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SUMMARY OF THE WORK OF THE SECOND REGULAR SESSION OF THE EXECUTIVE BOARD, 2014

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>).

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CURRENT AND FUTURE STRATEGIC ISSUES

Opening Remarks by the Executive Director (2014/EB.2/1)

1. The Executive Director began her remarks by drawing the Board's attention to the stark realities of simultaneously addressing five Level 3 emergencies while also working to address chronic food and nutrition needs in a context of funding constraints. She emphasized the courage and commitment of WFP staff operating in all crisis areas. Concerning the Ebola Virus Disease outbreak, she informed the Board that WFP, together with the United Nations Mission for Ebola Emergency Response (UNMEER) and its partners, was working to prevent the health crisis from becoming a food and nutrition crisis.
2. Emerging challenges included the declining ability of host nations in the Middle East to respond to existing refugee needs while at the same time welcoming additional refugees; and the requirements of "forgotten" crises such as those in Yemen, where operations were only 33 percent funded, and in Mali, where a fifth of the population were food-insecure. Gains had been achieved in the Democratic Republic of the Congo (DRC) and in the Democratic People's Republic of Korea (DPRK), but the global food-security situation was deteriorating.
3. A major obstacle to humanitarian interventions was the lack of an enabling environment: WFP was supporting Member States in their discussions on the Post-2015 Development Agenda, in particular advocating for partnerships to achieve Zero Hunger. The Executive Director raised her concerns that food and nutrition issues had been omitted from the draft text for the World Conference on Disaster Risk Reduction to be held in Japan in March 2015.
4. Of the 14 Fit for Purpose work-streams, 10 had been completed and 4 were still under way; plans were evolving to manage innovations and maximize efficiency. The first phase of the Local Staff Transfer Project had been completed; clearer career frameworks were being developed and a new Staff Wellness Division would provide better medical and psychological support services.
5. WFP continued to promote partnerships in all aspects of its work with a view to maximizing predictable funding and increasing the number of operational collaborators; the new approach to private-sector partnerships would help to increase operational efficiency. The Executive Director cited the peer review of WFP's evaluation function, which was found to be one of the best in the United Nations. She announced the launch of WFP's new Code of Conduct – the first for a United Nations agency.
6. The Management Plan focused on accountability, value for money and performance management in the context of a large funding gap. The plan included a provisional prioritized programme of work, reflecting estimated funding and zero nominal growth. It also proposed a higher target level for the Immediate Response Account (IRA) to maximize flexibility and ensure funding for the Level 3 emergencies. In the long term, more commitments of unearmarked multi-year funding were essential. The Executive Director closed by thanking all donors for their generous contributions to enable WFP to continue to work for global food security.
7. The Board thanked the Executive Director, agreeing that increasing demands had to be met from static funding levels and that difficult prioritization decisions had to be made. The dedication and courage of WFP staff working in difficult and dangerous settings were repeatedly acknowledged, particularly in the Ebola response.

8. Some members proposed that greater publicity about WFP's achievements, including a new way of story-telling, would help to attract new funding, particularly flexible multi-year commitments that could be negotiated with private-sector organizations. Board members encouraged WFP to prioritize its commitments, but to keep a long-term perspective and bear in mind that re-scaling of operations was less effective than planning for sustainable hand-over. With regard to partnerships, more systematic monitoring and reporting would motivate potential partners to work with WFP. The Board was aware that calls on WFP logistics and other support were increasing, and encouraged the Secretariat to do all it could to broaden the donor base while seeking in-kind contributions to complement funding.
9. WFP's improved resource and financial management and its new merit-based people strategy were commended, not least because they would help to improve efficiency in WFP. Some members cautioned that time and resources committed to Fit for Purpose should not affect operations and that all changes should be sustainable.
10. Noting the continuing funding gap, Board members suggested that the promotion of peace and good governance in conflict areas would help to reduce food and nutrition needs, and that WFP should promote nutrition solutions in programmes such as the Post-2015 Development Agenda and the World Humanitarian Summit. The need to prevent pipeline breaks and down-scaling of operations was significant, especially where beneficiaries depended wholly on humanitarian support. In this context, governments – particularly in middle-income countries – should be encouraged to make sustained contributions and South–South cooperation should be promoted.
11. The Executive Director warmly thanked the Board for its support and its recognition of the commitment and courage of WFP staff. She assured the members that the Rome-based agencies (RBAs) were cooperating on the goals of the Post-2015 Development Agenda and the World Humanitarian Summit, and that needs were routinely prioritized with a view to preventing pipeline breaks and ration reductions. She reminded the Board that all activities had to be consistent with actual funding received.
12. On that note the Executive Director again thanked all donors and pledged to exploit every opportunity to raise funds and maximize unearmarked flexible contributions.

Address by His Excellency John Dramani Mahama, President of Ghana

13. His Excellency John Dramani Mahama outlined WFP's long involvement in Ghana, first in providing food aid and then as a partner providing food assistance to complement the Government's development work, and commended WFP's support throughout sub-Saharan Africa. Since 2006, Ghana hosted a United Nations Humanitarian Response Depot (UNHRD), which was now supporting Ebola responses, including by providing a base for the UNMEER. WFP's assistance was essential in addressing the disease's severe effects on the food security of affected countries.
14. Ghana had achieved the poverty and hunger Millennium Development Goals (MDGs) ahead of time and was now working on the Post-2015 Development Agenda and related Sustainable Development Goals. The President encouraged WFP to continue advocating for the inclusion of food and nutrition issues in the Sustainable Development Goals.
15. Ghana's agriculture depended on small, family farmers, many of whom were supported by WFP programmes, including Purchase for Progress (P4P). Increased investments were needed in improved seeds, agro-inputs and microcredit for small farmers.

16. While Ghana had been a middle-income country since 2010, it continued to need WFP's assistance in coping with frequent natural disasters. President Mahama applauded WFP's excellent responses to recent disasters and paid tribute to all the WFP staff who had lost their lives in the fight against hunger.
17. The Board thanked President Mahama for his address. His leadership and country's support to the international Ebola response provided an example of the solidarity needed to tackle this and other global crises.

Address by the Honourable Laura Boldrini, President of the Italian Chamber of Deputies

18. The Hon. Laura Boldrini opened her address by recalling that as a former WFP staff member for her the event was a kind of homecoming. Ms Boldrini drew attention to the significance of human capital in addressing global hunger and malnutrition: the humanity, responsibility, commitment and self-sacrifice of staff members was an indispensable element in assisting beneficiaries. It was important to ensure that public opinion recognized the work of WFP and its partners.
19. Ms Boldrini emphasized the need for political commitment as the basis for all humanitarian work, and particularly in addressing threats at an early stage and preventing the emergence of refugee situations. The Ebola crisis, for example, was not just a medical issue but constituted a threat to political, economic and social stability in West Africa. The situation could only be addressed effectively through joint holistic approaches developed in partnership with governments and humanitarian organizations. The political dimension of food and nutrition security was also fundamental in that the issue was not food availability so much as the need to ensure equitable access to resources.
20. Ms Boldrini recalled Italy's support for WFP in terms of the recently refurbished Headquarters and the UNHRD at Brindisi. She closed her address by recommending that WFP take advantage of the opportunities provided by the Expo 2015 in Milan for political-level debate on nutrition and environmental sustainability.
21. Through its President, the Board warmly thanked the Ms Boldrini for sharing her thoughts and insights.

POLICY ISSUES

Update on the WFP Gender Policy (2014/EB.2/2) (*for consideration*)

22. The Secretariat outlined recent developments, noting that the underlying aim of the gender policy was to improve services to beneficiaries and that gender issues did not centre exclusively on women; nutrition training for men heads of household, for example, was designed to optimize family food purchases. The new policy was being developed in consultation with a range of staff and other stakeholders; the evidence base was being sought within WFP and from external organizations such as the Institute of Development Studies.
23. The Board expressed its approval of the enhanced accountability, the application of the gender marker, the mainstreaming of gender and the increased gender capacities in country offices. Some members asked for clarification on implementation of the recommendations of the gender evaluation, and noted the need for measurable gender outcomes and accurate financial accounting. The Secretariat was encouraged to apply the gender marker beyond the project design stage. Positive outcomes such as increased crop production by women farmers through P4P and improved child nutrition were applauded, and the Secretariat was urged to

provide more training in gender research and to combine sex, age and power dynamics in its gender analysis.

