and adolescent girls.

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<sup>4</sup> WFP. 2021. *World Food Programme Strategy for Support to Social Protection*.

<sup>5</sup> WFP. 2020. *A Chance for every Schoolchild. Partnering to scale up School Health and Nutrition for Human Capital – WFP School Feeding Strategy 2020–2030*.

77. The strategic evaluation of the contribution of school feeding to the SDGs (WFP/EB.A/2021/7-B) concluded that the school feeding strategy for 2020–2030 sets out an ambitious and transformative agenda, serving as an update of the school feeding policy as well as an implementation plan. The strategy highlighted and has begun to address some of the systemic constraints to the strengthening of national school feeding systems. WFP is developing guidance on and standards for school feeding in humanitarian settings, facilitating nationally owned programmes and gender transformation and equity. The strategic evaluation recommended that WFP develop a resource mobilization plan and secure predictable minimum financial resources, adequate human resources to ensure implementation of the strategy, and more effective monitoring, evaluation and learning. The evaluation also recommended a focus on organizational readiness and a formal update of the policy, which will be presented to the Board in 2024.

### **Urban food insecurity**

78. Urban poverty, food insecurity and malnutrition affect many cities in the countries where WFP works. The COVID-19 pandemic has had a particularly strong impact on urban populations, leading to increased requests from countries for WFP's support. At the same time, WFP programming has evolved significantly through the shift from providing food aid in urban settings to providing food and essential needs assistance as part of efforts to "leave no one behind"; improved capabilities in assessment and targeting in urban settings; enhanced beneficiary management and assurance practices and tools for cash-based transfer programmes; and strengthened support for national social protection measures.
79. Lessons learned are essential for refining WFP's programmes in urban settings, including through robust multisector context analysis for better understanding of vulnerability in urban settings; enhanced targeting in heterogeneous urban settings; complementary programming, systems-level thinking and partnerships to facilitate adequate responses to poor service delivery in informal urban settlements; and well-planned exit strategies that foster local and national ownership of food assistance and social protection infrastructure while reducing vulnerability to future shocks and stresses.
80. In 2021, WFP activated a corporate urban workstream that involves representatives from the regional bureaux and headquarters in leading the identification of urban food security challenges and lessons learned and the development of the knowledge, tools and partnerships needed to meet current and imminent urban food security needs. In accordance with the strategic plan for 2022–2025, WFP's mandate and comparative advantage, the New Urban Agenda,<sup>6</sup> the 2030 Agenda for Sustainable Development, the SDGs and the World Humanitarian Summit, and through extensive consultation, a global urban strategy has been developed to articulate WFP's priorities in urban areas, providing a framework and strategic direction for its activities that can contribute to the achievement of zero hunger.
81. The policy document introducing an urban strategy ("Urban Food Insecurity: Strategies for WFP" (WFP/EB.A/2002/5-B)) was produced prior to 2011, and a new strategy is now being developed; OEV is therefore not planning to evaluate the 2002 policy document.

### **Disaster risk reduction and management**

82. WFP's policy on disaster risk reduction and management (WFP/EB.2/2011/4-A) focuses on building resilience and capacity among the most vulnerable people, communities and countries in order to reduce the risk of disasters, thereby protecting lives and livelihoods in vulnerable settings and preventing hunger and malnutrition. The policy emphasizes that disaster risk reduction cuts across emergency response, recovery and development with

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<sup>6</sup> See <http://unhabitat.org/about-us/new-urban-agenda>.



targeted preparedness for, and mitigation and prevention of, disasters – taking gender roles and considerations into account.

83. The policy calls for WFP to do the following:

- Focus disaster risk reduction work on food assistance, targeting the most vulnerable households, communities and countries before, during and after disasters.
- Invest in food security and vulnerability analysis and emergency preparedness to inform the selection of tools for and maximize the effectiveness of emergency responses.
- Support governments in developing disaster risk reduction policies, plans and programmes that encompass food security.
- Take into account the impacts of climate change, conflict and other drivers of food insecurity and direct particular attention to women and children when implementing disaster risk reduction and resilience activities.
- Promote partnerships and emphasize participatory approaches with governments, vulnerable communities, other United Nations entities, civil society, non-governmental organizations, research institutions and private sector organizations.

