



**World Food
Programme**

**Executive Board
Annual Session**

Rome, 25–28 May 2015



Distribution: GENERAL
WFP/EB.A/2015/16
12 November 2015
ORIGINAL: ENGLISH

SUMMARY OF THE WORK OF THE ANNUAL SESSION OF THE EXECUTIVE BOARD, 2015

In accordance with the methods of work of the Executive Board, the present document reflects the main points of its deliberations to be taken into account by the Secretariat in the implementation of the Board's decisions and recommendations. In accordance with a request by the Board at EB.A/2010, the decisions and recommendations from the session are contained as Annex I of this document.

Executive Board documents are available on WFP's Website (<http://executiveboard.wfp.org>).

TABLE OF CONTENTS

	page
CURRENT AND FUTURE STRATEGIC ISSUES	
2015/EB.A/1 Opening Remarks by the Executive Director	1
ANNUAL REPORTS	
2015/EB.A/2 Annual Performance Report for 2014	3
POLICY ISSUES	
2015/EB.A/3 Gender Policy (2015–2020)	4
2015/EB.A/4 South–South and Triangular Cooperation Policy	5
2015/EB.A/5 Enterprise Risk Management Policy	5
2015/EB.A/6 Policy on Building Resilience for Food Security and Nutrition	6
2015/EB.A/7 Anti-Fraud and Anti-Corruption Policy	7
RESOURCE, FINANCIAL AND BUDGETARY MATTERS	
2015/EB.A/8 Annual Report of the Audit Committee	7
2015/EB.A/9 Audited Annual Accounts, 2014	7
2015/EB.A/10 Appointment of Three Members to the Audit Committee	8
2015/EB.A/11 Progress on the Financial Framework Review, including Indirect Support Costs	8
2015/EB.A/12 Strategic Utilization of WFP’s PSA Equalization Account	9
2015/EB.A/13 Annual Report of the Inspector General and Note by the Executive Director	9
2015/EB.A/14 Report of the External Auditor on the Management of Corporate Emergencies and WFP Management Response	10
2015/EB.A/15 Report of the External Auditor on Warehouse Management and WFP Management Response	10
2015/EB.A/16 Report on the Implementation of the External Auditor Recommendations	11
2015/EB.A/17 Report on the Utilization of WFP’s Advance Financing Mechanisms (1 January–31 December 2014)	11
EVALUATION REPORTS	
2015/EB.A/18 Annual Evaluation Report, 2014 and Management Response	12
2015/EB.A/19 Summary Evaluation Report of WFP’s Preparedness and Response Enhancement Programme (2011–2014) and Management Response	12
EAST AND CENTRAL AFRICA REGIONAL PORTFOLIO	
2015/EB.A/20 Protracted Relief and Recovery Operations — Ethiopia 200712	14

	page
WEST AFRICA REGIONAL PORTFOLIO	14
2015/EB.A/21 Country Programmes — Benin 200721 (2015–2018)	15
2015/EB.A/22 Protracted Relief and Recovery Operations — Burkina Faso 200793	15
MIDDLE EAST, NORTH AFRICA, EASTERN EUROPE AND CENTRAL ASIA REGIONAL PORTFOLIO	16
2015/EB.A/23 Summary Evaluation Report on WFP's Response to the Syrian Crisis (2011–2014) and Management Response	16
2015/EB.A/24 Protracted Relief and Recovery Operations — The Sudan 200808	17
SOUTHERN AFRICA REGIONAL PORTFOLIO	18
2015/EB.A/25 Budget Increases to Development Activities — United Republic of Tanzania Country Programme 200200	18
ASIA REGIONAL OVERVIEW	19
LATIN AMERICA AND THE CARIBBEAN REGIONAL OVERVIEW	19
OTHER BUSINESS	
Joint Field Visit to Jordan by the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, WFP and UN-Women	20
Address by Staff Representative Bodies to the Board	21
Annex I Decisions and Recommendations	22
Annex II Agenda	30
Acronyms used in the Document	32

CURRENT AND FUTURE STRATEGIC ISSUES

Opening Remarks by the Executive Director (2015/EB.A/1)

1. The Executive Director gave an overview of WFP operations and policy initiatives before the Board in the context of the international community's milestone 2015 year of opportunity. Despite favourable global food supply prospects and prices, the unprecedented scale and complexity of conflict and crises in the world meant that food was increasingly unavailable or inaccessible to many vulnerable populations. In response, WFP faced increasing demands and funding shortfalls.
2. The Nepal earthquake had demonstrated the importance of preparedness: WFP's recently-completed Humanitarian Staging Area in Kathmandu had been crucial, while rapid approval and advance financing mechanisms had delivered critical lifesaving assistance to 1.1 million people in just three weeks. In Yemen, WFP had prioritized life-saving interventions to reach more than 1 million of the more than 12 million food-insecure people; the Executive Director called on all Member States to assist in opening up greater humanitarian space to avoid further deterioration. In Iraq, 2.8 million people had been displaced by the upsurge in violence - the Office for the Coordination of Humanitarian Affairs (OCHA) and the United Nations Department of Political Affairs anticipated 2.7 million more in 2015; funding shortfalls and limited access had forced WFP to reduce its food rations.
3. Humanitarian access also remained a critical operational challenge in the Syrian Arab Republic, where massive displacement continued amid increased fighting. Staple foods were generally available in the country, but there were many obstacles to access for vulnerable people. Refugees displaced throughout the region were increasingly vulnerable, and many families were implementing negative coping strategies. Host communities were increasingly burdened. Resourcing shortfalls had forced a 30 percent reduction in food vouchers and cuts in assistance to even extremely vulnerable refugees.
4. In Somalia, humanitarian workers were under threat, access remained restricted, cereal prices had risen and 1 million people required critical life-saving assistance. Amid the deteriorating situation in South Sudan, WFP staff had been abducted and reported killed, humanitarian actors harassed and their movement restricted, and critical life-saving efforts impeded; greater financial resources were required. The political and humanitarian crisis in Burundi had displaced tens of thousands of people into neighbouring countries, with a global acute malnutrition rate among children of 25 percent.
5. In West Africa, sustained investment was required to reach zero Ebola cases throughout the region; new cases had emerged in Guinea. As the United Nations Mission for Ebola Emergency Response (UNMEER) drew down, WFP would expand its provision of common services across the Ebola-affected region.
6. Drought continued to severely affect over 2 million people in Central America, limiting harvests and access to food among vulnerable populations.
7. In preparation for the year's post-2015 Sustainable Development Summit, Conference of the Parties to the Convention on Climate Change and the World Humanitarian Summit, WFP would work with the other Rome-based agencies (RBAs) to develop universal indicators on hunger and malnutrition, advocate for zero hunger and ensure recognition of climate change impacts on food security. The Sendai Framework for Disaster Risk Reduction and the draft outcome document of the Third International Conference on Financing for Development

recognized the importance of scaling up efforts to eliminate food insecurity, but financial guarantees of investments were needed; greater coherence and partnerships would be crucial.

8. WFP's gender policy (2015–2020) highlighted women's empowerment as integral to achieving zero hunger and sought to ensure equal access to food and nutrition assistance for all those WFP served, along with strengthened accountability through improved monitoring, evaluation and resource tracking. The policy on building resilience for food security and nutrition promoted coherence and heralded a fundamental shift in collaborative programme design and implementation. The South–South and triangular cooperation policy provided a platform for building capacities, promoting cooperation and scaling up successes, while the enterprise risk management (ERM) policy ensured comprehensive risk analysis would fully inform WFP's work.
9. Discussing WFP's Fit for Purpose reform, the Executive Director noted that the transformation had reinforced core competencies and enhanced efficiency; it would be concluded by the end of 2016, with a focus on six priority areas. WFP continued to pursue cost excellence and would present a proposal for a shared service centre. Among the proposals for strategic investments from the Programme Support and Administrative (PSA) Equalization Account was to establish a Wellness Programme Fund, mindful of WFP's duty of care to all staff.
10. Addressing the Board in his role as the Secretary-General's Special Envoy for Syria, Mr Staffan de Mistura underscored that the United Nations would never abandon the Syrian people or the region. Despite broad consensus that the solution had to be political, the militarized conflict continued. He lauded WFP's work in assisting 4 million people inside the country and 2.3 million more in the region; the stresses on Iraq, Jordan, Lebanon and Turkey were also immense. He appealed to Board members to continue supporting WFP and to focus on the region amid the many emergencies: it was the largest humanitarian crisis since the Second World War, driving desperate people into peril on the Mediterranean and incubating a "political Ebola". The classical approach had failed due to a lack of trust and new ways were being explored on how to better to organize a political dialogue.
11. Recalling WFP's role mobilizing Member States to assist Ethiopia in the 1980s, Mr de Mistura illustrated how WFP's food assistance activities could contribute to dialogue and break deadlock. It was crucial that the Syrian people be able to eat the food they produced; he applauded WFP's efforts in this regard.
12. The Board praised the dedication staff under difficult circumstances and WFP's operational accomplishments, but noted the critical funding shortfalls. WFP had been forced to cope with numerous protracted complex crises; forward-looking debate on targeting and enhanced assessment tools was needed to ensure that the most vulnerable were receiving the right assistance. Board members appealed for increased contributions to meet food and nutrition needs and for support to WFP's efforts to seek innovative funding sources and enhance monitoring and evaluation (M&E). Several donors offered multi-year contributions and encouraged others to do likewise. Some members felt that the long-term benefits of scaling up private-sector and individual fundraising would outstrip initial costs.
13. Efforts to enhance gender equality and empower women were crucial to food security: the gender policy was a well-aligned response to the 2013 evaluation but careful implementation was needed, requiring consistent communication between management and the field. Strengthening South–South and triangular cooperation was crucial in all areas of WFP work across divisions, as shown by the Centre of Excellence, which was valued by many countries. The slow-onset nutrition and food security threats affecting middle-income countries required greater attention and enhanced inter-agency cooperation, especially among the

RBAs; sustainable investment was crucial for long-term stability beyond crises. The Board commended WFP's lead logistics role and its operation of the United Nations Humanitarian Response Depot (UNHRD).