24. Overall, WFP should aim to exceed the expectations of the United Nations System-Wide Action Plan on Gender Equality and the Empowerment of Women (UN SWAP), particularly in reducing sexual and gender-based violence, and should ensure that guidance materials on gender issues were published in the near future. Some Board members urged the Secretariat to bear in mind that in some situations certain activities – food delivery in conflict areas was an example – were particularly difficult for women. The Board agreed to look into the opportunities for promoting women’s empowerment at the Expo 2015 event to be held in Milan.
25. The Secretariat stressed that the gender dimension in WFP had to be designed and owned by the practitioners. The evaluation recommendations were being addressed, but more time was needed to achieve the outcomes. The Secretariat was working hard to track financial expenditures for gender and match them with targets.

WFP People Strategy (2014/EB.2/3) (*for consideration*)

26. Updating the Board since the second informal consultation on the People Strategy, the Director of the Human Resources Division (HRM) stressed that WFP had built and would deliver the People Strategy to equip WFP’s workforce with the capabilities to achieve its Strategic Objectives and the Zero Hunger Challenge. The People Strategy was built on WFP’s Strategic Plan, key documents including the Fit-for-Purpose paper and the External Auditor’s report on human resources, views from staff and the Board membership, and benchmarking against best practices. She reviewed how WFP would deliver the People Strategy through four interlinked “people imperatives”. One demonstration of how WFP would deliver impacts through the People Strategy was its building of capabilities for the area of nutrition.
27. The Board appreciated the breadth of consultation, and recognized that the People Strategy sought a transformation in motivation, skills and on-the-job performance of a multicultural force. Members welcomed the renewed attention to the 82 percent of WFP staff recruited locally, especially given their commitment and local knowledge. They commented on the importance of the enhancement of leadership skills and staff development, and requested more information on training modalities. The forward-planning and employee-retention ambition were praised, but it was noted that a learning and development strategy must be well-resourced in order to succeed.
28. HRM was asked to clarify links between the corporate human resources (HR) strategy and the People Strategy, and to share plans to implement and monitor the latter. Welcoming the idea of leadership accountability, Members wondered how results would be tracked and assessed. They also asked for information on the workforce review and Local Staff Transfer Project.
29. The Board was agreed that WFP’s value system was paramount for attracting and retaining staff. It was suggested that worthy field staff were often denied opportunities in Headquarters because the languages they spoke did not meet WFP’s official language requirements, which could work against desired cultural diversity and promotion of the best people. Members encouraged the Secretariat to implement a comprehensive diversity and inclusion strategy.
30. The Executive Director reiterated her commitment to the People Strategy. Because WFP depended on voluntary contributions, full-time contracts could not be allocated easily, but the best staff would be identified. Women staff were encouraged to seek challenging

positions, which also provided an opportunity to governments to support women holding positions of responsibility.

31. The Director of HRM said leadership commitment, the hiring of women, development opportunities and inclusion were all bases of the Strategy. Technology would be deployed to make learning content available widely, and on-the-job support was also critical for the holistic approach. She agreed that WFP would define its Employee Value Proposition, which would help to attract, motivate and retain staff.

RESOURCE, FINANCIAL AND BUDGETARY MATTERS

WFP Management Plan (2015–2017) (2014/EB.2/4) (*for approval*)

32. The Assistant Executive Director (AED) for Resource Management and Accountability observed that the draft Management Plan had benefitted from extensive consultation with the Board and presented a clearer association between inputs and results, a more realistic – as opposed to aspirational – programme of work based on funding estimates, the integration of trust funds reporting and the incorporation of value-for-money concepts. Four Level 3 emergencies accounted for 40 percent of the projected operational requirements of USD 7.45 billion for 2015. The Management Plan proposed to raise the target level of the IRA from USD 70 million to USD 200 million to enable WFP to seek contributions to meet the needs of beneficiaries in life-threatening situations. Significantly, WFP had modified its cost metrics, moving the focus from beneficiary numbers to daily rations. Following identification of savings in most offices and subsequent strategic reallocations, the Secretariat would maintain a zero nominal growth budget in 2015.
33. The Board commended the extensive consultative process ensuring that the Board's concerns were reflected in the final document, and welcomed the Management Plan's commitment to zero nominal growth as a sensitive response to financial constraints. Members appreciated both the shift in focus from beneficiaries to rations and the provisional prioritized plan of work. While accepting that certain offices and programmes had had to be exempted from cuts, the Board also hoped that investments in critical corporate initiatives would bear fruit in future by reducing the need to draw down for this purpose from the Programme Support and Administrative (PSA) Equalization Account. A call was also made for effective reporting tools to monitor the IRA.
34. The Board further welcomed WFP's efforts to broaden the donor base and enhance the predictability of contributions, and it encouraged an increase in unearmarked contributions. Some concern was expressed that decreasing attention was being paid to Strategic Objectives 3 and 4, which contributed to saving lives in the longer term and to interrupting inter-generational hunger, and to middle-income countries affected by climate change. Members also emphasized the importance of WFP's collaboration with other United Nations agencies and clusters. In line with the Food and Agriculture Organization of the United Nations (FAO) Finance Committee advice, members suggested revisiting decision viii, which enables the Executive Director to adjust the PSA budget if operational requirements were to increase by 10 percent through an informal process during 2015.
35. The AED assured the Board that WFP was working to analyse the reasons for donor restrictions, which would enable WFP to engage with donors on this matter. He reiterated WFP's commitment to Strategic Objectives 3 and 4 as fundamental to the shift towards food assistance, but noted that much was dependent on project funding levels. Welcoming initial feedback on the use of rations as a metric, he looked forward to engaging in further discussion on rations and beneficiaries in 2015. The AED also agreed that improved

reporting to the Board on the IRA was critical for giving greater visibility on its use and that more reporting on efficiency gains was intended for inclusion in the next Annual Performance Report.

Increased Fee for the External Auditor (2014/EB.2/5) (for approval)

36. Having heard the presentation by the Director, External Audit of the justification for increasing the External Auditor's fee to cover recent cost increases, the Board unanimously approved the proposal, noting that it was in line with the contract. Board members expressed appreciation of the detailed outline of the reasons for the External Auditor's request, and were satisfied that steps had been taken to keep the fee increase to a reasonable level.

Process for the Selection and Appointment of the WFP External Auditor for the Term from 1 July 2016 to 30 June 2022 (2014/EB.2/6) (for approval)

37. Noting that the term of the current External Auditor was coming to an end, the Board observed that the appointment of the next incumbent required a reasonable length of time. The procedure proposed by the Secretariat was the same as in 2009 and had been considered by the FAO Finance Committee and the Advisory Committee on Administrative and Budgetary Questions (ACABQ). Board members anticipated that a new External Auditor would be identified by August 2015, with Board endorsement at EB.2/2015.
38. The Board agreed that the selection panel would consist of the current Bureau members, who would decide whether they needed to call on external expertise, and was satisfied that the proposed procedure made adequate allowance for delays in the appointment process. The Board was informed that the selection panel would follow standard Bureau practices, according to which the presence of three out of five members constituted a quorum.

Method for Determining the Indirect Support Cost Rate for WFP (2014/EB.2/7) (for approval)

39. The Board considered the options for setting the indirect support cost (ISC) rate. Observing that the topic had been thoroughly discussed in informal consultations, Board members agreed that a change to a core-funded model was not a viable option and that WFP should continue as a voluntarily funded organization and continue to cover its support costs through ISC levies following the principle of full cost recovery. Consensus was reached to: i) apply a single 10 percent rate to private-sector contributions to minimize transaction costs; and ii) avoid a system of multiple rates in order to keep the system simple and transparent.
40. Board members recommended that WFP analyse the cost drivers of ISC in order to understand the actual savings made possible by non-food assistance. They observed that the proposed ISC rate for the private sector would promote private-sector commitment. The Board commended WFP on its transparent approach to setting the ISC rate.
41. The Secretariat noted that the principle of full cost recovery would remain in place, and WFP would continue to monitor the situation to ensure that it could respond to developments with regard to non-traditional fundraising options.