84. These cross-cutting priorities are reflected in WFP's contribution to the annual report of the Secretary-General on implementation of the Sendai Framework for Disaster Risk Reduction 2015–2030 and the United Nations plan of action on disaster risk reduction for resilience.<sup>7</sup>

85. An evaluation of WFP's disaster risk reduction and management policy and climate change policy was commissioned in 2022. The summary evaluation report will be presented to the Board at its 2023 annual session.

### **Building resilience for food security and nutrition**

86. WFP's policy on building resilience for food security and nutrition (WFP/EB.A/2015/5-C) guides its adoption of a resilience building approach. Through partnerships and integrated programme packages, the most vulnerable people may absorb, adapt and transform in the face of shocks and stressors to achieve sustainable food security and nutrition. WFP's entry point for resilience enhancement is not through a single initiative, but through a range of programme activities, approaches and packages, functions and initiatives.

87. A resilience building approach starts with the way that strategies and programmes are conceived, which requires a deep understanding of risk and the collective actions needed to reduce it as well as the opportunities to build capacity to address shocks and stresses. WFP supports resilience building by aligning its activities with the plans and actions of governments and partners and through long-term collaboration that builds the capacities of girls, boys, women and men to absorb, adapt and transform in the face of shocks and stressors.

88. WFP is implementing several integrated resilience programmes based on local settings and capacities. Through a series of impact evaluations of some of those programmes, WFP is reviewing the contributions of the main programme components to the building of resilience. The 2019 strategic evaluation of WFP's support for enhanced resilience (WFP/EB.1/2019/7-A) identified opportunities for enhancing resilience at the corporate level, for example by clarifying concepts and guidance and removing "silos" at WFP in order to promote cross-functional integration in the design and implementation of, and reporting

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<sup>7</sup> United Nations. 2017. *United Nations Plan of Action on Disaster Risk Reduction for Resilience: Towards a Risk-informed and Integrated Approach to Sustainable Development*.



on, programmes with resilience outcomes. To address many of the evaluation's recommendations, representatives from headquarters and the regional bureaux launched an initiative to develop an internal common vision of WFP's contribution to the enhancement of resilience capacities and a consistent approach to the design and monitoring of resilience programmes. The resulting guidance on resilience programming will be finalized in late 2022.

89. An evaluation of WFP's resilience policy was commissioned in 2021. The summary report on the evaluation will be presented to the Board at its 2023 annual session, along with the evaluation of the disaster risk reduction and management and climate change policies.

### **Local and regional food procurement policy**

90. Over the years WFP has steadily increased the share of food procurement it carries out locally and regionally. Building on the previous policy<sup>8</sup> and in response to a request of the Board in June 2018, a consultative process with Board members and other stakeholders led to the development of a local and regional food procurement policy that was approved at the Board's 2019 second regular session (WFP/EB.2/2019/4-C). The policy sets out three of WFP's strengths (purchasing power, knowledge of food markets and convening capacity) and the complementarities between WFP, the other Rome-based agencies and other actors.
91. The local and regional food procurement policy proposes a set of guiding principles for sustainably increasing WFP's purchase of food at the local and regional levels. It outlines how WFP will leverage its purchasing power to support smallholder farmers and contribute to the achievement of food security by fostering the enhancement of local and regional value chains and food systems. The policy promotes further integration between WFP's procurement and programme functions in order to leverage local and regional procurement and enhance food system performance at the local and regional levels.
92. The implementation of the policy entails two phases: a transition phase (2020–2022) involves the development and testing of the systems and tools needed to operationalize the policy effectively in pilot countries; and the mainstreaming and sustainability phase (2023–2027) involves the mainstreaming of the systems and models introduced by the local and regional food procurement policy into WFP working processes while maintaining the efficiency and sustainability of WFP's procurement capacity. In 2022, implementation of the policy through the strengthening of local and regional procurement and investments in national food systems was included as a key pillar of WFP's global response to the global food crisis.
93. OEV will commission an evaluation of the local and regional food procurement policy in 2025.