14. The Board commended WFP's commitment to incorporating the voices of those it served: accountability to affected populations was critical in the context of resilience-building, humanitarian renewal and eliminating gender-related violence. Monitoring and evaluation would improve evidence-based programmes to ensure coherence and avoid duplication. A multi-stakeholder framework for building resilience could also contribute to mitigating extremism and instability.
15. The alarming disappearance of WFP staff in South Sudan recalled how staff dedication deserved the Board's full support, including through the creation of the Wellness Programme Fund. More equitable geographical representation among WFP staff could still be achieved.
16. The Executive Director expressed her appreciation for the Board's support and constructive comments. The keen interest in and broad endorsement of the gender policy was encouraging: a great deal of work would have to follow its adoption in order to achieve gender parity and significantly improve access to food assistance regardless of gender-related factors.
17. The Executive Director thanked donors for their generous contributions and Italy for its Princess of Asturias Award nomination; and informed the Board she expected to make a joint statement with the Director-General of Food and Agriculture Organization of the United Nations (FAO) on the promising Syrian harvest.

ANNUAL REPORTS

Annual Performance Report for 2014 (2015/EB.A/2) (for approval)

18. The Secretariat drew attention to the new approach of assessment of outcome performance against targets rather than comparison with previous years, and the contribution of Fit for Purpose to achievements in 2014 in the face of unprecedented emergency challenges. The support of the Board and the generous contributions from donors were warmly acknowledged. The 2014 Annual Performance Report (APR) reported on the basis of new results framework issues. The links between outputs and outcomes had been described.
19. The Board acknowledged the challenges confronted in addressing concurrent Level 2 (L2) and Level 3 (L3) emergencies in addition to protracted crises, and recommended that the emergency response model be upgraded to reflect the "new normal". Board members urged WFP to increase the proportion of unearmarked multilateral contributions to provide greater flexibility in addressing changing needs, and to train more staff in the use of flexible cash and voucher (C&V) modalities. Greater use of the Immediate Response Account (IRA) and other internal lending mechanisms was recommended, particularly because there was evidence that the funding gap was growing.
20. The Board unanimously praised the commitment and courage of staff in the field working in challenging circumstances, particularly in the partnerships to address the Ebola crisis. Board members approved the moves to enhance staff wellbeing, and recommended that staff commitments be reviewed in line with the upgrade of the emergency preparedness model.
21. Board members noted the allocation of 79 percent of resources to emergency responses. The substantial increase in the use of C&V modalities was applauded in that it addressed beneficiary needs efficiently and leveraged the effectiveness of WFP's assistance. More information was needed, however, on achievements under Strategic Objectives 3 and 4,

particularly so that WFP could address gaps and allocate resources effectively. In endorsing the increased focus on nutrition reflected in the APR, Board members recommended that more attention be given to developing the nutrition-related capacities of governments.

22. The Board recommended that monitoring approaches be upgraded to address information gaps. WFP should ensure that data from all operations be collected and baseline- and outcome-level results be reported more comprehensively to provide a realistic assessment of outputs and outcomes. This would also increase WFP's accountability to donors.
23. Thanking the Board for its observations, the Secretariat undertook to address evidence and reporting gaps as part of WFP's work to optimize its performance measurement capabilities and its risk profile. The challenges in aggregating data from the Standard Project Reports into an aggregate corporate report were being addressed. The Secretariat shared the Board's opinion that more multilateral contributions were needed and that the IRA could be used more effectively. The funding gap was a source of concern, and WFP was constantly seeking ways of managing its voluntary funding as effectively as possible. With reference to nutrition outcomes, the Secretariat was addressing procurement and delivery bottlenecks that had impeded WFP's work.

POLICY ISSUES

Gender Policy (2015–2020) (2015/EB.A/3) (for approval)

24. The Secretariat presented the policy, which incorporated Board members' inputs from three informal consultations since December 2014. It used surveys of staff awareness of gender issues as a baseline.
25. The Board welcomed the policy and expected positive results from its implementation. Members particularly appreciated the focus on collecting sex- and age-disaggregated data; establishment of minimum standards in line with and broader than the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (UN SWAP); promotion of equal participation and increased decision-making power for women and girls; emphasis on addressing gender-based violence; and commitment to exceeding the standards of the Gender Mainstreaming Accountability Framework by 2016. They noted that the policy reflected extensive consultation throughout WFP and beyond.
26. Members recommended enhancing accountability and capacity development to ensure that UN SWAP requirements were exceeded, including by developing an accountability framework with clear timelines and responsibilities for policy implementation; and updating the monitoring of Strategic Plan implementation to incorporate the policy's requirements.
27. Several members and observers expressed reservations with regard to text in WFP's human resources segment of the Organizational Change section regarding the impact of mobility issues on daily life for all employees. Other members pointed out that the text pertained to WFP's operational effectiveness and that as such it was consistent with humanitarian principles accepted by WFP, and that it pertained to internal human resources norms; they further emphasized that as a WFP operational policy it did not imply any obligation for any country. There was consensus of the Executive Board to approve the policy, and there was agreement on the principles, activities and operations to which it referred. While it was agreed that WFP did not discriminate on any basis, some members and observers wanted the words "lesbian, gay, bisexual, transgender or intersex" deleted from paragraph 29 of the policy.

28. With regard to the content of the policy, the Secretariat stressed that it also reflected views collected from the Board during an extensive consultation process. Responding to the Board's concerns regarding funding, the Executive Director reported that WFP was increasing its investments in gender; it would not allocate a fixed share of PSA budget to gender as this would limit its funding flexibility. Country offices and regional bureaux were committed to incorporating funding for gender activities into their projects and programmes, and the Secretariat was tracking expenditure on gender. WFP was recognized as being one of the most advanced United Nations entities in this regard.
29. The Board looked forward to seeing the draft accountability framework at its November 2015 session, and to receiving annual updates on policy implementation and the report from the mid-term review in 2017.
30. The gender policy was approved as presented. Following adoption of the policy, at the request of several members and observers, the Board agreed to add a footnote to the policy clarifying that there had not been consensus concerning the language in one of the paragraphs.

South–South and Triangular Cooperation Policy (2015/EB.A/4) (*for approval*)

31. The Secretariat noted that the policy responded to demand from countries in which WFP worked and was relevant to all four Strategic Objectives, emphasizing that South–South and triangular cooperation complemented rather than substituted for other forms of assistance.
32. The Board supported the principles outlined in the document, including local ownership and focus on the most vulnerable. It welcomed the policy's addressing of links between South–South cooperation and national capacity development, country programming, social protection, enhancing food security and nutrition, inclusion, local ownership and innovation.
33. Members also appreciated the policy's focus on country office capacity to identify opportunities for South–South cooperation; enhancing knowledge-sharing and cooperation with other RBAs; exploring potential complementarity between North–South and South–South cooperation for emergency operations (EMOPs) as well as for country programmes (CPs); and strengthening collaboration with regional and sub-regional organizations. The increasing number of middle-income countries provided opportunities for expanding South–South and triangular cooperation.
34. The Board urged WFP to continue working in alignment with the efforts of other United Nations entities, particularly the RBAs, building on existing structures where possible. It requested the Secretariat to design a clear implementation plan, including a strategy for obtaining extra-budgetary funding for the policy where needed. The RBAs should define clear roles and responsibilities – and consider establishing a steering committee – for South–South and South–North cooperation. The Board looked forward to updates on policy implementation.
35. The Secretariat thanked the Board, and added that the RBAs held regular discussions on how to enhance joint South–South and triangular cooperation planning and facilitation.

Enterprise Risk Management Policy (2015/EB.A/5) (*for approval*)

36. The Secretariat outlined the development of ERM in WFP since 2005, noting advances in terms of its integration with performance management, a systematic approach to preparing risk registers, the definition of risk appetite and undertaking inter-agency risk-management activities. New elements in the ERM policy included links with internal controls, clarity on staff responsibilities and functions, the outlining of ERM components, risk escalation and

risk-sharing processes, and risk reporting. The Secretariat noted actions taken after the May informal consultation, including clarifying both the Board's role in ERM and the cost-neutral nature of the policy.

37. The Board welcomed the document, which had been extensively discussed with the Member States, and urged WFP to continue adopting best ERM practices consistent with Committee of Sponsoring Organizations of the Treadway Commission and to further collaborate with partners and stakeholders to find common approaches to ERM. Board members were aware that the nature of WFP's mandate implied facing uncertainties in delivering programmes, and observed that WFP's risk appetite should be fully aligned to cover the wide range of risk encountered.
38. The Board urged the Secretariat to ensure that adequate resources were allocated for training at all levels and for the implementation of risk management. Members suggested: i) further development of risk classification and risk thresholds as part of the risk-escalation mechanisms; ii) a holistic assessment of ERM implementation in WFP, encompassing findings from the Audit Committee (AC); and iii) regular reviews of the risk appetite statement. They highlighted the role of the Office of Evaluation in reviewing the policy.
39. The Secretariat appreciated the Board's involvement in developing the policy and assured members that it would continue to follow best ERM practices. The Board was also informed of WFP training of staff on ERM. The Secretariat would continue to monitor implementation of ERM and would consider ways to report to the Board.