EVALUATION REPORTS

Response to the Recommendations of the Summary Report of the Peer Review of the Evaluation Function at the World Food Programme (2014/EB.2/8) (*for consideration*)

42. The document incorporated changes made since the evaluation round table in October based on the revised draft decision. Overall, the review had found WFP's central evaluation function good; significant progress was needed in use and follow-up of evaluations, and in decentralized evaluation. The Secretariat had accepted 11 of the 15 recommendations in full and the remaining 4 partially.
43. The Board welcomed the review's findings and the Secretariat's commitment to enhancing evaluation. Members suggested that the Office of Evaluation (OEV) focus its support to decentralized evaluation on quality assessment, capacity development for regional bureaux, reporting on progress and incorporating decentralized evaluation into the new evaluation policy; and that areas such as South–South cooperation and global initiatives, including the Zero Hunger Challenge, be included in OEV's work plans. The oversight indicators called for under recommendation 3 could include those for measuring use of evaluation findings and implementation of recommendations. Members requested regular updates on implementation of the peer review's recommendations, especially introduction of the new evaluation model.
44. Responding to Board concerns, the Director of OEV noted that WFP's evaluation policy needed to be revised in 2015 to maintain momentum, and in line with recent developments in WFP and in the international evaluation system. Progress in improving decentralized evaluation could not be measured until the new performance indicators had been agreed. OEV already had strong ownership of evaluation reports through its management of external teams, quality assurance and final approval by the Director of OEV. The current approach fit WFP's systems and allowed efficient evaluation coverage.
45. The Secretariat added that the country office monitoring and evaluation tool (COMET) would strengthen decentralized evaluation capacity. Other plans included revising the project design process in 2015 to ensure that lessons from evaluation were incorporated in new project design. OEV and the Secretariat undertook to provide the updates requested by the Board.

Summary Report of the FAO/WFP Joint Evaluation of Food Security Cluster Coordination in Humanitarian Action (2009–2014) and Management Response (2014/EB.2/9) (*for consideration*)

46. The Director of OEV presented this first in a series of strategic evaluations on emergency preparedness and response.
47. The Board welcomed and commended the joint evaluation for its quality, and expressed satisfaction with the response that was seen to support the Transformative Agenda and coordination among humanitarian actors. Members urged the two agencies to address the recommendations, in particular focusing the coordination effort on: operational needs; inclusion of national partners to facilitate work on preparedness and early recovery; and improving inter-cluster coordination. Board members requested more information on the costs of implementing the recommendations; how FAO and WFP would ensure more predictable funding for coordination; and what the agencies needed from donors to do so.

The Board encouraged the agencies to present the evaluation report to the Inter-Agency Standing Committee (IASC).

48. The Board requested more information on the quantification of the effects of coordination on affected populations; and the involvement of national non-governmental organizations (NGOs) and non-traditional humanitarian actors in food security clusters. Concerns included how to ensure predictable leadership of clusters given the agencies' fast staff turn-over and lack of experience in coordination.
49. Responding to points raised, the Director of OEV noted that effects of coordination such as increased trust, networking, and greater accountability did not lend themselves to quantification. With regards to capacity, the members were pointed to the recommendations on improvements to the targeting of training, deployment of experienced staff, and use of national staff in clusters to ensure continuity.
50. The FAO representative noted that some recommendations were already being implemented and included in the food security cluster work plan for 2015 and 2016. Food security cluster costs were increasingly mainstreamed, and he called for more predictable donor support. WFP and FAO had developed cluster coordinator training and a joint roster of qualified candidates ready for deployment.
51. The Coordinator of the global food security cluster provided examples of activities at the country level. WFP's Secretariat clarified that the implementation of recommendation 1 was subject to discussion with partners in the cluster.

Synthesis Report of Operation Evaluations (July 2013–July 2014) **(2014/EB.2/10) (for consideration)**

52. The Director of OEV introduced the synthesis of 12 single-operation evaluations that represented a cross-section of WFP's Programme of Work. WFP's operations were relevant, aligned with national policies and addressed food security and nutrition needs; planning for nuanced specific needs was sometimes inadequate. Limited evidence and challenging operational contexts made efficiency assessment difficult, but positive impacts from innovations were noted. Results were inadequately documented, especially at the outcome level, and achievements – and under-achievements – were not fully represented in the monitoring systems. Positive shifts driven by corporate reorientation were under way; however WFP business processes and operational culture were slower to adapt. Significant gaps remained in assumptions and risk analysis, gender-sensitive programming, capacity development and robust data management for improved design and reporting.
53. The Board welcomed the document, noting its usefulness beyond the individual evaluations. Board members commended the relevance and alignment assessment, but recommended that greater attention be given to gender issues, systematic monitoring and evaluation (M&E) and targeting, particularly with regard to regional and cultural food preferences. Board members called for better reporting of outcomes and data management for WFP to find ways to report on achievements.
54. The Board approved the focus on effective monitoring to maximize accountability and improve the evidence base to achieve accurate reporting. Board members recommended that WFP seek to optimize its management of operational risks, for example by extrapolating results of completed operations.
55. The Director of OEV thanked the Board members, and agreed to provide annual synthesis reports of operation evaluations. She noted Board members' points made about paying greater attention to commonalities of operational contexts and gender in future syntheses.

56. WFP management welcomed the recommendations and would work to introduce more structured M&E in line with the Strategic Results Framework (SRF); the introduction of COMET would have a significant effect on the quality of data management and reporting. Standard operating procedures had been developed, and risk management was a standard element in operational planning. WFP would adopt holistic approaches while ensuring value for money.

WEST AFRICA REGIONAL PORTFOLIO

57. Noting that work was under way to enhance data collection and outcome monitoring for nutrition and school feeding programmes, the Regional Director drew attention to the improved rates of recovery from moderate acute malnutrition achieved by supplementary feeding programmes in the Sahel. In the Niger WFP was using combined food and cash approaches to improve nutrition levels and exploring ways in which blanket supplementary feeding could become an entry point for immunization and other interventions. Stunting in the region was being addressed in partnership with the United Nations Children's Fund (UNICEF) through programmes promoting nutritional behaviour change combined with community-based projects for increasing resilience and developing seasonal livelihood programming. WFP was seeking to establish home-grown school feeding programmes led and funded by governments. The main regional challenges included conflict in the Central African Republic that had disrupted all United Nations operations; 30 percent of the population remained food-insecure, and WFP was collecting data to inform future programmes.
58. In Chad and northern Nigeria livestock numbers were down and food reserves were 50 percent below their usual level as a result of the Ebola crisis in neighbouring countries, which was affecting trade and hence reducing incomes. WFP was feeding 1 million people to support their health status in Ebola-affected areas and was seeking to procure food locally where possible, even though crop production was at risk. A system based on mobile telephones was being developed to enable relatives of the deceased to view burial ceremonies.
59. The United Nations Humanitarian Air Service (UNHAS) was supporting all the humanitarian actors working to contain Ebola. Staff well-being was a major concern: stringent requirements were in place regarding hygiene and protective clothing, and health advisers were being deployed to ensure that WFP food assistance was delivered without interruption.
60. The Board warmly commended the commitment of staff working in the Ebola-affected areas and expressed support for local populations.

Protracted Relief and Recovery Operations – Mali 200719 (2014/EB.2/11) (for approval)

61. After the Country Director's presentation, the Board welcomed the protracted relief and recovery operation (PRRO) noting the continuing challenges in Mali. Members appreciated the emphasis on women's participation in PRRO activities; WFP's involvement in inter-agency initiatives in Mali; the targeting of nutrition interventions; hand-over plans for food security and nutrition programming; use of lessons learned; flexibility to adapt to changing conditions; efforts to increase local procurement; and shift to food assistance, with asset-building activities to build resilience and accelerate market recovery.

62. The Board encouraged WFP to expand cash and voucher (C&V) distributions where appropriate, ensuring careful monitoring, particularly in the north where security problems persisted. It was essential to develop government capacities in food security programmes and reducing malnutrition. Members requested more information on vulnerable groups' participation in food assistance for assets (FFA) interventions; the division of labour between WFP and partners; activities' potential impacts on local and regional markets and small-scale farmers; and the hand-over of school feeding.
63. The Country Director clarified that in urban areas, cash operations were being used and a voucher programme had been piloted; in rural areas cash operations would be piloted in 2015. Hand-over of school feeding had been delayed, but government programmes would be scaled up in 2015. WFP's partners included the Government on food distributions, FAO on resilience and UNICEF on combating malnutrition. A local NGO carried out M&E in areas with restricted United Nations access, with validation by the regional bureau; M&E would be evaluated in late 2014. A framework guided partners' targeting procedures. WFP was cooperating with the Government on linking home-grown school feeding to P4P.