### **Country capacity strengthening**

94. The Executive Board approved an update of the country capacity strengthening policy (WFP/EB.A/2022/5-A) in June 2022. The update was based on WFP's 2004 policy on building country and regional capacities and an earlier update approved in 2009. The 2022 policy update reaffirms WFP's commitment to country capacity strengthening (CCS), sets out the purpose of WFP's engagement in CCS and refines and articulates key concepts. In doing so, the update responds to recent requests for greater clarity, such as in the 2021 synthesis of evidence and lessons on country capacity strengthening from decentralized evaluations

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<sup>8</sup> WFP's 2006 policy on food procurement in developing countries stressed that, all other things being equal and considering donor funding criteria, preference is to be given to suppliers from developing countries. The 2006 policy was superseded by the local and regional food procurement policy approved in 2019 (WFP/EB.2/2019/4-C), but WFP has maintained that commitment.

(WFP/EB.A/2021/7-C), which includes the recommendation that WFP reaffirm its commitment to CCS through an updated policy.

95. The policy update proposes an adaptive and systemic approach to CCS that is driven by both national and local circumstances. It presents a strategic framework for working with a range of actors through multiple entry points (“CCS pathways and domains”), articulating how the various components fit together as a way of helping to pinpoint capacity gaps and develop effective localized solutions. The CCS approach can be applied in diverse contexts, including in fragile and conflict-affected states, and can be integrated into other types of intervention, depending on the setting and needs.
96. The policy update articulates the role of CCS in supporting the achievement of the objectives of the strategic plan for 2022–2025 and the SDGs. In particular, it expands on strategic outcome 4 of the new strategic plan (“national programmes and systems are strengthened”) by defining how to support national systems, notably in the areas of social protection, emergency preparedness and response and food systems.
97. The update was accompanied by a supplementary note on implementation, which identifies key actions for operationalizing the policy update in support of WFP’s wider objectives. While the update does not have a fixed timeframe, the implementation plan covers the period from the approval of the update until the end of the current strategic plan period (2022–2025). The plan outlines key objectives and activities in six workstreams: CCS policy roll-out, positioning and institutional coherence; workforce planning and internal capability development; programme support; monitoring and evidence generation; knowledge management and adaptive learning; and partnerships, advocacy and communication.
98. OEV will consider commissioning an evaluation of the CCS policy update between 2026 and 2028, in keeping with the coverage norms for policy evaluations.

### **South-South and triangular cooperation**

99. WFP’s South-South and triangular cooperation (SSTC) policy (WFP/EB.A/2015/5-D) is recognized as a key means to achieve the 2030 Agenda for Sustainable Development through the leveraging of the knowledge and innovation available in the global South. In facilitating the sharing of expertise, knowledge, technologies and resources among two or more developing countries, WFP uses SSTC to strengthen national stakeholders’ capacity and enhance multi-stakeholder partnerships to promote food security, improve nutrition and strengthen resilience.
100. A 2021 evaluation of the SSTC policy (WFP/EB.2/2021/6-A) concluded that since 2015 WFP has broadened and systematized its SSTC engagement and solidified its role as a trusted partner of host governments and other United Nations entities. A key recommendation put forth in the evaluation is to revise the SSTC policy based on an agreed and widely shared corporate vision. The policy is currently being updated, and the updated document will be submitted to the Board for consideration at its 2023 annual session.
101. The updated policy will outline WFP’s strategic direction in SSTC and its response to the growing demand from host governments for SSTC support. It will also articulate how SSTC will contribute to the implementation of WFP’s strategic plan for 2022–2025 and second-generation CSPs and will be in line with the recently issued United Nations system-wide strategy for SSTC for 2022–2025.
102. WFP’s progress in SSTC can be attributed in great part to the work of the centres of excellence in Brazil, China and Côte d’Ivoire. In addition, WFP has increased its internal capacity for SSTC, launched a dedicated SSTC unit, established a global seed funding facility for pilot projects and enhanced collaboration with other United Nations entities, particularly the other Rome-based agencies.

103. An evaluation of the policy (WFP/EB.2/2021/6-A) was completed and presented to the Board for consideration at its 2021 second regular session. Recommendations from the evaluation are expected to inform the update of WFP's SSTC policy.

