# POLICY ISSUES

## Agenda item 4

*For information\**

# COMPENDIUM OF WFP POLICIES RELATING TO THE STRATEGIC PLAN

# NOTE TO THE EXECUTIVE BOARD

**This document is submitted to the Executive Board for information.**

The Secretariat invites members of the Board who may have questions of a technical nature with regard to this document to contact the WFP staff focal points indicated below, preferably well in advance of the Board's meeting.

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## INTRODUCTION

1. At its 2010 Second Regular Session the Board asked the Secretariat to produce a compendium of WFP policies relating to the Strategic Plan highlighting the relevant policies by Strategic Objective. The Board also requested that the compendium be updated annually as an information paper to be presented at the Second Regular Session.

2. The compendium is intended to guide the work of the Secretariat and the Board. It contains a chart and a summary of current policies supporting each Strategic Objective in the Strategic Plan (2014–2017).[1] The compendium also sets out cross-cutting policies, policies that have been superseded by new ones, those that need updating and potential gaps. Information on evaluations and related studies is also provided. Administrative, financial and human resource issues are not covered.

3. The following policy document being developed for an upcoming Board session is also included:

   ➢ "Update on the WFP Gender Policy", to be submitted for consideration at EB.2/2014.

4. The compendium will be available on the Executive Board webpage.

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[1] WFP/EB.A/2013/5-A/1.

# POLICIES RELATING TO THE STRATEGIC OBJECTIVES, 2014–2017

5.    The chart below shows policies that underpin the Strategic Objectives in the Strategic Plan (2014–2017).

- ➢ **Green (G)** indicates a new policy or a policy that has recently been updated.
- ➢ **Blue (B)** indicates that the policy is scheduled to be updated.
- ➢ **Yellow (Y)** indicates that the policy is still applicable.
- ➢ **Red (R)** indicates that a new policy or an update is required.

## Policies that Address Multiple Strategic Objectives

| 1998 | WFP and the Environment | Y |
|---|---|---|
| 2004 | Humanitarian Principles | Y |
| 2006 | The Role and Application of Economic Analysis in WFP | Y |
| 2006 | Food Procurement in Developing Countries<br><br>*"Report of the External Auditor on Food Procurement in WFP" was presented at EB.A/2014 (WFP/EB.A/2014/6-G/1).* | Y |
| 2008 | WFP Evaluation Policy[2]<br><br>*Following the peer review of WFP's evaluation function by the United Nations Evaluation Group and Development Assistance Committee, presented at EB.A/2014, a revised evaluation policy will be presented at EB.2/2015.* | Y |
| 2008 | Vouchers and Cash Transfers as Food Assistance Instruments: Opportunities and Challenges<br><br>*The Board took note of an update on the implementation of WFP's policy on vouchers and cash transfers at EB.A/2011 (WFP/EB.A/2011/5-A/Rev.1). "Report of the External Auditor on Use of Cash and Vouchers" was presented at EB.A/2013 (WFP/EB.A/2013/6-G/1). Presentation of an evaluation of the policy is scheduled for EB.1/2015.* | Y |
| 2009 | WFP Policy on Capacity Development[3]<br><br>*An evaluation of the policy is planned for 2015.* | Y |
| 2009 | WFP Gender Policy[4]<br><br>*This policy was complemented by "WFP Gender Policy: Corporate Action Plan (2010–2011)" presented at EB.2/2009 (WFP/EB.2/2009/4-C). An update on the implementation of the Corporate Action Plan was presented at EB.A/2012. A summary evaluation of the policy was presented at EB.1/2014 (WFP/EB.1/2014/5-A*). An update of the policy will be presented at EB.2/2014.* | B |

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[2] Supersedes "WFP's Evaluation Policy" (WFP/EB.3/2003/4-C).

[3] This policy represents a significant update to the "Building National and Regional Capacities" policy (WFP/EB.3/2004/4-B). The WFP Strategic Plan (2008–2013) represented an important turning point in WFP's strategic direction, thus the 2009 update focused on positioning WFP's capacity development work within this change. The update does not replace the 2004 policy but rather takes into account developments since the Strategic Plan (2008–2013) was approved.

[4] Supersedes "Gender Policy (2003–2007)" (WFP/EB.3/2002/4-A).

| 2012 | WFP Nutrition Policy[5] *A follow-up to the policy was presented for information at EB.A/2012 (WFP/EB.A/2012/5-D) and an update was presented for information at EB.A/2013 (WFP/EB.A/2013/5-E). The summary evaluation report of the policy will be presented at EB.2/2015. The next policy update will be presented at EB.1/2016.* | G |
|------|------|------|
| 2012 | WFP Humanitarian Protection Policy *An update on implementation of the policy was presented at EB.A/2014 (WFP/EB.A/2014/5-F). An evaluation of the policy is planned for 2016.* | G |
| 2013 | WFP Strategic Plan (2014–2017) *The Strategic Plan was adopted at EB.A/2013. A mid-term review of the Strategic Plan will be submitted to EB.A/2016.* | G |
| 2013 | Revised WFP School Feeding Policy[6] | G |
| 2014 | WFP Corporate Partnership Strategy (2014–2017) | G |