Protracted Relief and Recovery Operations – Senegal 200681 (2014/EB.2/12) *(for approval)*

64. The Country Director outlined the proposed operation, which would combine projects addressing acute food insecurity and malnutrition with those promoting resilience in a context of persistently high poverty levels, recurrent flooding and droughts. The positive effects would be amplified through partnerships; national Government and community involvement was a fundamental element to enable the transfer of technical expertise. The Country Director concluded by thanking all donors for their support.
65. The Board commended the alignment of PRRO 200681 with the policies of the Government and expressed approval of the hand-over approach involving capacity development for government departments to promote development programming. Board members cautioned that the operation would be vulnerable to the effects of Ebola, which could involve food markets, and recommended that contingency plans be established; these should also cover potential crop losses caused by climate shocks.
66. Board members also approved the combination of recovery and resilience programming and the use of purchase options such as those offered by the Africans for Africa initiative. Some members recommended further attention to coordination mechanisms to maximize the benefits of the operation.
67. The Country Director thanked the Board for its observations, noting that the WFP Centre of Excellence in Brazil had supported much of the programming. With regard to the Ebola threat, cross-border movements were being tightly controlled and WFP was involved in risk-management studies; these reflected the likelihood of rising food prices as trading levels fell and possible increases in food insecurity and malnutrition. WFP was supporting government moves to contain the risks.

Protracted Relief and Recovery Operations – Chad 200713 (2014/EB.2/13) *(for approval)*

68. The Country Director introduced the PRRO, which reflected WFP's bold shift from relief to resilience in Chad, although the situation remained precarious.

69. The Board appreciated the PRRO's community-based approach; collaboration with the Office of the United Nations High Commissioner for Refugees (UNHCR) and FAO on different modalities; targeting of refugees based on vulnerability rather than status, reducing the risk of dependency; and plans to use biometrics for beneficiary identification. With conflict and crisis in all surrounding countries, Chad's fragility made the PRRO's flexibility to adapt to change particularly important. Members encouraged increased use of cash to strengthen local markets, although it was noted that a March 2014 gender assessment had found that women beneficiaries in particular often preferred food or vouchers to cash. Members warned that local procurement should be increased with caution, given the PRRO's dependence on cereal contributions.
70. Responding to the Board's questions, the Country Director explained that the biometrics pilot had been delayed by security issues preventing the software designers from entering Chad; UNHCR would roll out the software – for both iris and fingerprint scanning – to the more than 400,000 refugees across Chad in 2015. Returnees received vouchers, and most refugees received food. Seasonal assistance needs were identified in consultation with local communities to reduce the risk of conflict between refugees and host populations. Inputs from eight regional workshops would inform the design of a resilience-building strategy and approach.
71. The Regional Director reported that the flow of humanitarian cargo along the Doula Corridor had improved. Chad provided an excellent example of WFP's move from food aid to assistance using new tools.

EAST AND CENTRAL AFRICA REGIONAL PORTFOLIO

72. The Regional Director described the situation of chronic food and nutrition insecurity with pockets of emergency-level malnutrition, in spite of economic growth in the region. Northern Kenya, central Somalia, South Sudan, northeastern Ethiopia and Djibouti were of particular concern. WFP, UNICEF, UNHCR and FAO were developing common action plans that would feed into a regional nutrition-support plan.
73. In South Sudan, WFP had reached 2.9 million people under current operations. In collaboration with its partners, WFP had adopted an integrated rapid response mechanism and extended its reach to remote areas. With the support of governments WFP was implementing cross-border air, river and road transport and was working to scale up surface transport to minimize costly air deliveries. Conflict had prevented the anticipated pre-positioning of food for the lean season, but in more stable areas FFA, road repair projects and voucher schemes were continuing.
74. Funding levels in the region had recently increased but needs were increasing rapidly; USD 119 million was needed to prevent pipeline breaks and ration cuts. The need to pre-position food in South Sudan before the May 2015 rainy season was urgent. WFP and its partners had been able to establish a system of standard food and nutrition packages for South Sudanese refugees in neighbouring countries; the use of biometric data in food distributions in Kenya helped ensure that only eligible refugees were assisted; this would be rolled out to other countries in 2015. In Somalia, funding for operations was 68 percent below requirements and programmes such as treatment for malnutrition were at risk; Djibouti and Burundi faced similar problems. WFP continued to prioritize life-saving interventions and to maintain its resilience programmes. Increased efficiency, improved targeting and more accurate reporting were also objectives of the regional bureau.

75. The Board expressed its appreciation for the dedicated work of WFP staff in a difficult operating environment and for the support provided by the donors.

Summary Evaluation Report — Uganda Country Portfolio (2009–2013) and Management Response (2014/EB.2/14) (*for consideration*)

76. The Director of OEV presented the evaluation, the first to cover a portfolio period entirely framed by a country strategy. She outlined the evaluation findings, which were mixed, and the seven recommendations, which would inform the new country strategy and programming cycle.
77. The Board applauded this strategic approach to the shift from food aid to food assistance, but noted the limited results achieved, particularly with regard to gender, protection and coordination with partners. Members urged the Secretariat to plan FFA activities in line with good practice and to ensure that country office staff had appropriate skills to implement the country strategy. There was particular concern about perceived overlaps between WFP and FAO activities; improved collaboration was needed. Members asked for more information on aligning country strategy with project outcomes, and requested OEV to systematically look at RBA collaboration issues.
78. The Director of OEV noted the Board interest in assessing RBA collaboration within country portfolio evaluations. The Country Director reported that the new country strategy would focus on supporting the United Nations Development Assistance Framework (UNDAF) activities in gender and protection, nutrition, disaster risk reduction and addressing vulnerability, and on ensuring that communities used and maintained the infrastructure developed by FFA. WFP's FFA activities were being aligned with government asset creation plans. WFP trucks now delivered to the refugee camp where transport problems had disrupted the pipeline. WFP, UNICEF and FAO were developing a joint resilience strategy to reduce overlaps.
79. The country office was identifying WFP's role in the development of village savings and loans associations; many other stakeholders were already working in this area. It was difficult to implement agricultural and market support activities in areas in Karamoja served primarily by FFA activities, since these were pastoral areas, although it was an area where collaboration with FAO could be expanded. WFP staff were being trained in digitalized post-distribution monitoring techniques to increase joint monitoring with partners; improved reporting, including on use of FFA assets, aimed to increase communities' ownership of assets. The Regional Director added information on programming, staff resources and implementing a protection strategy.
80. The Executive Director reported on the President of Uganda's commitment to providing technical capacity to develop agriculture and to partnering with WFP.

Budget Increases to Development Activities — Uganda Country Programme 108070 (2014/EB.2/15) (*for approval*)

81. The Country Director introduced the budget revision for Uganda, where a recent joint WFP/UNICEF survey in Karamoja had indicated the need to expand activities addressing childhood diseases linked to malnutrition. An analysis by the Intergovernmental Authority on Development linking climate and settlement patterns to food and nutrition outcomes, and a WFP country portfolio evaluation, would also inform country programme (CP) activities. WFP, FAO and UNICEF had received multi-year grants for resilience activities in Karamoja. The revision extended the CP by one year and made adjustments to programmes

involving changes in rations and numbers of beneficiaries; early childhood development activities had been discontinued for lack of funding.

82. The Board expressed support for the revision, and welcomed the realism of the document, its willingness to contemplate rationalization, and the success of the country office in aligning its work with the Ugandan Government's planning and with the United Nations Development Assistance Plan. Members were worried at ration reductions, but encouraged that the country office was supporting the development of storage facilities and promoting better grain quality. Uganda was particularly praised for its generous accommodation of refugees.
83. The Permanent Representative of Uganda expressed her appreciation for the work of WFP and the collaboration between WFP and FAO, and reiterated the country's commitment to welcoming refugees.