### **Protection and accountability**

104. In November 2020, the Board approved a WFP protection and accountability policy (WFP/EB.2/2020/4-A/1/Rev.2) that updated WFP's 2012 humanitarian protection policy (WFP/EB.1/2012/5-B/Rev.1). The updated policy responds to evolving needs and addresses recommendations from a 2018 evaluation of the 2012 policy (WFP/EB.A/2018/7-B). Protection is understood to comprise activities that aim to prevent, reduce, mitigate and respond to the risks and consequences of violence, coercion, deprivation and abuse against persons, groups and communities.
105. Through the protection and accountability policy WFP commits to preventing and responding to protection risks associated with hunger in all settings and to achieving successful protection outcomes for the people it assists. WFP's proximity to affected populations gives it the capacity and the responsibility to support positive protection outcomes. The policy is framed under the three foundational pillars of the United Nations: human rights, peace and security, and development. WFP seeks to integrate protection considerations into its accountability to affected populations. As a cross-cutting priority under the strategic plan for 2022–2025, WFP seeks to ensure that affected populations are at the centre of programme planning and delivery and that their voices influence WFP decisions and actions.
106. Successful protection outcomes depend on the combined action of many actors. In many situations WFP delivers food assistance directly; in others, it seeks to strengthen existing systems or takes part in advocacy coalitions. The protection and accountability policy enables WFP to better define protection risks and needs and the role it can most effectively play in partnership in all the settings in which it works. The policy also highlights the differential impact that food insecurity can have on different populations and how to implement responses that help those who are at greatest risk, such as women and adolescent girls, persons with disabilities and indigenous people. These efforts are also informed by WFP's gender policy, disability inclusion road map and guidance on community engagement and indigenous populations.
107. Since 2021 WFP has launched several tools to support the implementation of the policy, including: 1) a handbook for WFP employees on the integration of protection considerations into all programme activities throughout the programme cycle; 2) guidance on community engagement to support country offices' meaningful engagement with affected populations; 3) guidance on the integration of child protection into operations; and 4) a video game learning tool for WFP staff and cooperating partners.
108. OEV will consider the eligibility of the protection and accountability policy for evaluation in 2026, taking into account utility considerations and available resources.

### **Gender**

109. WFP's 2022 gender policy (WFP/EB.1/2022/4-B/Rev.1) was approved by the Board at its 2022 first regular session. The policy builds on WFP's long-standing commitments and work on gender equality and women's empowerment and addresses the key findings of an evaluation of the previous policy, for 2015–2020. The acceleration of progress in gender equality and women's empowerment through equitable participation, strengthened decision making, safety and meaningful access and the addressing of social norms and structural barriers that perpetuate inequalities are central to the 2022 policy. As a cross-cutting priority area, the policy is fully aligned with the strategic plan for 2022–2025. It focuses on WFP's programmatic gender work and is aligned with and complementary to

WFP's people strategy and policies on protection and accountability to affected populations and prevention of sexual exploitation and abuse.

110. The gender policy embraces a shift towards actions that address the root causes of the gender inequalities affecting food security and nutrition, which is essential to the achievement of SDGs 2, 5 and 17. WFP relies on multiple programming strategies and tools to accelerate progress in gender equality and women's empowerment. The strategic plan positions gender equality and women's empowerment as a cross-cutting theme to be integrated into all interventions, while the gender policy emphasizes that – given the breadth and depth of WFP's global presence – WFP must play a leadership role in achieving equitable access to and control over food security and nutrition, addressing the root causes of gender inequalities that affect food security and nutrition and advancing the economic empowerment of women and girls in food security and nutrition. The policy also emphasizes the use of effective partnerships, robust gender analyses and strengthened generation of data and evidence as key technical areas in need of improvement.
111. The 2022 policy was accompanied by an implementation plan outlining the action needed to support WFP's work in the areas of programming for gender equality and women's empowerment, results, accountability, resources and partnerships. Key tools for the mainstreaming of gender, such as the gender and age marker, the gender transformation programme, the gender toolkit and the Gender Results Network, will be revamped to ensure their suitability for supporting the implementation of the policy. New corporate results indicators will be developed to better measure the work of WFP in gender equality and women's empowerment.
112. OEV will consider the eligibility of the gender policy update for evaluation between 2026 and 2028, taking into account utility considerations and available resources.