Policy on Building Resilience for Food Security and Nutrition (2015/EB.A/6) *(for approval)*

40. The Secretariat outlined how the policy would guide WFP's efforts in enabling the most vulnerable people to absorb, adapt and transform in the face of shocks and stressors in order to achieve sustainable food security and nutrition. The policy would lay the groundwork for greater collaboration with the other RBAs and other partners on complex risks and would contribute to a shift toward longer-term country-level strategic planning.
41. The Board welcomed the policy's articulation of WFP's role in the complex task of resilience-building, which had the potential to contribute to the goal of zero hunger and bridge the gap between humanitarian assistance and development activities. Robust partnerships with a range of actors would be crucial. The Board praised the consultative and collaborative approach among RBAs: WFP's experience was a comparative advantage and its support to community-based asset-creation schemes and national government agencies would foster the national ownership crucial to resilience.
42. Board members noted that disaster risk reduction was a prerequisite for sustainable development and that Sendai Disaster Risk Reduction Priority 3 called for investment in that regard. WFP should inform donors and partners which aspects of resilience could be incorporated into rapid response, drawing on best practices. The Board recognized the need for multi-year financial commitments and noted that investments were not explicitly addressed in the policy document. WFP should be realistic in funding forecasts for such initiatives and outline clear boundaries so as to avoid overstretching its mandate and resources.
43. The Secretariat recognized the need to outline boundaries, responsibilities and synergies, including in terms of protection and gender. While the policy was consistent with the Sendai Framework in terms of actions and investments, it focused primarily on how to use existing resources more effectively as opposed to exploring the question of investments.

WFP always approached funding prospects conservatively and would work with countries to ensure further resilience support.

Anti-Fraud and Anti-Corruption Policy (2015/EB.A/7) (for approval)

44. The Inspector General presented the revised policy, which superseded the 2010 policy and included new provisions for strengthening the prevention, detection and investigation of fraud and corruption.
45. The Board welcomed the policy, highlighting its reinforcement of zero tolerance of fraud, use of a confidential hotline for reporting, the whistle-blower protection policy, and inclusion of new tools and processes, particularly the obligations for contractors and the Inspector General's ability to use pro-active integrity reviews. Members also appreciated enhanced staff training requirements. Noting that prevention was better than investigation, some members identified the need to appropriately resource the new policy and to pro-actively cover the full range of potential fraud and corruption, including falsification of reports.
46. Responding to these concerns, the Inspector General noted that his Office had requested appropriate resources to implement the new policy tools to address fraud and corruption. He further noted that the policy covered fraudulent, corrupt, collusive, coercive and obstructive practices and included the additional risks arising from deletion of data and other technological abuses.

RESOURCE, FINANCIAL AND BUDGETARY MATTERS

Annual Report of the Audit Committee (2015/EB.A/8) (for consideration)

47. Following presentation by the AC Chairperson, the Board welcomed the report. Members noted the value of visits to WFP field operations as a way of providing AC members with insights into WFP's work. They viewed the AC as a welcome source of additional assurance on WFP's work, sharing the AC's views regarding WFP's improved risk management, the need for careful consideration before adopting positive assurance, and the desirability of close coordination between the AC and the External Auditor.
48. The AC Chairperson took note of the Board's request for more detailed annual reports and would pass it on at the AC meeting in June. The reports of AC members' visits to the field were shared with the Bureau.
49. The Executive Director emphasized the good relationship between the AC and WFP management. She joined the Board and the Secretariat in thanking the Chairperson and AC members – both outgoing and continuing – for their support and commitment to WFP.

Audited Annual Accounts, 2014 (2015/EB.A/9) (for approval)

50. The Secretariat introduced the 2014 audited annual accounts, noting the inclusion of WFP's fourth Statement on Internal Control; 2014 had seen the highest annual revenue in WFP history, culminating in a surplus of USD 235 million.
51. The External Auditor confirmed that his office had issued an unqualified audit opinion to WFP, welcomed management's reception of its recommendations, and expressed its continued satisfaction with WFP's detailed process in preparing its Statement on Internal Control.

52. The Board congratulated WFP on receiving an unqualified audit opinion from the External Auditor despite major challenges and complex and unstable operating environments. Significant progress had been made in addressing previously issued audit recommendations and the Board welcomed that corrective actions would be taken in 2015 in the areas of asset classification and timely recording. The fourth annual Statement on Internal Control provided an exceptional level of assurance by engaging all senior staff, and further information on how it was produced was requested. WFP actions on compliance with Performance and Competency Enhancement (PACE) had improved decision-making in staff promotion and reassignment; the Board looked forward to further reports on the implementation of the People Strategy. The Board noted the recent increase in reported fraud and queried the likelihood of recoveries.
53. The Secretariat noted that given WFP's mandate, operating circumstances and risk, the 2014 fraud representing 0.015 percent of WFP resources may be seen as a minor level of fraud; the increase reflected in part greater investigative work by the Office of the Inspector General and not a deterioration of control mechanisms. The question of recoveries was covered in the Annual Report of the Inspector General.
54. The Secretariat agreed that PACE issues should be kept under review: the Executive Director was determined to go beyond PACE compliance and would continue to report on qualitative improvements. WFP based its Statement on Internal Control on assurance statements that required managers to explain assertions in writing and highlight any issues for review.

Appointment of Three Members to the Audit Committee (2015/EB.A/10) *(for approval)*

55. Following presentation by the Secretariat, the Board approved the appointment to the AC of Mr Suresh Kana of South Africa, Ms Elaine June Cheung of China and Mr Omkar Goswami of India, for the term 15 November 2015–14 November 2018.
56. Board members commended the transparent selection process and recommended considering some of the other candidates for future appointments to the AC.

Progress on the Financial Framework Review, including Indirect Support Costs (2015/EB.A/11) (for approval)

57. Noting that the Financial Framework Review had been discussed at informal consultations, the Secretariat reiterated that the review was guided by the principles of predictability, flexibility, accountability and simplicity with the purpose of optimizing WFP's operational effectiveness. The Secretariat noted that the PSA Equalization Account target level would be the subject of further consideration in 2015.
58. The Board expressed its appreciation of the consultative process and of the case for change presented in the paper. Board members were aware of the challenges relating to the current financial model and urged WFP to establish a sequence and timetable for the remaining parts of the Financial Framework Review. They agreed that investments for staff wellness and security should be charged to individual projects when possible and that use of the PSA Equalization Account for that purpose be on an exceptional basis. Members proposed further review of the expense categories and urged the Secretariat to provide more information on expenditures. Board members welcomed the proposal to optimize WFP's advance financing tools, and proposed a review of the PSA Equalization Account target level to ensure that emerging needs could be met.

59. With regard to the issue of fragmentation of WFP's financial architecture, Board members supported work on the proposed work streams, including the possibility of using country portfolio budgets and regional financing. They stressed the importance of continuing to consult with the membership on such issues as thematic funds.
60. The Secretariat assured the Board that the consultations would continue with a view to further refining WFP's financial architecture and resource management tools, and to providing the Board with more detailed plans on the proposed work streams.

Strategic Utilization of WFP's PSA Equalization Account (2015/EB.A/12) *(for approval)*

61. The Secretariat outlined its proposals for allocating the USD 95 million surplus in the PSA Equalization Account to the IRA, the Staff Wellness initiative and critical corporate initiatives. More sustainable funding of staff wellness would be discussed at the first informal consultation on the 2016–2018 Management Plan in July.
62. The Board while noting the value of the PSA Equalization Account in mitigating the risks of WFP's voluntary funding model and enhancing financial resilience, welcomed the proposed transfers. Members urged the Secretariat to provide donors with regular updates on use of the IRA as well as the outcomes of the critical corporate initiatives. They stressed the importance of balancing such investments against operational needs, and noted that if some costs were to become recurring they should be funded from other sources. Some members were concerned that allocations to staff wellness and national capacity development were too low.
63. Responding to the Board, the Secretariat reported that the issue of the indirect support cost (ISC) rate had been recently considered by the Board and any outstanding issues would be covered under the Financial Framework Review. The transfer to the IRA was intended to reinforce response capacity in life-threatening emergencies, and to encourage donors to support the IRA; the Secretariat promised greater visibility for such donations. The Secretariat was establishing the criteria for choosing the country offices that would receive support for work in national capacity-strengthening.
64. The Executive Director drew attention to the challenges of revolving the IRA when some donors did not allow their contributions to be used to repay IRA advances.

Annual Report of the Inspector General and Note by the Executive Director *(2015/EB.A/13) (for consideration)*

65. Noting that the Office of the Inspector General worked as a business partner to add value to WFP, the Inspector General outlined achievements in 2014: enhanced transparency through the publication of internal audit reports, improvements in internal audit processes, the new anti-fraud policy and related training; and implementation of the revised internal justice system. WFP's internal control environment was stable, and losses due to fraud had not been materially significant. Work in 2015 would focus on accountability and assurance provision, and on improvements in fraud detection.
66. The Chief of Staff noted the strong business partnership of the Office of the Inspector General, which was highly appreciated by WFP management, adding that it had provided valuable risk identification and advisory services.
67. The Board expressed its satisfaction that internal controls had been assessed as robust, and was pleased that the Office of the Inspector General had operated within its budget. Board members noted that work remained to be done on capacity development for partner

organizations and related monitoring approaches, and warmly endorsed the proposal to recruit a vendor manager with a view to minimizing procurement risks. The Board was also pleased that the internal justice system was being enhanced. Board members recognized the independence of the Office of the Inspector General and valued its robust and independent assessments of WFP's systems and practices; WFP's zero-tolerance approach to fraud and corruption was particularly praised. Some members enquired as to the ability of the Executive Director to request modifications in the office's work plan.