Protracted Relief and Recovery Operations – Ethiopia 200700 (2014/EB.2/16) *(for approval)*

84. The Country Director spoke of the strain on resources caused by the enormous influx of refugees from South Sudan, but noted that given limited options for refugees, WFP's only course was to seek maximum operational efficiency, including through the adoption of biometric monitoring, which could reduce demand by 20 percent. An external evaluation of the impact of cash transfers was due in February 2015.
85. The Board welcomed the use of cash, recognizing that its use improved relations between refugees and local merchants, increased dignity for recipients and led to better nutrition, and asked to be apprised of the evaluation results. Members were complimentary of Ethiopia's generous refugee policy, and expressed strong support for the use of biometrics for equitable food distribution.
86. The introduction of cooking stoves was singled out as beneficial to women, children and the environment and the mainstreaming of protection measures was welcomed. Members noted that the PRRO would certainly need to continue and adapt, although the preparedness of WFP for a larger-than-expected influx of refugees was questioned. WFP was urged to step up its communications campaign to attract donors, especially at a time when several Level-3 emergencies had diverted attention. Members suggested that the PRRO overlooked the objective of increasing livelihood and environmental opportunities.
87. The Country Director agreed with the points raised, clarifying that the contingency planning was necessarily based on current figures. The Regional Director reiterated WFP's commitment to livelihoods engagements and out-of-camp possibilities including food production; lessons learned in Uganda could be usefully applied to Ethiopia.

MIDDLE EAST, NORTH AFRICA, EASTERN EUROPE AND CENTRAL ASIA

REGIONAL PORTFOLIO

88. The Regional Director drew attention to the growing displacement problem arising from the crises in the Syrian Arab Republic, Iraq, Libya and the Ukraine. In the State of Palestine, WFP had scaled up emergency food assistance with ready-to-eat foods provided for large numbers of needy people. In view of the increasing challenges in Yemen, WFP was updating its contingency plans and reviewing operating modalities. In Iraq, WFP was expanding its operations with the aim of addressing the needs of 1.8 million displaced people by March 2015. In the Syrian Arab Republic, WFP and its partners were updating their food

insecurity information with the purpose of reaching common agreement on the number of people in need, believed to be around 9.8 million people. Since the passing of United Nations Security Council resolution S/RES/2165 in July, WFP had reached more people living in hard-to-reach areas through the delivery of cross-border assistance yet the total number of people reached had recently declined as a result of worsening security conditions. Regional support to neighbouring countries was ongoing with a view to refining targeting.

89. In the Sudan, there had been significant breakthroughs vis-à-vis humanitarian space, most notably with the opening up of the humanitarian corridor between the Sudan and South Sudan after the governments signed an agreement in July 2014.
90. WFP was carrying out food security assessments and providing support to internally displaced persons (IDPs) in the Ukraine and Libya; WFP was grateful to the governments of Egypt and Tunisia for their support.
91. The overall aim was to maximize resilience, school feeding, and cash and voucher programming. Funding requirements were record-high, especially for the Syrian crisis response and Iraq operations.
92. The Director of the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA) operations outlined the many areas in which WFP and UNRWA collaborated, and noted the efficiencies and savings generated as they combined their comparative advantages in programmes such as the voucher programme in the West Bank using WFP's electronic systems.
93. The Board noted the increase in regional tensions, observing that WFP must ensure that food assistance reached vulnerable groups. Governments in the region were profoundly grateful to WFP for its support in difficult and dangerous situations.

Protracted Relief and Recovery Operations – State of Palestine 200709 (2014/EB.2/17) (for approval)

94. The Country Director presented the PRRO, which combined a previous emergency operation (EMOP) and PRRO into a single operation and ensured more continuity between relief and resilience-building for the longer term. The operation was fully aligned with national and United Nations plans and frameworks and took into account gender, nutrition and protection. WFP's partnerships and tools added since the document was prepared included a platform for voucher distributions that could be used by partners, notably UNRWA. The Country Director thanked the many multilateral, bilateral and private-sector donors that had supported WFP's response and partnerships in the country.
95. The Board welcomed the well-designed PRRO, which would increase efficiency by combining relief, recovery and early development programmes. Members encouraged the continued targeting of women and vulnerable people, and commended the use of C&V in stimulating local job creation, and the risk management and monitoring plans. More risk analysis was requested, particularly of the long-term impacts of food aid on recipient populations.
96. Responding to questions, the Country Director reported that beneficiary numbers would be revised based on the new methodology for measuring food security currently being developed; WFP and partners were also revising the targeting methodology to consider people's resilience as well as their food insecurity and poverty. Counter-terrorism restrictions limited the range of partners available to WFP, thereby potentially limiting WFP's flexibility and ability to respond quickly in a crisis.

SOUTHERN AFRICA REGIONAL PORTFOLIO

97. The Regional Director noted that the crop prospects for the coming year were generally promising. Southern Africa was WFP's second largest source of cereals and the main supplier of maize: local food procurement from smallholders was being mainstreamed into programming following successful pilots in a number of P4P countries in the region. In Madagascar, food was being pre-positioned for 180,000 vulnerable people in collaboration with the Government. Following improvements in the security situation in the DRC, 1.8 million IDPs had returned home but food insecurity was increasing in a context of limited resources.
98. The Regional Director stressed the need for investment in long-term solutions to problems such as preventing stunting in Malawi, where the WFP pilot project focusing on a combination of behaviour change, diet and hygiene could be developed into a global model. Such investments should be regarded as opportunities rather than expenses, particularly where they supported national and regional initiatives. For example, WFP was advising the Government of Namibia on its school feeding programme, and was helping countries such as Malawi, Mozambique and Zambia, and to develop their school feeding programmes supplied by local smallholders, with positive outcomes for nutrition, education and resilience. It was important to keep the requirements and potentials of the region in sight, in spite of emergencies elsewhere.
99. The Board noted the effectiveness of the UNHAS, and recommended increased involvement in initiatives such as the Southern African Development Community (SADC) and in programmes supporting small-scale farmers.
100. The Regional Director thanked the Board for its support, and confirmed WFP's plans to increase collaboration with organizations such as the New Partnership for Africa's Development (NEPAD) and SADC. He reminded members that while the current situation was promising, the large region included challenges such as the situation in DRC, high disparities of income, the threat posed by HIV, some of the highest stunting levels in the world, and disaster-prone areas. The aim was to build resilience so that shocks were less acute and to encourage investment that would support smallholders.

Summary Evaluation Report — The Democratic Republic of the Congo Country Portfolio (2009–2013) and Management Response (2014/EB.2/18) (for consideration)

101. The Director of OEV introduced the evaluation report, noting that the DRC portfolio was one of the largest and most complex for WFP, with overall needs far outstripping resources. The evaluation found that WFP had missed opportunities for development-oriented activities; recommendations addressed WFP's response capacity for emergency interventions, staffing, targeting, M&E needs and systems for programme effectiveness, food assistance modalities and partnerships.
102. Management welcomed the essential finding that the DRC portfolio was relevant, and had accepted all the recommendations, some with reservations outlined in full in the management response document.
103. The Board acknowledged the extreme difficulties and the sheer scale of the challenge in DRC, but expressed misgivings at the country office's failure to adjust to a dynamic context. The Board encouraged WFP to develop contingency plans, and to improve geographical coverage, technical expertise, and cooperation with the Government and with other agencies.

Board members were open to consultations to seek appropriate solutions to inadequate funding. Calls were made to relocate interventions to better match the DRC context. Members urged mainstreaming of the do-no-harm principle and gender issues. They urged stronger monitoring and requested better information regarding the use of C&V.

104. In response, the Director of OEV noted that the evaluation was meant to contribute to a more positive future and was coherent with the priorities of the 2013–2017 WFP country strategy. There was a need for structural and long-term engagement, which could not be achieved with short-term emergency financing.
105. The new Country Director assured the Board that operations were being adapted, but that the office faced staff shortages, and an abrupt move would compromise critical strategic linkages with government structures and eventual hand-over of operations. DRC needed to build basic resilience, but without functioning markets and with extensive residual insecurity, P4P and C&V schemes were hard to implement. He added that WFP was reinforcing partnerships with other agencies and NGOs, but acknowledged that some government departments were still very weak. Without viable infrastructure, direct monitoring was extremely difficult, and WFP was thus seeking assistance from third parties. The logistics cluster was working well, with government capacities being reinforced. WFP was gradually incorporating gender into all interventions.
106. The Regional Director underscored the complexity of the situation in DRC and appealed for donor support to secure the human resources and technical expertise needed to reinforce WFP's implementation capacities and prospects in DRC.