### **Nutrition**

113. At its 2017 first regular session the Board approved a nutrition policy covering the period 2017–2021 (WFP/EB.1/2017/4-C), which superseded the previous nutrition policy (WFP/EB.1/2012/5-A), covering the period 2012–2014, and a number of other documents.
114. The current policy builds on the recommendations of the previous policy and reinforces WFP's commitment to addressing all forms of malnutrition as a primary means of achieving SDG 2, through both direct implementation and CCS activities. The policy considers the availability of, access to, demand for and consumption of nutritious foods and applies an evidence-based life cycle approach to addressing nutrition needs and achieving the goal of adequate and healthy diets for vulnerable people of all ages.
115. The strategic plan for 2022–2025 incorporates nutrition as a cross-cutting priority. WFP is committed to leveraging its systems, strategies and capacity in order to maximize its contribution to improved diets and reduced malnutrition. Helping vulnerable population groups to meet their nutrition needs is at the core of WFP's mandate and includes reaching people living in extreme poverty, people with disabilities, older people and people living with HIV/AIDS and tuberculosis, among others. WFP focuses on ensuring the nutrient adequacy of food assistance when providing life-saving treatment and malnutrition prevention services for women and children. It works with governments to improve access to healthy diets through sectors such as nutrition-sensitive social protection and aims to strengthen food systems for nutrition by working along food supply chains, scaling food fortification and changing consumer behaviours.
116. A strategic evaluation of nutrition and HIV/AIDS was commissioned by OEV in 2021 and includes an assessment of the quality and results achieved by the HIV/AIDS and nutrition policies. The summary evaluation report will be submitted for consideration by the Board at its 2023 first regular session.

## HIV and AIDS

117. Despite four decades of response, HIV remains a global public health challenge. People living with HIV face increased food insecurity, which can force them to adopt risky coping mechanisms to feed themselves and their households, especially in emergency and fragile settings. Food insecurity and associated coping strategies often have negative impacts on people's adherence to life-saving HIV treatment. Malnutrition also affects the well-being of people living with HIV because an inadequate diet and poor nutrition can increase the risk of morbidity and mortality.
118. To support the most vulnerable, WFP's operational and technical expertise contributes to saving and changing lives by stressing food security and nutrition as foundational for health and development. WFP continues to integrate food and nutrition programming into national HIV and tuberculosis responses, increasingly leveraging social protection programmes to tackle vulnerability and inequality at scale, in line with the new [global AIDS strategy for 2021–2026](#). As a co-sponsor of the Joint United Nations Programme on HIV/AIDS, WFP leads key partnerships in the global AIDS response: with the International Labour Organization on HIV-sensitive social protection and with UNHCR on HIV in humanitarian and emergency settings.
119. WFP's policy on HIV and AIDS (WFP/EB.2/2010/4-A) is presented to the Board annually. A strategic evaluation of nutrition and HIV/AIDS was commissioned by OEV in 2021 and includes an assessment of the quality and results achieved by the HIV/AIDS and nutrition policies. The summary evaluation report will be submitted for consideration by the Board at the 2023 first regular session.

## Environment

120. WFP recognizes that care of the environment is essential to food security and sustainable development. The WFP environment policy (WFP/EB.1/2017/4-B/Rev.1) commits WFP to developing mechanisms for systematically identifying, avoiding and managing risks to the environment arising from WFP's activities. It also recognizes that WFP's food assistance activities can generate environmental benefits and commits WFP to pursuing such benefits while seeking to avoid harm.
121. Guided by a set of overarching principles, the policy calls for the progressive enhancement of the environmental sustainability of WFP activities, the protection of the environment, increased resource efficiency and the minimizing of WFP's carbon footprint, the alignment of WFP actions with good international practice and global standards for environmental sustainability, and the strengthening of partners' capacity to plan and implement environmentally sound food security and nutrition activities.
122. The policy commits WFP to developing planning and implementation tools, including environmental standards that lay out essential protection measures and minimum expectations, a screening and categorization process for identifying and managing environmental risks and an environmental management system consistent with standard ISO 14001 of the International Standards Organization. The policy and its tools apply to programme activities and support operations, spanning humanitarian and long-term development activities.
123. Since the adoption of the policy, an environmental and social sustainability framework has been developed to establish and maintain a set of core environmental standards, a process for screening and categorizing environmental risk and an environmental management system. In line with its mandate as set out in the policy, the framework is designed to limit the potentially negative impacts that WFP may have on the environment, people and communities through its programme activities, support operations or any other action that it carries out or funds and to progressively increase the environmental and social sustainability of those activities, operations and other actions. In 2021, the environmental