68. The Inspector General thanked the Board for its support, and reassured the members that the Office of the Inspector General always responded to risks identified by the Executive Director and senior managers, who were regularly involved in discussions of audit commitments, adding that departmental managers took a positive view of audits as a means of maintaining performance standards.
69. The Executive Director reiterated that the Inspector General maintained his independence while acting in a strong leadership role for WFP.

Report of the External Auditor on the Management of Corporate Emergencies and WFP Management Response (2015/EB.A/14) (for consideration)

70. The External Auditor presented the report, which included seven recommendations. The Secretariat was already implementing these, and was pleased to note that there did not seem to be any major gaps in the current system.
71. The Board welcomed the report, noting its timeliness given WFP's unprecedented number of concurrent L3 emergency responses in 2014. Members encouraged the Secretariat to continue implementing the recommendations, particularly those regarding the protocols, processes and criteria for activating L3 emergencies; tracking the implementation of actions agreed with the Strategic Task Force; timely collection of lessons learned from L3 responses; participation in inter-agency exercises and peer reviews during L3 crises; and engagement with traditional and non-traditional donors. They commended WFP's tracking of resources for emergency responses and of how L3 responses affected the ability to respond to other emergencies. Members cautioned that deactivation of an L3 emergency could be incorrectly perceived as meaning that the emergency had become less important.
72. The Secretariat recognized the need to review definition of L3 emergencies both internally and through participation in ongoing Inter-Agency Standing Committee discussions on system-wide L3 definitions; drawn-out L3 emergencies such as that in the Syrian Arab Republic made the original definition based on the need for surge capacity at the country office inadequate. Lessons-learned exercises of L3 responses were underway and in some cases where these were delayed the Secretariat had already processed internal reviews.

Report of the External Auditor on Warehouse Management and WFP Management Response (2015/EB.A/15) (for consideration)

73. The External Auditor presented the findings of an audit into WFP warehouse management conducted between September and December 2014. Its 10 recommendations had been accepted by management.
74. The Secretariat noted that the Logistics Division had participated in extensive consultations with the External Auditor throughout the audit and welcomed the recommendations, which it had begun implementing. WFP had robust warehouse management practices in place but given that agility in crisis response demanded a high level

of delegation of authority, renewed attention was required to corporate guidance in this context. Areas of concern highlighted in the audit, such as management of inventory and space-management information would be improved by the new integrated supply chain system, the Logistics Execution Support System (LESS), which would be fully implemented by December 2016.

75. The Board thanked the External Auditor for the report and commended WFP management on its open cooperation. Welcoming the verbal endorsement of the recommendations, the Board expressed concern that the Secretariat had not explicitly formulated its acceptance in the management response document: reinforcing oversight mechanisms was not necessarily the same as undertaking a review and could imply that such a review was not necessary.
76. The Secretariat apologized for its omission in the management response document and confirmed it had accepted all 10 recommendations; a corrigendum would be issued. The Secretariat reiterated that it was highly confident that the roll-out of LESS would resolve some of the issues raised in the audit and provide significant added value.

Report on the Implementation of the External Auditor Recommendations (2015/EB.A/16) (for consideration)

77. The Secretariat provided an overview on implementation of the External Auditor recommendations.
78. The Board appreciated the Secretariat's action on and thorough follow-up to the recommendations reflected in the detailed report. One Board member asked how the 34 recommendations that remained to be fully implemented were prioritized.
79. The Secretariat clarified that some recommendations required investment or policy or procedural enhancements that took time, and assured the Board that it would continue to report on progress.

Report on the Utilization of WFP's Advance Financing Mechanisms (1 January–31 December 2014) (2015/EB.A/17) (for consideration)

80. Following changes to WFP's advance funding mechanisms approved by the Board in 2014, the Secretariat reported on use of the IRA, the Global Commodity Management Facility and internal project lending throughout 2014. The allocation of USD 50 million from the PSA Equalization Account to the IRA would facilitate planning of the revolving element of loans to projects.
81. The Board reiterated its support for these mechanisms, which improved resource availability and reduced pipeline breaks. Members called for increased donor contributions to the IRA, and welcomed the use of internal project lending, including for operations in the Syrian Arab Republic and countries in West and Central Africa. They encouraged the Secretariat to continue improving the mechanisms, while keeping in mind the challenges of advance funding. Members requested a table showing the trends in IRA distributions among different programme categories in recent years and recommended that the Secretariat consider consolidating all internal lending and revolving mechanisms into a "one-stop shop" for advance financing.
82. The Secretariat agreed to consider the Board's suggestions. It highlighted the need for additional work with the Board to explore interpretation of General Rule XIII.4 (e) and its application in meeting full cost recovery. Given the possibility of increased contributions to the IRA, on which no ISC is charged, application of the rule could result in reduced ISC income.

EVALUATION REPORTS

Annual Evaluation Report, 2014 and Management Response (2015/EB.A/18) *(for consideration)*

83. The Director of the Office of Evaluation (OEV) introduced the report, which had been discussed at the Annual Consultation on Evaluation in May. Board members had commended advances in strengthening organizational learning from evaluation evidence and had encouraged OEV to: i) use more consultants from countries not in the Organisation for Economic Co-operation and Development – Development Assistance Committee; ii) continue enhancing its inter-agency collaboration on evaluation; and iii) ensure that the new evaluation policy had predictable funding.
84. Management welcomed the evaluation report and was implementing its recommendations with reference, where appropriate, to responses to the specific evaluations.
85. The Board welcomed the opportunity to consider the report in a formal setting and noted the need for balance between ensuring that evaluation recommendations were relevant to management and safeguarding the independence of OEV. Members appreciated the systemic recommendations and management's positive response. They encouraged management to continue contributing to United Nations system-wide evaluations and addressing other evaluation findings, particularly those regarding the adoption of corporate policies at the country level, the mainstreaming of gender issues, monitoring and reporting, cluster coordination, and WFP capacities for carrying out capacity development and partnership work.
86. Noting that funding shortfalls impeded programme results, Board members emphasized the need to enhance country-level M&E to improve effectiveness and demonstrate the value of donor investments. Given the diversity among and within middle-income countries, they noted that many countries with strong macroeconomic indicators still required WFP to implement food assistance programmes.
87. The Secretariat reported that roll-out of the country office M&E tool to all country offices by mid-2016 would make it easier to collect and collate data, including for supporting future evaluations. M&E advisers had been appointed at country offices and 195 staff members would be trained in M&E by the end of 2016.
88. The Executive Director added that some of the critical corporate initiatives being funded from the PSA Equalization Account addressed M&E capacity needs.

Summary Evaluation Report of WFP's Preparedness and Response Enhancement Programme (2011–2014) and Management Response (2015/EB.A/19) *(for consideration)*

89. The Director of OEV outlined the evaluation's positive findings including the programme's timeliness, relevance, contribution to aligning WFP with the Transformative Agenda and achievements in intended outcomes, with some caveats. Challenges remained in several aspects of response capability and quality; the Preparedness and Response Enhancement Programme (PREP) was limited by funding, implementation approach, and narrow focus on early phases of sudden-onset disasters. The evaluation recommended reinforcing emergency preparedness and response as a corporate priority, prioritizing staff capacities, cooperating partners and C&V, clarifying roles and responsibilities, and refining and completing key PREP activities.

90. The Secretariat agreed with the recommendations, noting that funding constituted the main challenge to their implementation. Budgetary provisions would be made in the 2016 Management Plan and 2015 activities would be maintained using trust funds and through a partnership agreement with several donors.
91. The Board appreciated the evaluation's thoroughness and the Secretariat's positive response, stressing the importance of strengthening staff capacity and safeguarding wellbeing. PREP's investments should be sustained through mainstreaming, establishing clearer functional boundaries and ensuring strong leadership. Members emphasized the importance of inter-agency processes and appreciated WFP's strong contribution to them. They requested regular reports on preparedness investment and achievements and recommended that greater attention be paid to gender, beneficiary protection and accountability, and cooperating partners. Members encouraged WFP to create a system with improved pre-purchase and distribution mechanisms.
92. The Director of OEV thanked the Board for its supportive observations, noting that additional details could be found in the full evaluation report.
93. The Secretariat noted that it was establishing a network of regional emergency preparedness and response officers and was enhancing – and reducing the costs of – training in collaboration with other agencies. It agreed to report to the Board on preparedness investment and achievements, and noted that cross-cutting issues such as protection, C&V and gender were covered by a set of WFP investments broader than PREP.

EAST AND CENTRAL AFRICA REGIONAL PORTFOLIO

94. The Regional Director observed that food security was improving overall but that 10 million people, particularly those displaced by conflict, faced critical levels of food insecurity. Food procurement was increasingly based on local purchases, with 300,000 mt bought in the region in the last 12 months.
95. Instability in Burundi was threatening to lead to a humanitarian crisis; contingency plans were in place to deal with the deteriorating situation and the country office was working with the Office of the United Nations High Commissioner for Refugees (UNHCR) and the Southern Africa Regional Bureau to respond to refugee food and nutrition needs.
96. The situation in South Sudan was of increasing concern: there was no indication of an end to the conflict, which was restricting humanitarian access and exposing large numbers of people to violence. The conflict was affecting the entire country, with the economy in free fall and 4.6 million people – half the population – critically food-insecure. Thanks to the donor response, WFP had pre-positioned 80,000 mt of food for the lean season, but trade-offs were having to be made as assistance was prioritized, and rations were being reduced in several areas because of funding shortfalls. The 540,000 South Sudanese refugees in neighbouring countries also required continued support.
97. Overall for the region there was a 50 percent funding shortfall; nutritional assistance and cash-based transfers might have to be cut back in programmes in Ethiopia, Kenya and Somalia. A further USD 500 million in funding was urgently needed for the region for the next six months.
98. The Board expressed its concern and support, noting that the priority should be work to end conflict in the region so that humanitarian needs could be addressed. In response to a question, the Regional Director informed the Board of plans for a food security assessment in Eritrea and a recent review of the country's port and supply corridors.