Country Programmes – The Congo 200648 (2015–2018) (2014/EB.2/19) *(for approval)*

107. The Country Director emphasized that the Government of the Congo funded 60 percent of CP activities and provided office space and other facilities. In line with national programmes, the CP focused on capacity development.
108. The Board welcomed the Government's commitment to the CP: although it was now a middle-income country, the Congo still faced significant challenges, including the risk of disasters. Members were concerned that despite progress, women still faced discrimination and there were no laws against gender-based violence; indigenous people were also disadvantaged.
109. The Country Director reported that partner coordination was facilitated by daily contacts between WFP staff and the many government ministries involved in implementing CP activities. Capacity gaps were being addressed by working alongside the Government as it implemented its safety net. Risk factors in the Congo included large influxes of refugees from the Central African Republic, possible flooding and the upcoming elections. CP school feeding beneficiaries included 3,000 indigenous children attending the first two years of primary school; indigenous people were included in the CP safety net programme, and the first survey of indigenous people's household food security was planned. CP activities were gender-sensitive: 80 percent of vouchers were in women's names, 63 percent of HIV programme participants were women, and there were separate focus groups for women and men.
110. The Regional Director added that all government ministries were committed to WFP's programmes. The Congo was a model for WFP engagement in middle-income countries where governments were establishing pro-poor and food security policies.

Protracted Relief and Recovery Operations – Malawi 200692 (2014/EB.2/20) *(for approval)*

111. The Country Director introduced the PRRO, highlighting that despite accelerating challenges in the country, there were opportunities to complement the collective strategic shift from recurrent lean-season emergencies to more resilience-building, the convergence of WFP's activities in Malawi under the PRRO and the integration with government priorities and programmes.
112. The Board welcomed the shift to resilience-building and the promotion of local food procurement. Members applauded WFP's synergistic approach to its operations and acknowledged the importance of coordination, including for targeting. The partnership proposals were welcomed, as was the alignment of the PRRO with national programmes and the CP. Members recommended that the home-grown school feeding component build on the knowledge and best practices from the ongoing local procurement initiatives.
113. Some members encouraged more emphasis on gender issues. Board members strongly recommended that monitoring systems be enhanced following the recent government corruption scandal. WFP was encouraged to ensure good coordination with donors.
114. The Country Director thanked the Board for its supportive observations, acknowledging that time would be needed to resolve gender issues. Improvements in monitoring were already under way. The country office was working with partners while the Government developed a single registry concept and improved targeting of beneficiaries to avoid overlaps. Conditional cash transfers would be introduced gradually to allay government concerns. She clarified that interventions would be in the rural areas of Lilongwe and Blantyre.

LATIN AMERICA AND THE CARIBBEAN REGIONAL PORTFOLIO

115. The Regional Director spoke of the increasing number of natural disasters, including slow-onset catastrophes, which have undermined development achievements. The drought in the dry corridor of Central America, coffee rust and the rising prices of staples had brought extreme hardship to over 2 million people, mostly subsistence farmers. WFP was working with national governments to strengthen their capacity to prepare for and respond to emergencies: it was helping prepare disaster management plans, providing logistical training, evaluating emergency telecommunications, developing emergency protocols and conducting simulation exercises. C&V in 8 of the region's 12 countries accounted for 26 percent of the WFP response. With 500,000 beneficiaries for the drought response, even the generous support of donors was insufficient.
116. WFP was supporting P4P programmes for small producers in Central America; over four years it had purchased grain from 39,000 small producers for USD 40 million and supported sales worth USD 20 million to the private sector. In partnership with governments, WFP was supporting school feeding activities in 12 countries, assisting more than 2 million children. National governments had invested in school meals for 85 million children.
117. WFP needed to take into account the link between food insecurity, crime and migration. WFP was strengthening alliances with governments, United Nations agencies, NGOs and other partners. It had established a new working agenda with FAO, based on school feeding, work with smallholder farmers, resilience and information systems; was finalizing an agreement with Mexico as part of the Mesoamerica Without Hunger Initiative; and had initiated regional consultations on implementation of the corporate gender policy in Panama.

118. The Regional Director concluded introducing new country programmes in Cuba and Guatemala, noting that Cuba had successful comprehensive social protection systems and that Guatemala had been recognized for its commitment to reducing hunger and undernutrition.

Country Programmes – Cuba 200703 (2015–2018) (2014/EB.2/21)

(for approval)

119. The Country Director presented the first ever CP for Cuba, under which WFP would support national priorities while Cuba updated its economic model by increasing food production, trying to reduce imports and increasing the population's access to food.
120. Almost unanimously, Board members expressed full support for the CP, which provided a low-cost way of obtaining significant social impact. Cuba was one of the most successful countries in achieving the MDGs and provided support to other countries, including early and generous response to the recent Ebola outbreak. The Board liked the CP's alignment with Cuba's policy through targeting of the most vulnerable for support; the CP would also help increase the sustainability of social protection and increase resilience to crises by enhancing local value chains and capacities. While reflecting lessons learned, the CP – which was aligned with the Zero Hunger Challenge – would generate new lessons. Members encouraged WFP to increase coordination with donors and other partners, including the agriculture development project of the International Fund for Agricultural Development (IFAD); the importance of including people with disabilities was also mentioned.
121. While expressing support for the CP, the representative of the United States of America asked that it be noted that his Government disagreed with the project document's explanation of factors contributing to Cuba's food and nutrition insecurity.
122. The Country and Regional Directors thanked the Board for its support and the Cuban Government for its involvement in designing the programme. In closing the Executive Director noted that the number of Board members commenting reflected the CP's importance.

Country Programmes – Guatemala 200641 (2015–2019) (2014/EB.2/22)

(for approval)

123. Following the Country Director's presentation, the Board welcomed the CP, which supported government plans for improving food security by addressing the structural causes of hunger; built on previous WFP programmes, including P4P; and focused on capacity development of government counterparts. Members noted that the objectives for fighting malnutrition were appropriate for a country with a chronic malnutrition rate of nearly 50 percent and in line with the Latin America without Hunger initiative. The CP's gender activities were essential; the country office should also focus on indigenous and rural populations. Members called for monitoring of impacts and collaboration with partners on resilience-building; for example, CP activities should be coordinated with FAO's programme for controlling coffee rust.
124. The Country Director confirmed that WFP, FAO and the Ministry of Agriculture and Food were seeking to enhance their collaboration on plant health issues, including by incorporating them into WFP's P4P initiatives. WFP was working with partners and communities on improving resilience and empowering women – giving women lighter work but the same benefits as men in FFA activities and providing counterpart staff with training in ensuring women's involvement.

125. The Executive Director noted that the Government's commitment to the CP and to addressing chronic hunger and malnutrition would facilitate successful implementation and results. Other governments in the region were interested in supporting the CP through South–South cooperation.
126. The Under-Secretary of the Food Security and Nutrition Secretariat of Guatemala expressed his Government's appreciation for the work of WFP, which would help the neediest people in the country.

ASIA REGIONAL PORTFOLIO

127. The new Regional Director paid tribute to the work of his predecessor Mr Kenro Oshidari.
128. Noting that WFP would need to adapt its tools and approaches in view of the dynamism and growth in the region, the main elements of WFP's coming work were set out: scaling up nutrition, strengthening government social safety nets, building resilience, and supporting emergency preparedness and response; urban food security and nutrition, along with gender, were major cross-cutting issues. Among the innovations envisaged were rice fortification and the promotion of locally produced nutrition products. Home-grown school feeding and technical assistance for public distribution system reforms were described, with emphasis on working with governments; the Regional Director highlighted work with the Government of India on its extensive public distribution system.
129. WFP's investments in community-level resilience efforts were outlined, including the need for flexibility in the use of cash, voucher and food assistance that accounted for seasonality of food availability and local prices. Work was under way with the Office for the Coordination of Humanitarian Affairs (OCHA), regional bodies and governments to strengthen governments' capacity to self-manage responses; WFP must also have the ability to augment national responses. Operations in Afghanistan, Myanmar and Pakistan were frequently challenged with access and displacement issues and, along with operations in DPRK, faced serious funding pressures.
130. The regional bureau was developing a programme of work in collaboration with national governments, the Asian Development Bank (ADB), the Association of Southeast Asian Nations (ASEAN), the South Asian Association for Regional Cooperation (SAARC) and other bodies in line with the Post-2015 Development Agenda and other global frameworks. Although many countries were moving to middle-income status, widespread poverty and inequality persisted. New country strategies and CPs were being prepared to assist 13 million people, with major indirect benefits for which indicators were being defined.
131. The Board expressed particular approval of the rice fortification and local nutrition product schemes; members commented that WFP should ensure that it operated in accordance with government approaches and local expectations.
132. The Regional Director thanked the Board for its support, and undertook to act according to its guidance.