## Strategic Objective 1 – Save lives and protect livelihoods in emergencies

| 2002 | Urban Food Insecurity: Strategies for WFP *A new urban food insecurity policy needs to be developed reflecting the latest research and WFP's experience in urban disasters.* | R |
|------|------|------|
| 2003 | Food Aid and Livelihoods in Emergencies: Strategies for WFP *A synthesis of the joint impact evaluations by WFP and the Office of the United Nations High Commissioner for Refugees (UNHCR) on the contribution of food assistance to durable solutions in protracted refugee situations was presented at EB.1/2013 (WFP/EB.1/2013/6-C).* | Y |
| 2004 | Emergency Needs Assessments *Partially evaluated by the 2008 evaluation of the Strengthening Needs Assessment Project.* | Y |
| 2005 | Exiting Emergencies | Y |
| 2005 | Definition of Emergencies | Y |
| 2006 | Targeting in Emergencies *The approach was evaluated in 2007.* | Y |

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[5] Supersedes "Food for Nutrition: Mainstreaming Nutrition in WFP" (WFP/EB.A/2004/5-A/1 + Corr.1), "Micronutrient Fortification: WFP Experiences and Ways Forward" (WFP/EB.A/2004/5-A/2) and "Nutrition and Emergencies: WFP Experiences and Challenges" (WFP/EB.A/2004/5-A/3). It also supersedes the 1997 policy "Reaching Mothers and Children at Critical Times of Their Lives" (WFP/EB.3/97/3-B).

[6] Updates WFP's school feeding policy of 2009 (WFP/EB.2/2009/4-A). The revised policy was informed by the 2012 evaluation of WFP's school feeding policy (WFP/EB.1/2012/6-D) and supersedes other previous WFP school feeding documents such as "Exit Strategies for School Feeding: WFP's Experience" (WFP/EB.1/2003/4-C).

| 2006 | Humanitarian Access and its Implications for WFP | Y |
|------|--------------------------------------------------|---|
| 2010 | WFP's Role in the Humanitarian Assistance System<br>*WFP provides regular updates to the Board on WFP's role in the humanitarian assistance system. An update was presented at EB.A/2014 (WFP/EB.A/2014/5-A).* | G |

## Strategic Objective 2 – Support or restore food security and nutrition and establish or rebuild livelihoods in fragile settings and following emergencies

| 1998 | From Crisis to Recovery | Y |
|------|-------------------------|---|
| 2004 | Transition from Relief to Development | Y |
| 2013 | WFP's Role in Peacebuilding in Transition Settings | G |

## Strategic Objective 3 – Reduce risk and enable people, communities and countries to meet their own food and nutrition needs

| 2011 | WFP Policy on Disaster Risk Reduction and Management[7] | Y |
|------|--------------------------------------------------------|---|
| 2012 | Update of WFP's Safety Nets Policy[8]<br>*An evaluation of the policy is planned for 2017.* | G |

## Strategic Objective 4 – Reduce undernutrition and break the intergenerational cycle of hunger

| 1999 | Enabling Development<br>*Updates of the policy were presented to the Board in 2000 and 2001. An external evaluation was undertaken between 2003 and 2005 and a progress report on the implementation of the management response to the external evaluation was presented at EB.A/2007 (WFP/EB.A/2007/5-A).* | Y |
|------|------|---|
| 2006 | Engagement in Poverty Reduction Strategies<br>*At EB.2/2007 the Board took note of "Update on WFP Policy on Engagement in Poverty Reduction Strategies" (WFP/EB.2/2007/4-E).* | Y |
| 2010 | WFP HIV and AIDS Policy[9]<br>*WFP provides regular updates on the implementation of its HIV and AIDS policy. An update on WFP's response to HIV and AIDS was presented at EB.A/2014 (WFP/EB.A/2014/5-D). An evaluation of the policy is planned for 2016.* | G |

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[7] Supersedes "WFP Policy on Disaster Risk Reduction" (WFP/EB.1/2009/5-B) and "Disaster Mitigation: A Strategic Approach" (WFP/EB.1/2000/4-A).

[8] The "Update of WFP's Safety Nets Policy" represents a significant update to the "WFP and Food-Based Safety Nets: Concepts, Experiences and Future Programming Opportunities" (WFP/EB.3/2004/4-A). The update recognized that while the range of considerations set out by the 2004 policy "WFP and Food-Based Safety Nets" were still relevant, various global and internal developments generated the need to revisit the existing policy framework and provide an update.

[9] Supersedes the WFP policy "Programming in the Era of AIDS: WFP's Response to HIV/AIDS" (WFP/EB.1/2003/4-B).

## THE STRATEGIC PLAN (2014–2017)[10]

6.     WFP's strategic plans constitute the framework for its response to hunger and malnutrition using its various tools and modalities. The WFP Strategic Plan (2014–2017), approved at EB.A/2013, provides the framework for WFP's operations and its role in achieving a world with zero hunger. It continues WFP's focus on food assistance for the poorest and most vulnerable.

7.     The plan sets out WFP's contribution to the broader global goals of reducing risk and vulnerability to shocks, breaking the cycle of hunger and achieving sustainable food security and nutrition, in line with the United Nations Secretary-General's Zero Hunger Challenge.

8.     WFP has adopted four Strategic Objectives based on the Millennium Development Goals (MDGs), the Quadrennial Comprehensive Policy Review, and WFP's Mission Statement and mandate:

    1.  Save lives and protect livelihoods in emergencies.
    2.  Support or restore food security and nutrition and establish or rebuild livelihoods in fragile settings and following emergencies.
    3.  Reduce risk and enable people, communities and countries to meet their own food and nutrition needs.
    4.  Reduce undernutrition and break the intergenerational cycle of hunger.