Protracted Relief and Recovery Operations – Ethiopia 200712 **(2015/EB.A/20) (for approval)**

99. The Deputy Country Director observed that poverty was being reduced, but 7 million people were chronically food-insecure and stunting was widespread. The operation envisaged support for the Productive Safety Net Programme (PSNP), capacity development for food management, development of risk mitigation strategies and local procurement. Further funding was required.
100. The Board stressed the need to work with the Government towards self-sufficiency and eventual hand-over, and expressed approval of the partnerships approach. The need for more resources for resilience-building was noted, and Board members recommended that the ministries of education and water resources be fully involved in activities to address stunting. Board members also recommended the use of new tools for targeting, and asked for clarification of the work on the PSNP, demand and supply issues, and decisions with regard to cash-based interventions. Micro-financing options, operational cost-saving opportunities and ways of overcoming seasonal food shortages should be further considered.
101. The Deputy Country Director agreed that the holistic approach to addressing stunting was the best way forward. The country office would remain flexible with regard to intervention modalities to ensure that changing needs were met appropriately and that the PSNP was supported effectively. The current monitoring system would be upgraded to include intermediate surveys in collaboration with the Government. Local-level partnerships and use of the Djibouti resource hub would help to reduce costs. Purchase for Progress approaches supported local economies and guaranteed deliveries of food.
102. The Ethiopian Minister of Agriculture expressed his Government's profound appreciation of WFP's work.

WEST AFRICA REGIONAL PORTFOLIO

103. The Regional Director underscored the importance of national staff for West Africa operations, including those deployed in front-line Ebola response; WFP invested in them through training in C&V, crisis management and humanitarian access in Cameroon, the Central African Republic and the Niger. Ebola cases had declined dramatically in Liberia and Sierra Leone but risen in Guinea, where emergency work continued. The WFP–World Health Organization partnership had provided valuable lessons.
104. Conflict hotspots and funding shortfalls persisted in the Central African Republic, Nigeria and Mali, where the United Nations had been attacked, a new wave of 30,000 people had been displaced and WFP nutrition programmes halved. The Regional Director appealed to the Board to fund FAO seed distribution in the Central African Republic so as to move beyond humanitarian response. Despite military gains against Boko Haram in northern Nigeria, the interrupted planting season and population displacement would significantly impact access to food; WFP provided emergency-related logistics training to the National Emergency Management Agency and awaited government approval for a United Nations Humanitarian Air Service (UNHAS) operation providing access to the northern region.
105. The mobile-phone-based vulnerability analysis and mapping (m-VAM) model, developed in partnership with Google and launched at scale during the Ebola response, proved effective in hard-to-reach areas. Investment in operational research, early-warning tool development and Sahel nutrition work continued: a pilot project in Burkina Faso purchased local milk for women to process into yoghurt, improving nutrition and empowering women. WFP would

partner with universities to assess the role of women in the region, in line with WFP's gender and triangular cooperation policies.

106. The Board commended WFP's effective and diverse activities and the brave commitment of staff; sustained assistance was crucial to recovery. The regional bureau was urged to draw on the innovative m-VAM partnership to build local capacities and extend infrastructure access to partners where possible.

Country Programmes — Benin 200721 (2015–2018) (2015/EB.A/21) *(for approval)*

107. The Country Director introduced the CP, which included a multi-sectoral approach to school meals, targeted nutrition support for children under 5 and pregnant and lactating women, and food assistance for assets (FFA) in the vulnerable Karimama and Malanville districts. Its approach, developed in extensive consultation with partners, would build local government capacities to manage school-feeding programmes based on local production and provide nutrition support for schoolchildren.
108. The Board welcomed the ambitious CP and commended its strong linkages with RBAs, United Nations Development Programme (UNDP), United Nations Fund for Population Activities (UNFPA), non-governmental organizations (NGOs) and the WFP Centre of Excellence in Brazil. The Board commended the emphasis given to training as the backbone of resilience-building and encouraged further dialogue with United Nations partners in country to optimize the mix of technical expertise. WFP was encouraged to explore the possibility of purchasing more food locally.
109. The Secretariat thanked the Board, emphasizing the significant buy-in of the Government of Benin and the good feedback received from all donors and local partners. By focusing on resilience in only two districts, WFP hoped to achieve tangible results with built-in mechanisms for impact evaluation and targeting. WFP noted the encouragement to cooperate further with FAO on broader technical capacity development.

Protracted Relief and Recovery Operations — Burkina Faso 200793 *(2015/EB.A/22) (for approval)*

110. The Country Director presented the protracted relief and recovery operation (PRRO), which aimed to develop resilience and address acute malnutrition.
111. The Board appreciated the PRRO's use of conditional cash transfers and its innovative monitoring system based on collection and analysis of data via smartphones in collaboration with the University of Ouagadougou. Members encouraged the country office to increase efforts to redress gender inequality, including considering the introduction of women-only FFA activities, and to switch from voucher to cash distributions for nutrition support as soon as possible. They raised concerns regarding the low daily wage and number of workdays in FFA activities; as these were implemented during the lean season, they would not compete for labour with regular agricultural employment. It was essential that WFP activities complement national plans and align with national priorities.
112. The Country Director confirmed that involving local students in monitoring provided valuable insights into local conditions, while giving the students useful experience. Despite strong national gender policies, there were still cultural barriers to gender equality, and working conditions for FFA activities were unsuitable for pregnant and lactating women. The use of vouchers for locally fortified flour ensured that beneficiaries' nutrition status improved while supporting local processors and fortifiers.

MIDDLE EAST, NORTH AFRICA, EAST EUROPE AND CENTRAL ASIA REGIONAL PORTFOLIO

113. The incoming Regional Director described the region's complex food insecurity challenges, major conflicts, mass population displacement and vulnerability to climate shocks. The number of people to be supported had increased 400 percent since 2011; efforts to meet the needs of the most vulnerable, support education and build resilience would help fight ideological extremism. The regional bureau managed L3 emergency responses in Iraq and the Syrian Arab Republic and L2 emergency responses in Yemen, Ukraine and Libya, with fighting recommencing in the Sudan. Facing a serious shortfall of 74 percent for the next six months, and in line with responsible programming, the regional bureau had scaled up response while enhancing targeting and prioritization.
114. Facing major operational challenges, including security and access constraints, the regional bureau actively engaged clusters, forged partnerships and maintained contingency planning, including operating remotely when necessary. Conflict had spread across Yemen and paralysis of the private sector would severely impact food availability; WFP was doing assessments, had imported fuel and was reaching those it could. The unpredictable situation in Iraq affected 5.6 million people, and WFP had reached an average of 1.5 million Iraqis per month since January 2014. The Islamic State in Iraq and the Levant (ISIS) controlled 50 percent of Syrian land and prevented access; WFP reached 4 million beneficiaries inside the country through cross-border modalities and 1.4 million in neighbouring countries. The regional bureau continued to provide support to internally displaced persons in Libya and Ukraine despite access challenges.
115. Across the region, WFP supported resilience and longer-term stability through support to livelihood activities and capacity development programmes. Through its cash transfer programmes WFP had contributed to building resilience by injecting resources into local economies.
116. The Board commended WFP's work safeguarding lives and livelihoods, and called for expanded donor support to sustain WFP's assistance for the most vulnerable in the troubled region.

Summary Evaluation Report on WFP's Response to the Syrian Crisis (2011–2014) and Management Response (2015/EB.A/23) (*for consideration*)

117. The Director of OEV outlined how the evaluation had been carried out. Findings were intended to guide continuing implementation of the Syrian response while providing wider lessons for other L3 responses.
118. Management had fully accepted eight of the ten recommendations, and partially accepted two.
119. The Board applauded WFP's performance in challenging, constantly changing conditions, highlighting its humanitarian coordination, including the leadership of clusters; its rapid scale-up of activities, including innovations such as voucher distributions; the cost reductions achieved through improved targeting and efficiency; and the stabilization of household food consumption scores. Members emphasized the need for timely transition planning involving donors, host countries and other major actors; improved use of analysis, particularly gender analysis, to inform planning; and realistic implementation strategies with evidence-based budget forecasts and modality selection.

120. Raising concerns about delays in shifting from status- to vulnerability-based targeting, members encouraged management to enhance M&E and assessments, particularly of vulnerability, the costs and benefits of different distribution modalities, conflict dynamics and funding availability. Other concerns related to staffing issues, the absence of women food monitors in some countries, and the sustainability of results, with members suggesting partnerships with development agencies to increase refugees' access to training. While appealing to donors to continue supporting the Syrian response, members warned against the risk of this crisis distracting resources from essential needs elsewhere.
121. The Director of OEV noted that introduction of the roster in summer 2014 had improved staffing, and clarified that recommendation 1 on transition planning was directed at the regional EMOP rather than the Syrian operation.
122. The Regional Director reported recent progress in reducing beneficiary numbers. Improved access had allowed better monitoring, including of the gender balance and the use of vouchers versus cash.

Protracted Relief and Recovery Operations – The Sudan 200808 (2015/EB.A/24) (for approval)

123. After the Country Director's presentation, the Board commended the PRRO for its consultative preparation process; strategy of combining a shift to more needs-based targeting with activities for emergency response where needed; enhanced partnerships with NGOs; and use of cash distributions, noting the need for Headquarters' support to cash piloting. Given the Sudan's potential for food production, members welcomed the proposals for increasing local procurement, including for other WFP operations in the region, and underlined the value of FAO's collaboration in this.
124. Noting the difficult security situation in many areas, members urged the country office to continue negotiating humanitarian access for WFP and partners, while intervening across the country, wherever food security was a concern. Members looked forward to updates on capacity gap analysis and vulnerability targeting later in the year.
125. The Country Director thanked the Board and donors for their support in the Sudan and highlighted the continued lack of access to areas held by non-government actors. Recent developments included WFP's collaboration with the United Nations Children's Fund (UNICEF) and FAO on a joint programme for resilience-building in the east, and with UNICEF and government partners on a countrywide nutrition programme. The switch to vulnerability-based targeting was expected to result in 25 percent of camp populations graduating from all forms of assistance, and another 25 percent graduating from general food distribution to other assistance. Information on the impacts of take-home rations for girls attending school would be available later; this activity was being piloted in particularly conservative areas.