and social sustainability framework was established as an integral part of WFP's normative framework and the principal framework for efforts to increase the environmental and social sustainability of its programme activities, support operations and interactions with partners.

124. OEV will commission an evaluation of the environment policy in 2023, with submission to the Board planned for the Board's 2024 annual session or 2025 first regular session.

### **Country strategic plans**

125. Guided by the WFP strategic plan for 2022–2025 and its embrace of the Sustainable Development Goals (specifically SDG 2 and SDG 17), the policy on country strategic plans (WFP/EB.2/2016/4-C/1/Rev.1) anchors WFP's country-level support and results in nationally articulated needs and priorities.
126. The CSP framework seeks to support countries in responding to shocks and emergencies, enhancing the resilience of vulnerable populations and systems and addressing the root causes of food insecurity and malnutrition. The framework allows WFP to contribute to SDG 2, on "zero hunger", operationalize the strategic plan at the country level and enhance strategic coherence, focus, operational effectiveness and partnerships. Combined with new financial and corporate results frameworks, the CSP framework demonstrates the potential for improving the quality of WFP's assistance by identifying the organization's specific contributions in a country; establishing the basis for effective partnerships, including with the other Rome-based agencies; increasing effectiveness and efficiency in emergency response and integrating it into a broader framework for zero hunger; aligning WFP's contributions with national SDG targets, national plans and United Nations sustainable development cooperation frameworks; reducing transaction costs; and enhancing performance reporting and accountability.
127. CSPs cover a period of up to five years and are informed by country-led common country analyses undertaken by United Nations country teams and national "zero hunger strategic reviews" or similar food and nutrition security analyses and assessments designed to catalyse national action towards the achievement of SDG 2 through jointly formulated and agreed CSP outcomes.<sup>9</sup> Building on experience from the roll-out of the first generation of CSPs (which concluded in November 2019), WFP is proactively engaged in the United Nations development system reform process and is progressively aligning the cycles and content of its CSPs with United Nations sustainable development cooperation frameworks, drawing on the analytical foundation provided by the common country analyses.
128. The summary report on the strategic evaluation of pilot CSPs presented to the Board at its 2018 second regular session (WFP/EB.2/2018/7-A) concluded that the launch of the CSP framework was a significant step forward with generally positive results. While the increased transparency and accountability provided by the framework did not lead to more flexible and predictable funding, the framework is considered a transformative step in enabling WFP to contribute to the 2030 Agenda.
129. Given the maturity of the CSP model and the evidence and lessons gained from evaluations of first-generation CSPs and "lessons learned analysis" of second-generation CSPs, an evaluation of the CSP policy was commissioned in 2022. The summary report on the evaluation is to be presented to the Board at its annual session in 2023.

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<sup>9</sup> "Strategic outcomes" have been renamed as "CSP outcomes" in the new line of sight guidance. CSP outcomes are formulated by country offices and derived from national needs and priorities for achieving zero hunger by 2030. For further information see <https://docs.wfp.org/api/documents/WFP-0000136451/download/>.