9.     The Strategic Objectives are in line with international humanitarian law and principles and with WFP's Fit for Purpose initiative. WFP will protect vulnerable people and promote gender equality and women's empowerment; it will deploy the right mix of tools in the right place at the right time to develop capacities and plans for hand-over to national or local ownership.

## SUMMARY OF POLICIES THAT ADDRESS MULTIPLE STRATEGIC OBJECTIVES

### WFP and the Environment[11]

10.    Environmental problems harm the health and livelihoods of the world's poorest people. The magnitude of environmental threats and the recognition that it is cheaper to avoid environmental damage today than to solve problems tomorrow have prompted development agencies to develop environmental assessment procedures and to encourage the evolution of national environmental policies. But many developing countries do not have the capacity to adequately apply environmental assessment procedures or enforce environmental policies. In view of this, reversing destructive environmental practices is an important development goal for the international community. WFP is committed to environmentally sustainable interventions in relief, recovery and development.

11.    The policy establishes the following procedures to be followed by WFP:

    ➢   consider energy issues when determining the composition of the food basket;

    ➢   apply environmental review procedures;

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[10] WFP/EB.A/2013/5-A/1.

[11] WFP/EB.3/98/3.

> ➢  promote environmentally friendly procurement and recycling in its operations;

> ➢  strengthen partnerships; and

> ➢  build the capacity of its country offices and, when possible, its beneficiaries on environmentally sustainable interventions.

12.  These procedures are based on the premise that it is more effective to build environmental considerations into WFP interventions at the outset with a view to protecting livelihoods – rather than later contributing to rehabilitation.

## Humanitarian Principles[12]

13.  At the request of the Board, in 2004 WFP produced a summary of its humanitarian principles. The core humanitarian principles adopted by WFP are:

> ➢  Humanity. WFP will seek to prevent and alleviate human suffering wherever it is found and respond with food assistance when appropriate. It will provide assistance in ways that respect life, health and dignity.

> ➢  Neutrality. WFP will not take sides in a conflict and will not engage in controversies of a political, racial, religious or ideological nature. Food assistance will not be provided to active combatants.

> ➢  Impartiality. WFP's assistance will be guided solely by need and will not discriminate in terms of ethnic origin, nationality, political opinion, gender, race or religion. Assistance will be targeted to those most at risk, following assessment of the different needs and vulnerabilities of women, men and children.

> ➢  Respect. WFP will respect local customs, traditions and the sovereignty of the state in which it is working, upholding internationally recognized human rights.

> ➢  Independence. In its Strategic Plan (2014–2017), WFP adopted operational independence as another core principle. WFP will provide assistance in a manner that is operationally independent of the political, economic, military or other objectives that any actor may hold with regard to areas where such assistance is being provided.

## The Role and Application of Economic Analysis in WFP[13]

14.  In 2006 the Board considered the document "The Role and Application of Economic Analysis in WFP", which stresses the importance of economic analysis coupled with analysis of nutrition, social, political, gender and environmental issues as essential for full understanding of the causes and effects of hunger. Actions designed to address acute and chronic hunger should therefore include analysis of economic forces affecting prices, production and consumption, which can affect food security and vulnerability.

15.  In WFP, economic analysis is integral to the analysis of hunger and the design of strategies to reduce hunger. It also relates to results-based management of operations in that it can inform programme choices, maximize the efficiency and effectiveness of operations, and support local and regional food procurement.

16.  Evaluation findings indicate four areas where economic analysis could improve WFP's understanding of food insecurity and promote the effectiveness of its operations: i) analysing the economic factors that contribute to food insecurity; ii) integrating

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[12] WFP/EB.A/2004/5-C.

[13] WFP/EB.A/2006/5-C.

WFP's operations into national development contexts; iii) analysing food markets; and iv) assessing the impact and effectiveness of operations and the choice of approaches.

17.    As WFP integrates economic analysis into its work, it will need to enhance the support given to country offices in the assessment, analysis and design of interventions. WFP must define the roles of country offices, regional bureaux and Headquarters and the roles of partners. It must also intensify its partnerships with other organizations to exploit synergies and avoid duplication of effort.

## Food Procurement in Developing Countries[14]

18.    WFP's policy is to procure food in a manner that is cost-efficient, timely and appropriate to beneficiary needs, and to encourage procurement from developing countries. Local procurement can help to build local capacities in agriculture and food production, handling and storage. The 2006 policy document "Food Procurement in Developing Countries" recommends that WFP:

> promote market development as an objective;

> call for flexible and timely cash contributions from donors;

> encourage small traders' and farmers' groups;

> consider preferential treatment for farmers and farmers' groups where applicable;

> support locally developed food processing capacity; and

> promote Procurement Office capacities at the country and regional levels.

19.    A major result is the Purchase for Progress (P4P) initiative, which started in 2008. P4P uses WFP's purchasing power and expertise in procurement, logistics and food quality to give smallholder farmers access to markets so that they can generate income and improve their lives. Over the last five years, WFP has purchased 450,000 mt of food for its programmes from smallholder farmers, putting USD 147 million into the farmers' pockets.

20.    The P4P initiative has had several positive results and learning from the initiative is being consolidated. The P4P concept is reflected in Strategic Objective 3 of WFP's Strategic Plan 2014–2017, enabling the mainstreaming of P4P throughout WFP's operations to: i) leverage WFP's purchasing power more effectively for the development of local agricultural markets; and ii) scale up and integrate P4P into activities addressing nutrition, home-grown school feeding, resilience-building and climate-change adaptation.