SOUTHERN AFRICA REGIONAL PORTFOLIO

126. The Regional Director focused on the diverse negative impacts of erratic weather throughout the region tantamount to a looming regional food security crisis – the worst in years – with an early onset to the lean season. Reduced crop production had heightened food insecurity and the scale of responses would require greater contributions. Severe flooding in Madagascar, Malawi and Mozambique had combined with erratic and poorly distributed rains across the region. Crops had failed on 50 percent of Zimbabwe’s productive land, Malawi’s crop production had fallen 28 percent and the worst drought for six years during Madagascar’s growing period had sharply increased food insecurity, exacerbated by political instability. Regional bureau priorities included deploying C&V where possible using innovative modalities, and working with partners to link recovery to resilience-building in preparation for future shocks including using FFA. WFP was supporting government capacity in Namibia and hoped to do so in Angola.
127. Burundian refugees had fled to the United Republic of Tanzania, Democratic Republic of the Congo and Rwanda; WFP and UNHCR were responding. In DRC humanitarian needs were high as conflict continued, with food and nutrition assistance being provided to the most vulnerable.
128. WFP had partnered with the African Union and the United Nations Economic Commission for Africa on studies measuring the cost of hunger in terms of gross domestic product (GDP) in six countries; a new report indicating that child malnutrition was costing Malawi 10 percent of national GDP had triggered ministerial-level action. WFP was continuing to work with partners on a unique project to reduce stunting in Malawi.
129. The Board thanked the Regional Director, expressed confidence in WFP’s approach and agreed on the need to enhance preparedness for cyclical risks. In response to a query, the Regional Director informed the Board that drought insurance held promise for countries in the region.

Budget Increases to Development Activities – United Republic of Tanzania Country Programme 200200 (2015/EB.A/25) (for approval)

130. The Secretariat emphasized that the budget change was intended to align the CP with the United Nations Development Assistance Framework (UNDAF) cycle and new government policies on education and development, focusing on technical assistance for the Government.
131. The Board recognized the ongoing food and nutrition needs, and noted that that while the development situation would change with new gas and oil reserves, the country still required food assistance. Board members observed that local food deficits resulting from subsistence-level farming, erratic weather and poor storage facilities were significant causes of hunger, and that WFP should continue to address these issues with its partners even though it was re-positioning itself as a provider of technical assistance. Board members endorsed the alignment of the CP with government plans and with initiatives such as Delivering as One and the Zero Hunger Challenge, and recommended that monitoring approaches be upgraded to ensure that accurate performance and outcome information was obtained. Some members cautioned, however, that the end of WFP-implemented school feeding could be a concern for vulnerable households.
132. The Secretariat thanked the Board and donors, emphasizing that school feeding was evolving, not ending, as the Government set up its own community-based programmes with WFP support.

ASIA REGIONAL OVERVIEW

133. The Regional Director opened by briefing the Board on the post-earthquake EMOP in Nepal, a predominantly rural disaster with significant access challenges. WFP was implementing a phased approach to its relief operation, which included food and cash assistance along with early recovery activities through December 2015; a budget revision was being processed. WFP's emergency preparedness investments had enabled WFP to respond rapidly and effectively.
134. The Vanuatu post-cyclone EMOP was providing food assistance and common services and would pave the way for a preparedness strategy in the Pacific. In Afghanistan, access was constrained by insecurity and WFP's operation continued to face significant funding shortfalls. In the Democratic People's Republic of Korea, operations were 55 percent funded and coverage had been reduced: with the lean season starting and threats of drought, the situation was causing concern.
135. In spite of regional economic growth, food and nutrition challenges remained. In Myanmar, WFP was supporting the peace process by providing food and nutrition assistance, school feeding and cash-based support. In Pakistan, the Government had become an increasingly important partner, having donated 455,000 mt of wheat in recent years; future operations would include more capacity development and technical assistance, and five of the proposed eight humanitarian response facilities had been completed. Operations in the Lao People's Democratic Republic were being aligned with the UNDAF and national plans. In Sri Lanka WFP was helping the Government to set up safety nets and develop disaster response skills. Work in India was focused on refining the public food distribution system.
136. With the post-2015 development agenda in mind, WFP was aligning its work with the Zero Hunger Challenge and the SUN movement, working with FAO and UNICEF. Partnerships with the Asian Development Bank and the South Asian Association for Regional Cooperation were to be strengthened.
137. The Board commended the focus on partnerships for development. Members cautioned that there were signs of donor fatigue for the Nepal earthquake response and were concerned about reductions in assistance.
138. The Regional Director noted that the funding situation in Nepal had obliged the regional bureau to resort to internal borrowing; the United Nations Central Emergency Response Fund (CERF) and other sources of finance were being considered for long-term needs.

LATIN AMERICA AND THE CARIBBEAN REGIONAL OVERVIEW

139. The Regional Director began by highlighting his concern for the situation in the Central American Dry Corridor, where a second poor harvest was expected to affect households still recovering from the previous year. With the coffee rust crisis reducing employment opportunities, migration was likely to remain the main coping mechanism. The regional bureau and partners were analysing the correlations among food insecurity, migration and violence and would share the main findings.
140. Activities facing major funding shortfalls included school feeding and food assistance for assets in Haiti, and all WFP activities in the Plurinational State of Bolivia. The Regional Director appealed for urgent support from donors and for support to address the urbanization of food insecurity, including through rural development to reduce rural-urban

migration. He noted that about 14 percent of WFP's expenditure in the region in 2014 was allocated to gender equality and empowerment of women activities.

141. South–South cooperation work included facilitating Chilean support for projects promoting access to markets for smallholder farmers in Honduras and Guatemala; and coordinating efforts for disaster prevention and mitigation in the Caribbean and Central America. The Regional Director highlighted the opportunities for working with the governments of the region in strengthening resilience in food security and nutrition through an inclusive approach addressing the underlying causes of vulnerability.
142. Thanking the Regional Director for his report, Board members appealed to donors for support for resilience-building throughout the region, reiterating the suggestion of establishing a special fund for resilience.
143. Responding to other issues raised, the Regional Director noted that the regional bureau cooperated with the Centre for Excellence in Brazil and defined WFP's role in the Latin America without Hunger campaign. He stressed that it was important for governments in the region to prioritize food security and nutrition.

OTHER BUSINESS

Joint Field Visit to Jordan by the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, WFP and UN-Women

144. Members of the group warmly thanked the Government of Jordan for its hospitality and support, the United Nations Office for Project Services (UNOPS) for its organization and the WFP country office in Jordan for its assistance. The group had met high-level Jordanian government representatives of United Nations organizations in preparation for three days of fact-finding visits to refugee camps and WFP operational sites, such as those supporting CP activities including school feeding and women's economic empowerment.
145. The visits had revealed the scale of the situation in Jordan: of the 1.5 million Syrian refugees, 50 percent were children; their plight and the lives of host communities were exacerbated by high unemployment, scarce water, costly fuel and high dependence on imported foods. Targeting was a challenge, and innovations such as supermarket discounts for beneficiaries were being introduced to address a wide range of needs. The promotion of social cohesion was a priority: several WFP operations targeted host communities as well as refugee families outside the camps. Relative to the CP, several members of the group suggested that the RBAs could collaborate to address nutrition, social and educational needs and build on the programmes already being implemented, some of which involved reforestation and the production of clothing, cheese, milk and olives. Those involved testified to the success of the ventures in enabling local people to earn incomes, provide for their families and maintain their self-esteem.
146. The Permanent Representative of Jordan joined the Regional Director in thanking the group for their interest in seeing the realities of the situation and hence showing solidarity with Jordanians and refugees, whose morale had been raised by the visit.

Address by Staff Representative Bodies to the Board

147. Thanking the Board for its ongoing support in staff matters, the representative of the Professional Staff Association drew attention to the issue of family support and compensation for professional staff in hardship duty stations. Board members were invited to work with their governments to urge the approval of acceptable human resource practices and remuneration packages, with special attention to the particular nature and scope of WFP's commitments, and the stress and dangers to staff working the field. The inclusion of national professional staff in the Professional Staff Association, the establishment of the Wellness Division and the People Strategy were welcomed as steps in the process of supporting staff and providing career opportunities. Staff looked forward to continued transparency and consultation regarding the cost excellence initiative, including support to staff affected by the establishment of the proposed shared service centre. Ensuring the safety, wellbeing and fair remuneration of all staff would ultimately benefit those assisted by WFP.
148. The General Secretary of the Union of General Service Staff (UGSS) expressed his appreciation for the inclusive attitude of WFP's senior management and the open dialogue maintained with the staff representative bodies. He stressed the dedication of general service staff to WFP's mandate and their awareness of expectations for effective service delivery on the part of the international community. The potential of the cost excellence initiative to re-design a more streamlined and fit-for-purpose organization was noted. More comprehensive documentation from the Boston Consulting Group had been requested, as the information received to date was not robust enough to elaborate a position on the analysis conducted in the offshoring feasibility study. A cost-free transition was impossible; UGSS emphasized the need for the support of Member States to think ahead and fund packages for redundant staff. UGSS confirmed its desire to foster an ever more constructive dialogue among all stakeholders, including Member States.
149. The representatives of both staff organizations appreciated the Board's interest and support and undertook to continue to cooperate with WFP management and the Board on matters affecting staff members, with a view to making WFP an "employer of choice" in the United Nations system.