## People and culture

130. WFP's approach to developing its people and workplace culture continues to evolve following the Board's approval of the strategic plan for 2022–2025. In this context, the WFP people policy (WFP/EB.A/2021/5-A) provides a vision of the WFP workforce and a coherent framework for the achievement of excellence in people management and the development of a strong workplace culture, all of which are necessary to the accomplishment of WFP's mission.
131. The people policy identifies four priority areas and twelve elements of people management that frame the implementation of activities in each of the four priority areas. The priority areas are "nimble and flexible", "performing and improving", "diverse and inclusive" and "caring and supportive". The policy establishes mutual accountability between the organization, its managers and its employees through a set of commitments that in turn guide the expectations of WFP, its people and their behaviour and interaction in the workplace.
132. The corporate results framework for 2022–2025 (WFP/EB.1/2022/4-A/Rev.1) is anchored in the people policy. Management result 2, "people management", includes key performance indicators for each priority area and reflects WFP's ambition for a future workforce and a respectful and inclusive workplace culture that promote and safeguard the highest standards of ethical conduct and behaviour.
133. Clear accountability for policy implementation is critical. The policy requires all leaders, managers, supervisors and employees to meet the commitments, and apply the priorities and elements, of the policy and encourages managers to recognize people management as their first concern. All directors and heads of office have been authorized and instructed by the Executive Director to review existing policy instruments, strategies, frameworks, action plans and other administrative issuances and to revise them as necessary to bring them into line with the policy.
134. Since the approval of the policy a dedicated unit has been established as part of the Workplace Culture Department. The People and Culture Coordination Unit supports the organizational change process involved in policy implementation by coordinating, providing oversight of and reporting on cross-cutting people management and organizational culture activities. The unit also coordinates the critical corporate initiative on investing in WFP people that was approved as part of the management plan for 2022–2024, which enables WFP to go further and faster in support of its goals relating to people and culture.
135. A strategic evaluation of workforce culture is planned for 2026.

## Oversight

136. At its 2018 annual session the Board approved the WFP oversight framework (WFP/EB.A/2018/5-C).
137. WFP's vision for organizational oversight is that it should drive continuous improvement, reinforce the highest standards of integrity, ethics and professionalism and safeguard stakeholder confidence for the benefit of the people that WFP serves. Oversight activities at WFP promote accountability and transparency and reinforce the accountabilities and internal controls established by its governing bodies and the Executive Director.
138. As an integral part of the governance system, oversight provides reasonable assurance that WFP activities are fully in accordance with legislative mandates, that the funds provided to WFP are fully accounted for, that WFP activities are conducted in the most efficient and effective manner possible, and that the staff and other officials of WFP adhere to the highest standards of professionalism, integrity and ethics.
139. An evaluation of the policy is under consideration.

## Enterprise risk management

140. WFP first adopted an enterprise risk management policy (WFP/EB.2/2005/5-E/1) in November 2005. The policy was updated in May 2015 (WFP/EB.A/2015/5-B) and more recently in November 2018 (WFP/EB.2/2018/5-C).
141. The 2018 enterprise risk management policy establishes a pragmatic, systematic and disciplined approach to identifying and managing risks throughout WFP that is clearly linked to the achievement of WFP's strategic objectives. Specifically, WFP's vision for enterprise risk management is to maintain a consistent risk management framework within which risks can be identified, analysed and addressed and accountability can be assigned; to achieve a common understanding of WFP's exposure to risks in relation to its risk appetite in order to articulate a coherent risk profile throughout WFP and for donors and external stakeholders; and to establish a culture in which risk management is linked to the implementation of WFP's strategic plan and considered proactively in operational decision making.
142. The 2018 policy explains the processes for assessing and monitoring risks and "escalating" them to the appropriate level of management for response, in line with WFP's risk appetite. Risk appetite statements reflect the intent to manage risks and support managers in analysing, monitoring and responding to risks and establishing relevant performance targets. The policy also defines risk management roles for country, regional and headquarters directors.
143. Numerous developments since the adoption of the first policy have contributed to the mainstreaming of risk management into WFP's strategies, CSP design and operations and to an increased understanding of risk management as an integral part of WFP's internal control environment. These efforts continue as WFP seeks to embed risk management disciplines into planning and decision making at all levels of the organization.
144. An evaluation of the policy is planned for 2024, with the summary report on the evaluation to be presented to the Board in 2026.