## WFP Evaluation Policy[15]

21.    WFP's evaluation policy (2008) defines a framework for ensuring the independence, credibility and utility of evaluation at WFP. It confirms that the role of the Office of Evaluation is to inform debate of strategic issues and to facilitate actions that replicate success and correct mistakes.

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[14] WFP/EB.1/2006/5-C.

[15] WFP/EB.2/2008/4-A.

22.   The policy seeks to:

➢ safeguard the independence of evaluation at WFP through both structural and institutional means;

➢ enhance the credibility of both evaluation processes and products by ensuring that planned evaluations are representative of the WFP portfolio of operations and that selection criteria meet rigorous standards for impartiality and transparency;

➢ increase the utility of evaluation at WFP by expanding accountability with external stakeholders, strengthening participatory approaches to evaluation and clarifying the lines of responsibility for management response to recommendations.

23.   Following the peer review of WFP's evaluation function by the United Nations Evaluation Group and Development Assistance Committee,[16] a revised evaluation policy will be presented at EB.A/2015.

## Cash Transfers and Vouchers[17]

24.   Cash and vouchers provide beneficiaries with monetary assistance that enables them to obtain food of a predefined value or quantity from identified marketing outlets. Cash and vouchers can be central elements of responses to emergencies and protracted crises, development programmes and national social protection and safety net systems. Under the 2008 policy "Vouchers and Cash Transfers as Food Assistance Instruments: Opportunities and Challenges" and WFP's Strategic Plan (2014–2017), WFP can scale up cash and voucher transfers, where feasible and appropriate, supported by changes in its financial framework that increase transparency and enhance the accountability for such programming.

25.   The update to the voucher and cash transfer policy presented at EB.A/2011[18] stated that such programmes should consider:

➢ how markets are functioning;

➢ the availability of financial systems and delivery mechanisms;

➢ security conditions;

➢ implementation costs (efficiency);

➢ expected impacts (effectiveness);

➢ gender;

➢ nutritional impact;

➢ beneficiary preferences;

➢ costs and impacts relative to other tools and methods; and

➢ the role of technology and infrastructure in supporting these programmes.

26.   WFP's policy is being implemented under the Cash for Change Initiative, with the following priorities:

➢ ensure that programming is based on context-specific evidence from needs assessments, market analyses and sectoral capacity assessments;

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[16] WFP/EB.A/2014/7-D.

[17] WFP/EB.2/2008/4-B.

[18] WFP/EB.A/2011/5-A/Rev.1.

> ➢ develop tools and controls for scaling up voucher and cash transfers, update programme guidance, design and implement a capacity development programme and optimize systems for measuring results and accounting for resources;
> ➢ provide guidance on optimizing the monitoring of cash and voucher projects, promote cost efficiency and effectiveness and encourage thorough risk management, using appropriate technologies;
> ➢ encourage better management results so that the expansion of programmes increases the impact;
> ➢ carry out evaluations and utilize best practices and learning from the field;
> ➢ establish partnerships with United Nations agencies, non-governmental organizations (NGOs), the private sector and others with experience in this area; and
> ➢ provide guidance on integrating cash and vouchers into national social protection and safety net systems.

## Capacity Development and Hand-Over[19]

27.   The WFP Policy on Capacity Development updates the 2004 policy "Building National and Regional Capacities".[20] The Strategic Plan (2008–2013) was a turning point in WFP's strategic direction, and this update focuses on its capacity development work in relation to shifting to food assistance; this shift is maintained in the Strategic Plan (2014–2017).

28.   WFP's 2009 policy on capacity development was supplemented by an action plan[21] that reflects the shift to food assistance in setting out a new vision for WFP. It recognized that WFP must work as a partner with communities and countries to reduce hunger. This requirement is met by: i) providing direct capacity when necessary to respond to hunger; and ii) facilitating the development of national capacities to reduce hunger and improve food security by supporting anti-hunger policies, institutions and programmes. Renewed partnerships can contribute to these priority areas:

> ➢ investing to improve disaster risk management, safety nets, recovery and growth opportunities;
> ➢ enhancing anti-hunger institutions to make them effective and accountable;
> ➢ supporting policies, laws, strategic plans and joint programmes of action addressing hunger; and
> ➢ handing over sustained national capacity to manage anti-hunger strategies.

## Gender[22]

29.   Gender inequality is a major cause and effect of hunger and poverty. WFP's gender policy creates an enabling environment in WFP for promoting gender equality and the empowerment of women by mainstreaming gender more fully in WFP's policies. The Strategic Plan (2014–2017) mainstreamed gender in its objectives, and gender is

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[19] WFP/EB.2/2009/4-B.

[20] WFP/EB.3/2004/4-B.

[21] WFP/EB.2/2010/4-D.

[22] WFP/EB.1/2009/5-A/Rev.1.

mainstreamed in WFP's programmes and operations. The gender policy is consistent with the main elements of the United Nations system-wide policy on gender equality and the empowerment of women.[23]

30.    Priority actions include the following:

➢    establish gender-sensitive perspectives, taking into account the different contexts in which WFP operates, which range from complex emergencies to more stable conditions;

➢    promote the protection of the target population and staff members;

➢    prevent violence against women, girls and children;

➢    support capacity development through WFP staff members in United Nations country teams and among governments and partners with a view to incorporating gender perspectives in national food and nutrition policies and programmes;

➢    improve accountability systems so that gender perspectives are included in work plans, risk-management profiles, monitoring and evaluation and performance indicators, and with partners;

➢    use WFP's extensive field presence and its partners to advocate at different levels to raise awareness;

➢    mainstream gender in WFP operations; and

➢    develop partnerships to address gender issues and knowledge-sharing.