Report on the Field Visit to the Lao People's Democratic Republic of the WFP Executive Board (*for information*)

133. On behalf of the travellers, the Deputy Permanent Representative for the United States of America described the field visit of 7–17 September. After context-setting meetings at WFP's Regional Bureau in Bangkok and meeting with government ministers in the capital city of Vientiane, the group had visited two of the poorest provinces in the Lao People's Democratic Republic, meeting beneficiaries and representatives of local and national government and other partners.
134. School feeding beneficiaries reported that they appreciated WFP's nutritious snack made from corn-soya blend, although the traditional preference was sticky rice; the take-home ration of 40 kg of rice per semester for girls was essential in encouraging families to keep their girls in school. The field visit also saw school gardens and other initiatives for home-grown school feeding.
135. WFP mother-and-child health and nutrition interventions were leading to taller, heavier and healthier children, but some cultural misconceptions persisted. Mothers used to small children being lethargic were surprised at how lively their better-fed children became.
136. The Board members met the experienced and dedicated WFP country team, whose main challenges include ensuring a safe working environment, losing trained staff to the private sector, finding staff with adequate language skills and employing more women.

ANNEX I

DECISIONS AND RECOMMENDATIONS**Adoption of the Agenda**

The Board adopted the Agenda.

10 November 2014

Appointment of the Rapporteur

In accordance with Rule XII of its Rules of Procedure, the Board appointed Ms Larissa Maria Lima Costa (Brazil, List C) Rapporteur of the Second Regular Session of 2014.

10 November 2014

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**2014/EB.2/1 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.

10 November 2014

POLICY ISSUES**2014/EB.2/2 Update on the WFP Gender Policy**

The Board took note of "Update on the WFP Gender Policy" (WFP/EB.2/2014/4-A).

10 November 2014

2014/EB.2/3 WFP People Strategy

The Board took note of "WFP People Strategy" (WFP/EB.2/2014/4-B).

10 November 2014

RESOURCE, FINANCIAL AND BUDGETARY MATTERS

2014/EB.2/4 WFP Management Plan (2015–2017)

Having considered WFP's Management Plan (2015–2017), as submitted by the Executive Director in document WFP/EB.2/2014/5-A/1, the Board:

- i) **took note** that the 2015 Programme Support and Administrative appropriation and the provisional prioritized plan of work assume a funding level of USD 4.4 billion in 2015;
- ii) **took note** of the projected operational requirements of USD 7.45 billion for 2015, excluding any provision for unforeseen emergencies and including direct support costs, as outlined in Section III;
- iii) **approved** a 2015 Programme Support and Administrative appropriation of USD 281.8 million, to be allocated as follows:

Programme support: regional bureaux and country offices	USD 99.3 million
Programme support: Headquarters	USD 52.1 million
Management and administration	USD 130.4 million
Total	USD 281.8 million
- iv) **approved** a supplementary Programme Support and Administrative appropriation of USD 9.2 million for critical corporate initiatives, as outlined in Section IV;
- v) **approved** expenditure in 2015 of USD 750,000 from the General Fund for investment management costs;
- vi) **approved** a new Immediate Response Account target level of USD 200 million;
- vii) **approved** an indirect support cost recovery rate of 7.0 percent for 2015; and
- viii) **authorized** the Executive Director to adjust the Programme Support and Administrative component of the budget in accordance with any variation in the volume of operational requirements of more than 10 percent from levels outlined in Section III.

The Board also took note of the comments of the Advisory Committee on Administrative and Budgetary Questions (ACABQ) (WFP/EB.2/2014/5(A,B,C,D,E)/2) and the FAO Finance Committee (WFP/EB.2/2014/5(A,B,C,D,E)/3).

10 November 2014

2014/EB.2/5 Increased Fee for the External Auditor

The Board approved a second increase of 4 percent of the original annual remuneration of USD 385,000 payable to the External Auditor, involving a total increase of USD 15,400, on grounds of an increase in daily subsistence allowance, staff costs and airfare. As a result, the total annual fee is increased to USD 415,800, applicable from April 2014.

The Board also took note of the comments of the ACABQ (WFP/EB.2/2014/5(A,B,C,D,E)/2) and the FAO Finance Committee (WFP/EB.2/2014/5(A,B,C,D,E)/3).

10 November 2014

2014/EB.2/6 Process for the Selection and Appointment of the WFP External Auditor for the Term from 1 July 2016 to 30 June 2022

The Board approved the proposed “Process for the Selection and Appointment of the WFP External Auditor for the Term from 1 July 2016 to 30 June 2022” (WFP/EB.2/2014/5-C/1).

The Board also took note of the comments of the ACABQ (WFP/EB.2/2014/5(A,B,C,D,E)/2) and the FAO Finance Committee (WFP/EB.2/2014/5(A,B,C,D,E)/3).

10 November 2014

2014/EB.2/7 Method for Determining the Indirect Support Cost Rate for WFP

The Board took note of “Method for Determining the Indirect Support Cost Rate for WFP” (WFP/EB.2/2014/5-D/1) and looked forward to concluding the review in 2015.

The Board approved the application of a single indirect support cost rate of 10 percent for private-sector donations, in accordance with the principle of full-cost recovery outlined in “WFP Private-Sector Partnerships and Fundraising Strategy (2013–2017)” (WFP/EB.A/2013/5-B).

The Board also took note of the comments of the ACABQ (WFP/EB.2/2014/5(A,B,C,D,E)/2) and the FAO Finance Committee (WFP/EB.2/2014/5(A,B,C,D,E)/3).

10 November 2014

EVALUATION REPORTS

2014/EB.2/8 **Response to the Recommendations of the Summary Report of the Peer Review of the Evaluation Function at the World Food Programme**

The Board took note of “Response to the Recommendations of the Summary Report of the Peer Review of the Evaluation Function at the World Food Programme” (WFP/EB.2/2014/6-D/Rev.1). With the purpose of promoting its ownership of, and productive dialogue with the Secretariat on, the development of the evaluation function at WFP, the Board also:

- i) requested the Secretariat to develop a set of key performance indicators to support the Board’s oversight of evaluation across WFP, based on the indicators suggested by the peer review panel;
- ii) requested the Secretariat to report to the Board at its Second Regular Session in 2015 on progress made in this regard, and thereafter to report regularly against the key performance indicators through the Annual Evaluation Report;
- iii) requested that when it revised the 2008 evaluation policy, the Secretariat pay adequate attention to the need to have systems and processes in place to maximize the use of evaluation results in policy and strategy development, and in project and programme design; and
- iv) agreed to limit the Director of Evaluation to a non-renewable and non-repeatable six-year term, with no re-entry into WFP.

11 November 2014

2014/EB.2/9 **Summary Report of the FAO/WFP Joint Evaluation of Food Security Cluster Coordination in Humanitarian Action (2009–2014) and Management Response**

The Board took note of “Summary Report of the FAO/WFP Joint Evaluation of Food Security Cluster Coordination in Humanitarian Action (2009–2014)” (WFP/EB.2/2014/6-A) and the management response in WFP/EB.2/2014/6-A/Add.1 and encouraged further action on the recommendations, taking into account considerations raised by the Board during its discussion.

11 November 2014

2014/EB.2/10 **Synthesis Report of Operation Evaluations (July 2013–July 2014)**

The Board took note of “Synthesis Report of Operation Evaluations (July 2013–July 2014)” (WFP/EB.2/2014/6-E) and encouraged the Secretariat to take into account the lessons included in the report and the considerations raised by the Board during its discussion.

11 November 2014

WEST AFRICA REGIONAL PORTFOLIO**2014/EB.2/11 Protracted Relief and Recovery Operations — Mali 200719**

The Board approved the proposed protracted relief and recovery operation Mali 200719 “Saving Lives, Reducing Malnutrition and Rebuilding Livelihoods” (WFP/EB.2/2014/8-B/3).

11 November 2014

2014/EB.2/12 Protracted Relief and Recovery Operations — Senegal 200681

The Board approved the proposed protracted relief and recovery operation Senegal 200681 “Protecting Livelihoods and Promoting Resilience” (WFP/EB.2/2014/8-B/5).

11 November 2014

2014/EB.2/13 Protracted Relief and Recovery Operations — Chad 200713

The Board approved the proposed protracted relief and recovery operation Chad 200713 “Building Resilience, Protecting Livelihoods and Reducing Malnutrition of Refugees, Returnees and other Vulnerable People” (WFP/EB.2/2014/8-B/4).