## Evaluation

145. Following the third peer review of WFP's evaluation function by the United Nations Evaluation Group and the Development Assistance Committee of the Organisation for Economic Co-operation and Development, an updated WFP evaluation policy for 2022–2026 was approved by the Board at its 2022 first regular session. The updated policy will replace the one approved by the Board in 2015 (WFP/EB.2/2015/4-A/Rev).
146. The updated policy reaffirms WFP's commitment to international evaluation principles, norms and standards and continues efforts to strengthen the strategic direction and normative framework of WFP's evaluation function, ensuring that WFP is fit for the future in terms of the United Nations development system reform and the 2030 Agenda. The vision backing the theory of change for the policy is that by 2030 WFP's contribution to the achievement of zero hunger will be strengthened by a culture of accountability and learning supported by evaluative thinking, behaviour and systems. Contributing to this vision, the goals of the policy are to ensure that evaluation evidence consistently informs decisions on WFP policies, strategies, plans and programmes and that the WFP evaluation function contributes to global knowledge and supports decision making and the achievement of the SDGs at the global, regional and national levels.



147. The policy will be achieved through the attainment of the following outcomes:
- i) Evaluations are independent, credible and useful: evaluations are embedded in the policy and programme cycle, with all evaluations managed in accordance with United Nations norms and standards and the WFP evaluation quality assurance system.
  - ii) Evaluation coverage is balanced and relevant and supports both accountability and learning in line with the coverage norms for evaluations.
  - iii) Evaluation evidence is systematically accessible and available to meet the needs of WFP and its partners.
  - iv) There is enhanced capacity to commission, manage and use evaluations throughout WFP.
  - v) Multi-stakeholder partnerships contribute to strengthened evaluation practice by humanitarian and development actors and to United Nations coherence.
148. The updated policy integrates the roles and accountabilities of various stakeholders, which were previously articulated in a separate evaluation charter. A new corporate evaluation strategy will set out a phased plan for implementing the policy, the costing of which will be provided in the regular three-year work plan of the evaluation function, which is presented as an annex to the WFP management plan submitted to the Board at its second regular session each year.

### **Fraud and corruption**

149. WFP's revised anti-fraud and anti-corruption policy (WFP/EB.A/2021/5-B/1) supersedes the previous policy adopted in 2015 (WFP/EB.A/2015/5-E/1). WFP is highly risk-averse towards fraud and corruption in its activities and operations and has zero tolerance for inaction in the face of potential fraud or corruption. Accordingly, WFP will take measures to prevent, detect and deter fraud and corruption perpetrated to its detriment by WFP personnel or by cooperating partners, suppliers or other third parties and will take robust action when they occur.
150. The revised policy:
- reiterates WFP's risk appetite towards fraud and corruption: WFP is highly risk-averse towards fraud and corruption and has zero tolerance for inaction;
  - expands the applicable scope of the policy to include any type of contracted entity or other third party that has a relationship with WFP;
  - expands the definition of "fraud and corruption" to include theft, money laundering and the financing of terrorism;
  - clarifies that managerial accountability lies with office and division directors;
  - presents a "life cycle" view of the fraud risk management process;
  - clarifies employee reporting provisions, which state that employees must promptly report any reasonably suspected case of fraud or corruption, or any attempted fraud or corruption, to the Office of the Inspector General and may do so anonymously using the WFP hotline; WFP employees are strongly encouraged to report also to the director of the affected office or division;

- introduces a new responsibility for office and division directors, who must “escalate” any reasonably suspected material case of fraud or corruption when they are informed of an allegation (such “escalation” should be in line with the risk escalation responsibilities outlined in the enterprise risk management policy); and
  - introduces a feedback loop whereby if an allegation of fraud or corruption is reported to the Office of Inspections and Investigations but not to the director of the affected office or division, the Office of Inspections and Investigations will as soon as possible after completion of its preliminary assessment, inform that director and the Director of the Enterprise Risk Management Division of the allegation if it is deemed sufficiently credible to warrant investigation.
151. OEV will consider the eligibility of the anti-fraud and anti-corruption policy for evaluation between 2025 and 2027, taking into account utility considerations and available resources.

**Acronyms**

CCS	country capacity strengthening
CSP	country strategic plan
FAO	Food and Agriculture Organization of the United Nations
OEV	Office of Evaluation
SDG	Sustainable Development Goal
SSTC	South–South and triangular cooperation
UNHCR	Office of the United Nations High Commissioner for Refugees