31.    The policy was complemented by "WFP's Gender Policy: Corporate Action Plan (2010–2011)",[24] presented at EB.2/2009. An update on implementation of the action plan was presented at EB.A/2012.[25] The findings included the following:

➢    WFP is establishing and enhancing partnerships with the Rome-based agencies and academic and other institutions in support of gender mainstreaming.

➢    WFP has developed an accountability framework that will hold staff and senior management accountable for mainstreaming gender in WFP.

➢    The establishment of the Gender Innovations Fund provides an incentive to design and implement context-led projects that are based on gender analysis.

➢    WFP will address the funding gap in the action plan and implement support measures such as gender-related capacity development and roll-out of the Gender Mainstreaming Accountability Framework.

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[23] CEB/2006/2.

[24] WFP/EB.2/2009/4-C.

[25] WFP/EB.A/2012/5-F.

### Nutrition[26]

32. Following the 2008 study in *The Lancet*,[27] the Strategic Plan (2014–2017) continues to emphasize the promotion of nutrition for WFP's beneficiaries, particularly during emergencies and particularly for the 1,000 days between conception and 2 years of age. This has become a focus of governments, relief organizations and the United Nations. WFP adopted the nutrition improvement approach[28] in August 2009.

33. At EB.1/2012 the Board approved a nutrition policy that defines the role of nutrition in WFP, focusing on its strengths in ensuring "access to the right food, at the right place, at the right time"; further clarifications to the policy were provided at EB.A/2012.[29] At EB.A/2013, the Board took note of an update.[30]

34. On the basis of scientific findings and lessons learned from scaling up nutrition interventions in emergencies, the update of the WFP nutrition policy prioritizes:

 ➢ treating moderate acute malnutrition (wasting);

 ➢ preventing acute malnutrition (wasting);

 ➢ preventing chronic malnutrition (stunting and micronutrient deficiencies);

 ➢ addressing micronutrient deficiencies among vulnerable people, particularly to reduce the risk of mortality during emergencies and to improve health; and

 ➢ ensuring that programmes such as general distributions, school feeding and food for assets contribute to improved nutrition outcomes.

35. To implement the policy, WFP will:

 ➢ scale up high-quality food assistance and programming to ensure that the nutrition needs of target groups are met and to maximize the impact of WFP's operations;

 ➢ serve as a resource, advocate and mentor for food-based nutrition interventions;

 ➢ enhance systems, skills and processes with a view to assuming leadership in nutrition programming and enhancing its quality;

 ➢ develop the capacity of governments and partners to implement cost-effective programmes; and

 ➢ contribute to the nutrition evidence base by researching with partners the efficiency and effectiveness of: i) the performance of specialized nutritious foods in various aspects of nutrition programming; ii) influencing households to make better choices to improve their food intake and reduce sharing; and iii) programme changes to maximize the achievement of nutritional objectives.

36. The 2013 update noted that to implement its nutrition policy, WFP will have to make one-off extra-budgetary allocations to: i) enhance partnerships and develop national capacities in nutrition; ii) increase nutrition-related skills among staff; iii) assess the

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[26] WFP/EB.1/2012/5-A.

[27] Black, R., Allen, L., Bhutta, Z., Caulfield, L., de Onis, M., Ezzati, M., Mathers, C. and Rivera, J. 2008. Maternal and child undernutrition: global and regional exposures and health consequences. *The Lancet* 371(9608): 243–260.

[28] WFP/EB.A/2004/5-A/1 + Corr.1, WFP/EB.A/2004/5-A/2 and WFP/EB.A/2004/5-A/3.

[29] WFP/EB.1/2012/5-A and WFP/EB.A/2012/5-D.

[30] WFP/EB.A/2013/5-E.

availability and utilization of nutrient-rich foods for young children and women; iv) accelerate delivery mechanisms and make them more reliable, for example through forward purchasing and local and regional procurement; v) improve monitoring and evaluation capacities; and vi) carry out research and cost-effectiveness studies.

## WFP Humanitarian Protection Policy[31]

37.     WFP has a responsibility to ensure that its programmes do not expose the people they are assisting to harm, but rather contribute to their safety, dignity and integrity. WFP's commitments in this regard are outlined in the humanitarian protection policy, which was adopted by the Board in 2012 and makes humanitarian protection an integral element of WFP's work.

38.     The policy calls for: i) staff capacity to understand and respond to protection concerns; ii) context and protection risk analysis; iii) integration of protection into programme design and implementation; iv) incorporation of protection into programme tools; v) management of information on protection; and vi) partnerships for integrating protection.

39.     For EB.A/2014, the Board received an update on implementation of the policy. More than one-third of WFP country offices had started to implement the protection policy across all six of its objectives. The update provided an opportunity to reflect on lessons learned from these experiences.