ANNEX I

DECISIONS AND RECOMMENDATIONS**Adoption of the Agenda**

The Board adopted the Agenda.

25 May 2015

Election for Vacant Positions in the Bureau and Appointment of the Rapporteur

The Board elected H.E. Stephanie Hochstetter Skinner-Klée (Guatemala, List C) as member of the Bureau and Vice-President of the Board.

In accordance with Rule XII of its Rules of Procedure, the Board appointed H.E. Crisantos Obama Ondo (Equatorial Guinea, List A) Rapporteur of the Annual Session of 2015.

25 May 2015

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

CURRENT AND FUTURE STRATEGIC ISSUES**2015/EB.A/1 Opening Remarks by the Executive Director**

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

25 May 2015

ANNUAL REPORTS**2015/EB.A/2 Annual Performance Report for 2014**

The Board approved the Annual Performance Report for 2014 (WFP/EB.A/2015/4*), noting that it provided a comprehensive record of WFP performance for the year.

25 May 2015

POLICY ISSUES**2015/EB.A/3 Gender Policy (2015–2020)**

The Board approved "Gender Policy (2015–2020)" (WFP/EB.A/2015/5-A).

25 May 2015

2015/EB.A/4 South–South and Triangular Cooperation Policy

The Board approved “South–South and Triangular Cooperation Policy” (WFP/EB.A/2015/5-D).

25 May 2015

2015/EB.A/5 Enterprise Risk Management Policy

The Board approved “Enterprise Risk Management Policy” (WFP/EB.A/2015/5-B).

26 May 2015

2015/EB.A/6 Policy on Building Resilience for Food Security and Nutrition

The Board approved “Policy on Building Resilience for Food Security and Nutrition” (WFP/EB.A/2015/5-C).

26 May 2015

2015/EB.A/7 Anti-Fraud and Anti-Corruption Policy

The Board approved the revised “Anti-Fraud and Anti-Corruption Policy” (WFP/EB.A/2015/5-E/1).

The Board also took note of the comments of the Advisory Committee on Administrative and Budgetary Questions (ACABQ) (WFP/EB.A/2015/6(A,B,C,D,E,F,G,H,I,J,K)/2), WFP/EB.A/2015/5-E/2), and the Food and Agriculture Organization of the United Nations (FAO) Finance Committee (WFP/EB.A/2015/6(A,B,C,D,E,F,G,H,I,J,K)/3, WFP/EB.A/2015/5-E/3).

26 May 2015

RESOURCE, FINANCIAL AND BUDGETARY MATTERS**2015/EB.A/8 Annual Report of the Audit Committee**

The Board took note of “Annual Report of the Audit Committee” (WFP/EB.A/2015/6-E/1).

The Board also took note of the comments of the ACABQ (WFP/EB.A/2015/6(A,B,C,D,E,F,G,H,I,J,K)/2, WFP/EB.A/2015/5-E/2), and the FAO Finance Committee (WFP/EB.A/2015/6(A,B,C,D,E,F,G,H,I,J,K)/3, WFP/EB.A/2015/5-E/3).

26 May 2015

2015/EB.A/9 Audited Annual Accounts, 2014

The Board:

- i) approved the 2014 Annual Financial Statements of WFP, together with the Report of the External Auditor, pursuant to General Regulation XIV.6 (b);
- ii) noted the funding from the General Fund of USD 4,507,782.37 during 2014 for the write-off of cash losses and receivables; and
- iii) noted post-delivery losses of commodities during 2014 forming part of the operating expenses for the same period.

The Board also took note of the comments of the ACABQ (WFP/EB.A/2015/6(A,B,C,D,E,F,G,H,I,J,K)/2, WFP/EB.A/2015/5-E/2), and the FAO Finance Committee (WFP/EB.A/2015/6(A,B,C,D,E,F,G,H,I,J,K)/3, WFP/EB.A/2015/5-E/3).

26 May 2015

2015/EB.A/10 Appointment of Three Members to the Audit Committee

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

- Mr Suresh Kana (South Africa);
- Ms Elaine June Cheung (China); and
- Mr Omkar Goswami (India).

Their three-year terms will begin on 15 November 2015 and expire on 14 November 2018.

The Board also took note of the comments of the ACABQ (WFP/EB.A/2015/6(A,B,C,D,E,F,G,H,I,J,K)/2, WFP/EB.A/2015/5-E/2), and the FAO Finance Committee (WFP/EB.A/2015/6(A,B,C,D,E,F,G,H,I,J,K)/3, WFP/EB.A/2015/5-E/3).

26 May 2015

2015/EB.A/11 Progress on the Financial Framework Review, including Indirect Support Costs

Taking note of “Progress on the Financial Framework Review, including Indirect Support Costs” (WFP/EB.A/2015/6-C/1 + Corr.1) and the consultations to finalize the indirect support cost review, the Board:

- i) welcomed the update on the Financial Framework Review, and looked forward to further regular updates;
- ii) took note of the conclusions of the indirect support cost review contained in this document;
- iii) took note that all uses of the Programme Support and Administrative Equalization Account balance would continue to be approved by the Board and endorsed the use of the balance on the Programme Support and Administrative Equalization Account for the following purposes:

- a) to cover any difference between indirect support cost income and approved Programme Support and Administrative expenditure;
 - b) as a reserve to underwrite risk of decreases in indirect support cost income or underfunding of the Programme Support and Administrative budget;
 - c) for critical corporate initiatives or thematic support funds; and
 - d) for strengthening WFP's reserves;
- iv) endorsed the use of net interest income that accrues to the unearmarked portion of the General Fund: i) to strengthen WFP's reserves and enhance the management of financial risk; ii) to fund critical corporate initiatives if funds in the Programme Support and Administrative Equalization Account are insufficient; and iii) to fund recurring costs only as a last resort; and
- v) looked forward to the further review of the Programme Support and Administrative Equalization Account target level.

The Board also took note of the comments of the ACABQ (WFP/EB.A/2015/6(A,B,C,D,E,F,G,H,I,J,K)/2, WFP/EB.A/2015/5-E/2), and the FAO Finance Committee (WFP/EB.A/2015/6(A,B,C,D,E,F,G,H,I,J,K)/3, WFP/EB.A/2015/5-E/3).

26 May 2015

2015/EB.A/12 Strategic Utilization of WFP's PSA Equalization Account

Having considered document WFP/EB.A/2015/6-D/1, the Board approved transfers from the Programme Support and Administrative Equalization Account of:

- i) USD 50 million to the Immediate Response Account;
- ii) USD 10 million for the creation of a Wellness Programme Fund; and
- iii) USD 18 million for critical corporate initiatives in 2015.

The Board also took note of the comments of the ACABQ (WFP/EB.A/2015/6(A,B,C,D,E,F,G,H,I,J,K)/2, WFP/EB.A/2015/5-E/2), and the FAO Finance Committee (WFP/EB.A/2015/6(A,B,C,D,E,F,G,H,I,J,K)/3, WFP/EB.A/2015/5-E/3).

26 May 2015

2015/EB.A/13 Annual Report of the Inspector General and Note by the Executive Director

The Board took note of “Annual Report of the Inspector General” (WFP/EB.A/2015/6-F/1) and noted that the oversight work performed and reported did not disclose any significant weaknesses in the internal control, governance or risk management processes in place across WFP that would have a pervasive effect on the achievement of WFP’s objectives.

The Board encouraged management to take advantage of the opportunities for improvement highlighted in the report.

The Board took note of “Note by the Executive Director on the Annual Report of the WFP Inspector General” (WFP/EB.A/2015/6-F/1/Add.1).

The Board also took note of the comments of the ACABQ (WFP/EB.A/2015/6(A,B,C,D,E,F,G,H,I,J,K)/2, WFP/EB.A/2015/5-E/2), and the FAO Finance Committee (WFP/EB.A/2015/6(A,B,C,D,E,F,G,H,I,J,K)/3, WFP/EB.A/2015/5-E/3).

27 May 2015

2015/EB.A/14 Report of the External Auditor on the Management of Corporate Emergencies and WFP Management Response

The Board took note of “Report of the External Auditor on the Management of Corporate Emergencies” (WFP/EB.A/2015/6-G/1) and the management response in WFP/EB.A/2015/6-G/1/Add.1, and encouraged further action on the recommendations, taking into account considerations raised by the Board during its discussion.

The Board also took note of the comments of the ACABQ (WFP/EB.A/2015/6(A,B,C,D,E,F,G,H,I,J,K)/2, WFP/EB.A/2015/5-E/2), and the FAO Finance Committee (WFP/EB.A/2015/6(A,B,C,D,E,F,G,H,I,J,K)/3, WFP/EB.A/2015/5-E/3).

27 May 2015

2015/EB.A/15 Report of the External Auditor on Warehouse Management and WFP Management Response

The Board took note of “Report of the External Auditor on Warehouse Management” (WFP/EB.A/2015/6-H/1) and the management response in WFP/EB.A/2015/6-H/1/Add.1/Rev.2, and encouraged further action on the recommendations, taking into account considerations raised by the Board during its discussion.

The Board also took note of the comments of the ACABQ (WFP/EB.A/2015/6(A,B,C,D,E,F,G,H,I,J,K)/2, WFP/EB.A/2015/5-E/2), and the FAO Finance Committee (WFP/EB.A/2015/6(A,B,C,D,E,F,G,H,I,J,K)/3, WFP/EB.A/2015/5-E/3).