11 November 2014

EAST AND CENTRAL AFRICA REGIONAL PORTFOLIO**2014/EB.2/14 Summary Evaluation Report — Uganda Country Portfolio (2009–2013) and Management Response**

The Board took note of “Summary Evaluation Report – Uganda Country Portfolio (2009–2013)” (WFP/EB.2/2014/6-B) and the management response in WFP/EB.2/2014/6-B/Add.1, and encouraged further action on the recommendations, taking into account considerations raised by the Board during its discussion.

12 November 2014

2014/EB.2/15 Budget Increases to Development Activities — Uganda Country Programme 108070

The Board approved the proposed budget increase of USD 25.3 million for Uganda country programme 108070 (WFP/EB.2/2014/8-A) with an extension from 15 November 2014 to 31 December 2015.

12 November 2014

2014/EB.2/16 Protracted Relief and Recovery Operations — Ethiopia 200700

The Board approved the proposed protracted relief and recovery operation Ethiopia 200700 “Food Assistance for Eritrean, South Sudanese, Sudanese and Somali Refugees” (WFP/EB.2/2014/8-B/6).

12 November 2014

MIDDLE EAST, NORTH AFRICA, EASTERN EUROPE AND CENTRAL ASIA REGIONAL PORTFOLIO**2014/EB.2/17 Protracted Relief and Recovery Operations — State of Palestine 200709**

The Board approved the proposed protracted relief and recovery operation State of Palestine 200709 “Food Assistance for Food-Insecure Populations in the West Bank and Gaza Strip” (WFP/EB.2/2014/8-B/1).

12 November 2014

SOUTHERN AFRICA REGIONAL PORTFOLIO**2014/EB.2/18 Summary Evaluation Report — The Democratic Republic of the Congo Country Portfolio (2009–2013) and Management Response**

The Board took note of “Summary Evaluation Report — The Democratic Republic of the Congo Country Portfolio (2009–2013)” (WFP/EB.2/2014/6-C) and the management response in WFP/EB.2/2014/6-C/Add.1, and encouraged further action on the recommendations, taking into account considerations raised by the Board during its discussion.

12 November 2014

2014/EB.2/19 Country Programmes — The Congo 200648 (2015–2018)

The Board approved proposed country programme the Congo 200648 (2015–2018) (WFP/EB.2/2014/7/3), for which the food requirement is 16,889 mt at a cost of USD 24.5 million, the cash and voucher requirement is USD 18.1 million and the total cost to WFP is USD 56.8 million.

12 November 2014

2014/EB.2/20 Protracted Relief and Recovery Operations — Malawi 200692

The Board approved the proposed protracted relief and recovery operation Malawi 200692 “Responding to Humanitarian Needs and Strengthening Resilience” (WFP/EB.2/2014/8-B/2).

12 November 2014

LATIN AMERICA AND THE CARIBBEAN REGIONAL PORTFOLIO**2014/EB.2/21 Country Programmes — Cuba 200703 (2015–2018)**

The Board approved proposed country programme Cuba 200703 (2015–2018) (WFP/EB.2/2014/7/1/Rev.2), for which the food requirement is 5,421 mt at a cost of USD 3.8 million, with a total cost to WFP of USD 15.4 million.

12 November 2014

2014/EB.2/22 Country Programmes — Guatemala 200641 (2015–2019)

The Board approved proposed country programme Guatemala 200641 (2015–2019) (WFP/EB.2/2014/7/2), for which the food requirement is 12,005 mt at a cost of USD 10.8 million, the cash and voucher requirement is USD 3 million and the capacity development and augmentation requirement is USD 1.7 million, for a total cost to WFP of USD 20.2 million.

12 November 2014

ORGANIZATIONAL AND PROCEDURAL MATTERS**2014/EB.2/23 Biennial Programme of Work of the Executive Board (2015–2016)**

The Board approved “Biennial Programme of Work of the Executive Board (2015–2016)” (WFP/EB.2/2014/10*) as proposed by the Bureau and the Secretariat.

13 November 2014

SUMMARY OF THE WORK OF THE EXECUTIVE BOARD**2014/EB.2/24 Summary of the Work of the Annual Session of the Executive Board, 2014**

The Board approved “Draft Summary of the Work of the Annual Session of the Executive Board, 2014”, the final version of which would be embodied in the document WFP/EB.A/2014/15.

13 November 2014

ANNEX II

AGENDA

1. ***Adoption of the Agenda (for approval)***
2. ***Appointment of the Rapporteur***
3. ***Opening Remarks by the Executive Director***
4. ***Policy Issues***
 - a) Update on the WFP Gender Policy (*for consideration*)
 - b) WFP People Strategy (*for consideration*)
 - c) Update on Collaboration among the Rome-Based Agencies (*for information*)
 - d) Update on WFP Peacebuilding Policy (*for information*)
 - e) Compendium of WFP Policies Relating to the Strategic Plan (*for information*)
5. ***Resource, Financial and Budgetary Matters***
 - a) WFP Management Plan (2015–2017) (*for approval*)
 - b) Increased Fee for the External Auditor (*for approval*)
 - c) Process for the Selection and Appointment of the WFP External Auditor for the term from 1 July 2016 to 30 June 2022 (*for approval*)
 - d) Method for Determining the Indirect Support Cost Rate for WFP (*for approval*)
 - e) Work Plan of the External Auditor for the Period July 2014 to June 2015 (*for information*)
6. ***Evaluation Reports (for consideration)***
 - a) Summary Report of the FAO/WFP Joint Evaluation of Food Security Cluster Coordination in Humanitarian Action (2009–2014) and Management Response
 - b) Summary Evaluation Report – Uganda Country Portfolio (2009–2013) and Management Response
 - c) Summary Evaluation Report – The Democratic Republic of the Congo Country Portfolio (2009–2013) and Management Response
 - d) Response to the Recommendations of the Summary Report of the Peer Review of the Evaluation Function at the World Food Programme
 - e) Synthesis Report of Operation Evaluations (July 2013 – July 2014)

Operational Matters

7. ***Country Programmes (for approval)***
 - Cuba 200703 (2015–2018)
 - Guatemala 200641 (2015–2019)
 - The Congo 200648 (2015–2018)

8. ***Projects for Executive Board Approval (for approval)***
 - a) Budget increases to development activities
 - Uganda CP 108070
 - b) Protracted relief and recovery operations
 - Chad 200713
 - Ethiopia (refugees) 200700
 - Malawi 200692
 - Mali 200719
 - State of Palestine 200709
 - Senegal 200681
9. ***Reports of the Executive Director on Operational Matters (for information)***
 - a) Protracted Relief and Recovery Operations approved by the Executive Director (1 January–30 June 2014)
 - Bangladesh 200673
 - Ghana 200675
 - Guinea 200687
 - b) Budget Increases to Protracted Relief and Recovery Operations Approved by the Executive Director (1 January–30 June 2014)
 - c) Emergency Operations Approved by the Executive Director or by the Executive Director and the Director-General of FAO (1 January–30 June 2014)
10. ***Organizational and Procedural Matters***
 - Biennial Programme of Work of the Executive Board (2015–2016) *(for approval)*
11. ***Summary of the Work of the Annual Session of the Executive Board, 2014 (for approval)***
12. ***Other Business***
 - Report on the Field Visit to the Lao People's Democratic Republic of the WFP Executive Board *(for information)*
13. ***Verification of Approved Decisions and Recommendations***

ACRONYMS USED IN THE DOCUMENT

AED	Assistant Executive Director
C&V	cash and voucher
COMET	country office monitoring and evaluation tool
CP	country programme
DPRK	Democratic People's Republic of Korea
DRC	Democratic Republic of the Congo
FAO	Food and Agriculture Organization of the United Nations
FFA	food assistance for assets
HRM	Human Resources Division
IDP	internally displaced person
IRA	Immediate Response Account
ISC	indirect support costs
M&E	monitoring and evaluation
MDG	Millennium Development Goal
NGO	non-governmental organization
OEV	Office of Evaluation
P4P	Purchase for Progress
PRRO	protracted relief and recovery operation
PSA	Programme Support and Administrative
RBA	Rome-based agency
SADC	Southern African Development Community
UNHAS	United Nations Humanitarian Air Service
UNHCR	United Nations High Commissioner for Refugees
UNHRD	United Nations Humanitarian Response Depot
UNICEF	United Nations Children's Fund
UNMEER	United Nations Mission for Ebola Emergency Response
UNRWA	United Nations Relief and Works Agency for Palestine Refugees in the Near East