## School Feeding

40.     WFP school feeding is based on two documents: the 2009 "WFP School Feeding Policy"[32] and its successor, the 2013 "Revised School Feeding Policy".[33] The 2013 policy outlines a new path for efficient school feeding operations. The policy has five objectives: i) support food-insecure households by providing direct or indirect income transfers; ii) enhance children's learning ability and access to education; iii) enhance children's nutrition by reducing micronutrient deficiencies; iv) strengthen national capacity to manage sustainable and efficient school feeding programmes through policy support and technical assistance; and v) support governments in linking school feeding to local agricultural production where feasible.

41.     Particular attention is given to linking school feeding to local agricultural production, micronutrient supplementation, improved dietary diversity, and opportunities for using cash and vouchers and two new tools on transition and costs (see following paragraph). Transition to sustainable national school feeding programmes is the main focus of the revised policy. In countries requiring WFP's support, school feeding programmes will be implemented with clear hand-over strategies.

42.     In the 2013 policy, WFP committed to using the School Feeding Systems Approach for Better Education Results (SF SABER) to assess progress in the transition to national ownership and to improve assessment of the country contexts for all school feeding operations; SF SABER will be mainstreamed into all school feeding projects starting in 2015. WFP also committed to reporting the annual cost per child of all new school feeding interventions. This cost reporting will help WFP monitor the costs of its school feeding

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[31] WFP/EB.1/2012/5-B/Rev.1.

[32] WFP/EB.2/2009/4-A.

[33] WFP/EB.2/2013/4-C.

operations, compare costs across countries, and identify projects with high costs and where programme changes could increase efficiency.

43.    Policy guidance for country offices and regional bureaux was rolled out in the first quarter of 2014.

## Partnerships

44.    At EB.A/2014 the Board took note of WFP's corporate partnership strategy (CPS) 2014–2017,[34] which is aligned with the Strategic Plan (2014–2017) and provides a high-level framework for identifying, and guiding the development of, effective partnerships. Improved partnering will increase the cost-effectiveness and sustainability of WFP operations and enhance the beneficial impact on the people they serve. The CPS supports rather than supersedes other partner-specific policies.

45.    WFP defines partnerships as collaborative relationships between actors that achieve better outcomes for the people they serve by: i) combining and leveraging complementary resources; ii) sharing risks, responsibilities and accountability; and iii) working together in a transparent, equitable and mutually beneficial way. With partnerships, WFP can achieve objectives more efficiently, effectively or innovatively when the value created is greater than the transaction costs involved.

46.    The overarching message of the CPS is that WFP takes a "partnering approach" to all its relationships and is guided by principles that are strategic, precautionary and prescriptive. WFP will ensure that the partnerships it engages in:

➢    contribute to the achievement of WFP's Strategic Objectives;

➢    are cost-effective;

➢    reflect international priorities in food security and nutrition;

➢    confirm and enhance WFP's standing as an ethical operator; and

➢    are properly resourced by all parties.

47.    The strategy calls for WFP to evolve from a culture of "we deliver" to one of "we deliver better together". It outlines five partnership objectives to support this shift:

➢    a common understanding across WFP of the benefits of working in partnership;

➢    a strategic focus on partnerships at the global, regional and country levels;

➢    a consistent approach to the selection, maintenance, monitoring, evaluation and reporting of partnerships;

➢    a range of best practice tools, guidance and training to support country offices; and

➢    cost-effective collaboration to reduce overlap and duplication.

48.    WFP is starting to implement the CPS to achieve these objectives. Planned actions include:

➢    strategy – identify and define actual, potential and desirable partners;

➢    advocacy – promote, position and advocate for WFP as an effective partner;

➢    engagement – determine WFP's objectives in formal engagement strategies;

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[34] WFP/EB.A/2014/5-B.

> agreement – determine what can be negotiated and agreed with partners and what form of agreement best suits each type of relationship;

> relationship management – determine how best to manage relationships in large-scale partnerships that affect many units across WFP; and

> partnership management – plan the day-to-day management of specific partnerships, and support offices and staff in implementing these plans.

49.   In line with its monitoring and evaluation guidelines, WFP will ensure that its strategic and management results frameworks include partnership results, with indicators to measure various aspects of partnering at the project and institutional levels.

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**Strategic Objective 1: Save lives and protect livelihoods in emergencies**

Goal 1: Meet urgent food and nutrition needs of vulnerable people and communities and reduce undernutrition to below emergency levels

Goal 2: Protect lives and livelihoods while enabling safe access to food and nutrition for women and men

Goal 3: Strengthen the capacity of governments and regional organizations and enable the international community to prepare for, assess and respond to shocks

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## Food Aid and Livelihoods in Emergencies[35]

50.   The premise of WFP's policy on livelihoods is that people will go to great lengths to protect their livelihoods as well as their lives. People affected by a crisis are not merely passive victims and recipients of aid: they rely primarily on their own capabilities, resources and networks to survive and recover. But many of the coping strategies adopted to meet food needs can undermine health and well-being and erode people's ability to meet future food needs.[36]

51.   WFP can help to protect livelihoods by: i) providing food for people whose livelihoods are threatened with a view to preventing negative coping strategies; ii) targeting women to enable them to meet their nutritional needs and those of their families; and iii) supporting programmes for improving community infrastructures and providing opportunities for income generation, for example through food-for-assets activities. It is important that women and men participate equally in identifying food-for-work and food-for-training activities in view of their different needs, and that women and men have equal access to the benefits of livelihood programmes.

52.   A synthesis report of the joint UNHCR/WFP impact evaluations on the contributions of food assistance to durable solutions in protracted refugee situations was presented to the Board at EB.1/2013.[37] The evaluations noted that the intended evolution towards self-reliance has not occurred and that concerted action is required among all actors.