26 May 2015

2015/EB.A/16 Report on the Implementation of the External Auditor Recommendations

The Board took note of “Report on the Implementation of the External Auditor Recommendations” (WFP/EB.A/2015/6-I/1).

The Board also took note of the comments of the ACABQ (WFP/EB.A/2015/6(A,B,C,D,E,F,G,H,I,J,K)/2, WFP/EB.A/2015/5-E/2), and the FAO Finance Committee (WFP/EB.A/2015/6(A,B,C,D,E,F,G,H,I,J,K)/3, WFP/EB.A/2015/5-E/3).

27 May 2015

2015/EB.A/17 Report on the Utilization of WFP’s Advance Financing Mechanisms (1 January–31 December 2014)

The Board took note of “Report on the Utilization of WFP’s Advance Financing Mechanisms (1 January–31 December 2014)” (WFP/EB.A/2015/6-J/1).

The Board also took note of the comments of the ACABQ (WFP/EB.A/2015/6(A,B,C,D,E,F,G,H,I,J,K)/2, WFP/EB.A/2015/5-E/2), and the FAO Finance Committee (WFP/EB.A/2015/6(A,B,C,D,E,F,G,H,I,J,K)/3, WFP/EB.A/2015/5-E/3).

26 May 2015

EVALUATION REPORTS**2015/EB.A/18 Annual Evaluation Report, 2014 and Management Response**

The Board took note of “Annual Evaluation Report, 2014” (WFP/EB.A/2015/7-A) and the management response in WFP/EB.A/2015/7-A/Add.1, and encouraged further action on the recommendations, taking into account considerations raised by the Board during its discussion

27 May 2015

2015/EB.A/19 Summary Evaluation Report of WFP’s Preparedness and Response Enhancement Programme (2011–2014) and Management Response

The Board took note of “Summary Evaluation Report of WFP’s Preparedness and Response Enhancement Programme (2011–2014)” (WFP/EB.A/2015/7-B) and the management response in WFP/EB.A/2015/7-B/Add.1, and encouraged further action on the recommendations, taking into account considerations raised by the Board during its discussion.

28 May 2015

EAST AND CENTRAL AFRICA PORTFOLIO**2015/EB.A/20 Protracted Relief and Recovery Operations — Ethiopia 200712**

The Board approved the proposed protracted relief and recovery operation Ethiopia 200712 “Responding to Humanitarian Crises and Transitioning Food-Insecure Groups to More Resilient Strategies” (WFP/EB.A/2015/9-B/2).

27 May 2015

WEST AFRICA PORTFOLIO**2015/EB.A/21 Country Programmes — Benin 200721 (2015–2018)**

The Board approved Benin country programme 200721 for 2015–2018 (WFP/EB.A/2015/8*), for which the food requirement is 13,293 mt at a cost of USD 9.6 million and the cash and voucher requirement is USD 466,897. The total cost to WFP is USD 16.1 million.

27 May 2015

2015/EB.A/22 Protracted Relief and Recovery Operations — Burkina Faso 200793

The Board approved the proposed protracted relief and recovery operation Burkina Faso 200793 “Developing Resilience and Fighting Malnutrition” (WFP/EB.A/2015/9-B/1*).

27 May 2015

MIDDLE EAST, NORTH AFRICA, EAST EUROPE AND CENTRAL ASIA PORTFOLIO**2015/EB.A/23 Summary Evaluation Report on WFP’s Response to the Syrian Crisis (2011–2014) and Management Response**

The Board took note of “Summary Evaluation Report on WFP’s Response to the Syrian Crisis (2011–2014)” (WFP/EB.A/2015/7-C) and the management response in WFP/EB.A/2015/7-C/Add.1, and encouraged further action on the recommendations, taking into account considerations raised by the Board during its discussion.

28 May 2015

2015/EB.A/24 Protracted Relief and Recovery Operations — The Sudan 200808

The Board approved the proposed protracted relief and recovery operation the Sudan 200808 “Support for Food Security and Nutrition for Conflict-Affected and Chronically Vulnerable Populations” (WFP/EB.A/2015/9-B/3*).

28 May 2015

SOUTHERN AFRICA PORTFOLIO**2015/EB.A/25 Budget Increases to Development Activities — United Republic of Tanzania Country Programme 200200**

The Board approved the proposed budget increase of USD 19.4 million for United Republic of Tanzania country programme 200200 with a 12-month extension from 1 July 2015 to 30 June 2016 (WFP/EB.A/2015/9-A).

28 May 2015

SUMMARY OF THE WORK OF THE EXECUTIVE BOARD

2015/EB.A/26 Summary of the Work of the First Regular Session of the Executive Board, 2015

The Board approved the document “Draft Summary of the Work of the First Regular Session of the Executive Board, 2015”, the final version of which would be embodied in the document WFP/EB.1/2015/11.

28 May 2015

OTHER BUSINESS

2015/EB.A/27 The Board requested the Secretariat to include in “Gender Policy (2015–2020)”, as an explanatory footnote to page 16, fourth paragraph, the following text:

“There was consensus of the Executive Board and all members agreed on ‘Gender Policy (2015–2020)’ (WFP/EB.A/2015/5-A), including the principles, activities and operations to which it refers and agreed that WFP does not discriminate on any basis; however, there was not consensus on the formulation of this sentence and some members wanted the words after ‘including’ through ‘intersex’ deleted.”

28 May 2015

ANNEX II

AGENDA

1. ***Adoption of the Agenda (for approval)***
2. ***Election for Vacant Positions in the Bureau and Appointment of the Rapporteur***
3. ***Opening Remarks by the Executive Director***
4. ***Annual Reports***
 - Annual Performance Report for 2014 *(for approval)*
5. ***Policy Issues***
 - a) Gender Policy *(for approval)*
 - b) Enterprise Risk Management Policy *(for approval)*
 - c) Policy on Building Resilience for Food Security and Nutrition *(for approval)*
 - d) South–South and Triangular Cooperation Policy *(for approval)*
 - e) Anti-Fraud and Anti-Corruption Policy *(for approval)*
 - f) Update on WFP’s Response to HIV and AIDS *(for information)*
 - g) Update on Implementation of the WFP Gender Mainstreaming Accountability Framework *(for information)*
6. ***Resource, Financial and Budgetary Matters***
 - a) Audited Annual Accounts, 2014 *(for approval)*
 - b) Appointment of Three Members to the Audit Committee *(for approval)*
 - c) Progress on the Financial Framework Review, including Indirect Support Costs *(for approval)*
 - d) Strategic Utilization of WFP’s PSA Equalization Account *(for approval)*
 - e) Annual Report of the Audit Committee *(for consideration)*
 - f) Annual Report of the Inspector General *(for consideration)* and Note by the Executive Director *(for consideration)*
 - g) Report of the External Auditor on the Management of Corporate Emergencies and WFP Management Response *(for consideration)*
 - h) Report of the External Auditor on Warehouse Management and WFP Management Response *(for consideration)*
 - i) Report on the Implementation of the External Auditor Recommendations *(for consideration)*
 - j) Report on the Utilization of WFP’s Advance Financing Mechanisms (1 January–31 December 2014) *(for consideration)*
 - k) Report of the Executive Director on the Utilization of Contributions and Waivers of Costs (General Rules XII.4 and XIII.4 (h)) *(for information)*

7. *Evaluation Reports*

- a) Annual Evaluation Report, 2014 and Management Response (*for consideration*)
- b) Summary Evaluation Report of WFP's Preparedness and Response Enhancement Programme and Management Response (*for consideration*)
- c) Summary Evaluation Report on WFP's Response to the Syrian Crisis (2011–2014) and Management Response (*for consideration*)
- d) Implementation Status of Evaluation Recommendations (*for information*)

Operational Matters

8. *Country Programmes* (for approval)

- Benin 200721 (2015–2018)

9. *Projects for Executive Board Approval*

- a) Budget Increases to Development Activities
 - United Republic of Tanzania 200200
- b) Protracted Relief and Recovery Operations
 - Burkina Faso 200793
 - Ethiopia (relief) 200712
 - Sudan 200808

10. *Projects Approved by Correspondence* (for information)

Budget Increases to PRRO

- Pakistan 200250

11. *Organizational and Procedural Matters*

- Biennial Programme of Work of the Executive Board (2015–2016) (*for information*)

12. *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 2014 (*for information*)
- c) Update on WFP Food Procurement (*for information*)
- d) Statistical Report on WFP International Professional Staff and Higher Categories (*for information*)
- e) WFP Security Report (*for information*)

13. *Summary of the Work of the First Regular Session of the Executive Board, 2015* (for approval)

14. *Other Business*

- Oral Report on the Joint Field Visit of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP (*for information*)

15. *Verification of Approved Decisions and Recommendations*

ACRONYMS USED IN THE DOCUMENT

AC	Audit Committee
APR	Annual Performance Report
C&V	cash and voucher
CP	country programme
DRC	Democratic Republic of the Congo
ERM	enterprise risk management
FAO	Food and Agriculture Organization of the United Nations
FFA	food assistance for assets
IRA	Immediate Response Account
ISC	indirect support cost
L2	Level 2
L3	Level 3
LESS	Logistics Execution Support System
M&E	monitoring and evaluation
NGO	non-governmental organization
OEV	Office of Evaluation
PACE	Performance and Competency Enhancement
PREP	Preparedness and Response Enhancement Programme
PRRO	protracted relief and recovery operation
PSA	Programme Support and Administrative
RBA	Rome-based agencies
UGSS	Union of General Service Staff
UNDAF	United Nations Development Assistance Framework
UNHCR	Office of the United Nations High Commissioner for Refugees
UNHRD	United Nations Humanitarian Response Depot
UNICEF	United Nations Children's Fund
UNOPS	United Nations Office for Project Services
UN SWAP	United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women