53.   The synthesis makes five recommendations:

   1. WFP and UNHCR should develop a strategy and management mechanisms for the transition to self-reliance.
   2. WFP and UNHCR should use a more holistic approach and establish the partnerships necessary to achieve such an approach at the corporate and country levels.

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[35] WFP/EB.A/2003/5-A.

[36] WFP/EB.A/2003/5-A and WFP/EB.A/99/4-A.

[37] WFP/EB.1/2013/6-C.

3. The Inter-Agency Standing Committee (IASC) should forge an action plan to enhance the architecture for accountability in this shared responsibility.

4. United Nations country teams should engage livelihoods actors and build political will for a new approach.

5. Donors should overcome funding barriers.

## Emergency Needs Assessment[38]

54. In emergency situations, WFP determines whether external food assistance is needed to preserve lives and livelihoods. Emergency needs assessments must be accurate to ensure that people are not left at risk and that humanitarian resources are allocated effectively.

55. Needs assessments gather information regarding:

➤ the number of people affected;

➤ the magnitude and location of the crisis;

➤ food and nutrition gaps;

➤ differences in vulnerability among men, women, children and social groups;

➤ local capacities and livelihood systems;

➤ household coping capacities in terms of ability to produce or otherwise obtain food;

➤ the extent to which food needs can be met through market interventions or existing safety net programmes; and

➤ when livelihoods can be expected to return to normal.

56. Rapid assessment missions, crop and food supply assessment missions and joint assessment missions should take the following points into account:

➤ Pre-crisis information is important: regular assessments of crisis-prone areas improve the quality of emergency assessments.

➤ Inadequate knowledge of local and regional markets and economics can be a significant impediment.

➤ Assessments must be insulated from political pressures.

➤ Particular care is needed in estimating numbers of internally displaced people and pastoralists.

➤ Carrying out nutrition and food security assessments separately may impede targeting, programme design and outcome measurements.

➤ Assessments should be a regular part of country office duties to ensure that robust information is available before a crisis and for adjusting programmes and targeting during a crisis.

## Exiting Emergencies[39]

57. Decisions as to when and how to exit from an emergency can be as important as the decision to respond. WFP exits from emergencies either by withdrawing resources from an operation or a country or by shifting to longer-term programmes that protect and improve

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[38] WFP/EB.1/2004/4-A.

[39] WFP/EB.1/2005/4-B.

livelihoods and increase resilience. The shift frequently involves moving from an emergency operation to a protracted relief and recovery operation.

58. Exiting presents opportunities for engaging in early-recovery activities, but also introduces challenges for the communities involved. A sound exit strategy requires:

➤ clear criteria for exit;

➤ benchmarks for assessing progress in meeting the criteria;

➤ steps for reaching the benchmarks and identification of the people responsible for implementing them;

➤ periodic assessment of progress and modifications to minimize risks;

➤ a flexible timeline for reaching benchmarks and conducting assessments;

➤ triggers such as progress towards objectives, improvement in the humanitarian situation, increased government capacity to meet needs, declining levels of donor contributions and willingness to allocate funding to a recovery programme; and

➤ long-term objectives in alignment with government plans or donor priorities.

## Definition of Emergencies[40]

59. At EB.1/2005 the Board endorsed the recommendations contained in "Definition of Emergencies", which defined emergencies as "urgent situations in which there is clear evidence that an event or series of events has occurred which causes human suffering or imminently threatens human lives or livelihoods and which the government concerned has not the means to remedy; and it is a demonstrably abnormal event or series of events which produces dislocation in the life of a community on an exceptional scale".

60. Emergency situations include:

➤ earthquakes, floods, locust infestations and similar unforeseen events;

➤ human-made emergencies that force people to leave their homes as refugees or internally displaced people or that cause other distress;

➤ food shortages or food insecurity resulting from slow-onset events such as drought, crop failures, pests and diseases affecting people or livestock;

➤ restricted access to food as a result of economic shocks, market failure or economic collapse; and

➤ complex situations in which a government or the Secretary-General of the United Nations requests the support of WFP.

## Targeting in Emergencies[41]

61. Targeting entails finding the right balance between inclusion errors – when people receive food but are not entitled to it – and exclusion errors – when people who need food and are eligible for it do not receive it.

62. Targeting involves: i) identifying communities and people in need of food assistance; and ii) selecting delivery and distribution mechanisms to ensure that targeted women, men and children receive assistance when they need it.

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[40] WFP/EB.1/2005/4-A/Rev.1.

[41] WFP/EB.1/2006/5-A.

63. The Board's guidance on targeting during acute emergencies has been inserted into WFP's policy: "In acute emergencies, inclusion errors are more acceptable than exclusion errors. Other targeting objectives include providing a safe environment for food deliveries and maintaining flexibility to adapt to rapidly changing situations. Targeting costs increase in proportion to the level and detail of targeting approaches. WFP should analyse benefits and budget for costs associated with different targeting approaches, keeping in mind that cost-efficiency for WFP may imply increased transaction or opportunity costs for recipients."

64. The principles of targeting include the following:

➢ Targeting is never perfect, so seek a balance between inclusion and exclusion errors.

➢ Base targeting decisions on a full resource scenario but prioritize objectives in case resources are reduced or delayed; communicate the priorities to all stakeholders as soon as possible and ensure that they are understood.

➢ Be flexible in adjusting targeting according to context and project objectives; as emergencies evolve and population needs change, targeting processes must also evolve.

➢ Use assessment and early-warning tools such as vulnerability analysis and mapping to set targeting parameters and monitor changes during a programme cycle.

➢ Monitor non-targeted areas to ensure that emerging needs are assessed.

➢ Analyse the costs and benefits of different targeting approaches, the potential costs of leakage and the costs borne by beneficiaries.

65. WFP must help prevent violence against women, girls and children, particularly in complex emergencies. It should:

➢ reduce burdens and maximize the safety of women and girls in camps;

➢ use food assistance programmes to support income-generating activities for women and girls;

➢ support the creation of safe and private spaces for women and girls; and

➢ facilitate the formation of support groups in camps to enable women to make decisions and be heard, particularly on matters concerning food and nutrition security.

## Humanitarian Access and its Implications for WFP[42]

66. The primary responsibility for providing humanitarian assistance in a crisis lies with the state concerned. If it cannot respond, its government or the United Nations Secretary-General may ask for WFP's assistance in the form of food assistance or logistics support. To assess the situation and transport, deliver and monitor its food assistance, WFP must have safe and unhindered access to those in need. Humanitarian access is a precondition to humanitarian action.

67. There is no standard WFP approach to access: every case is situation-specific and demands flexibility and creativity to balance needs and safety issues. Ensuring safe access requires sound situation analysis and security management, adherence to international law and humanitarian principles, coordination and partnerships among stakeholders, and advocacy at various levels.

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[42] WFP/EB.1/2006/5-B/Rev.1.

68.    While Humanitarian Coordinators lead advocacy for access, WFP often negotiates permission for its own operations to ensure that timely assistance can be delivered across borders and conflict lines, especially when food insecurity is a major element of the crisis or when WFP is working on behalf of other humanitarian actors, for example, as the logistics cluster lead. In all cases, WFP ensures that governments and other parties are informed of and in agreement with its activities.

## WFP's Role in the Humanitarian Assistance System[43]

69.    WFP is a prominent driver of change in the humanitarian system. It collaborates with a range of partners and continuously enhances its leadership of the global logistics and emergency telecommunications clusters, and its co-leadership of the global food security cluster with the Food and Agriculture Organization of the United Nations (FAO).

70.    In 2013, the number of severe crises pushed the humanitarian system to its limit. Activating the system-wide humanitarian response designed under the IASC Transformative Agenda, a Level 3 emergency was declared in November 2013 when typhoon Haiyan made landfall in the Philippines, wreaking massive destruction. Within a few months, humanitarian crises deteriorated dramatically in the Central African Republic and South Sudan, prompting the declaration of two more system-wide Level 3 responses. In these simultaneous emergencies, WFP and other humanitarian organizations scaled up their relief work in difficult circumstances. At the same time, conflict in the Syrian Arab Republic continued to have a heavy impact on civilian populations, and refugees entering neighbouring countries stretched national capacities to provide support. Protracted emergencies continued in Afghanistan, the Democratic Republic of the Congo, the Sahel, Somalia, Yemen and elsewhere.

71.    The IASC Principals conceived the Transformative Agenda in 2011 as a means of simplifying and streamlining the coordination of humanitarian activities. Protocols developed through collaborative efforts are now shaping the planning, coordination and delivery of humanitarian responses. Annual updates on WFP's role in the humanitarian assistance system highlight WFP's contributions to rolling out the Transformative Agenda and ensuring that coordination enables more efficient delivery of humanitarian assistance.

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**Strategic Objective 2: Support or restore food security and nutrition and establish or rebuild livelihoods in fragile settings and following emergencies**

Goal 1:    Support or restore food security and nutrition of people and communities and contribute to stability, resilience and self-reliance

Goal 2:    Assist governments and communities to establish or rebuild livelihoods, connect to markets and manage food systems

Goal 3:    Through food and nutrition assistance, support the safe, voluntary return, reintegration or resettlement of refugees and internally displaced persons

Goal 4:    Ensure equitable access to and control over food and nutrition assistance for women and men

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[43] WFP/EB.1/2010/5-C.

## From Crisis to Recovery[44]

72.     WFP's extensive experience in protracted and complex emergencies has demonstrated that traditional relief responses are often inadequate in addressing the needs of people who are trying to stabilize and secure their livelihoods. Applying a development approach can help to prevent further deterioration of social and economic structures; establish foundations for recovery and reconciliation; and avert future conflict-related emergencies.

73.     At EB.A/1998 the Board approved establishment of a protracted relief and recovery programme category and outlined the essential elements of a multi-year recovery strategy for moving from emergency to longer-term interventions.

74.     The strategy outlines issues confronting WFP in the transition from crisis to recovery. It highlights the need to formulate a recovery strategy for bridging the gap between relief operations and development programmes, and the measures needed for a smooth transition. It indicates that within defined parameters, WFP may contribute towards wider United Nations efforts in demining and demobilization.

## Transition from Relief to Recovery[45]

75.     At the Board's request, in 2004 the Secretariat provided a summary of the main findings of a report on enhancing the United Nations system's response in transition contexts, by the Working Group on Transition Issues of the United Nations Development Group's (UNDG) Executive Committee on Humanitarian Affairs; outlined WFP's involvement in follow-up processes, including the development of guidance and tools to assist United Nations country teams operating in transition contexts; and clarified the next steps for WFP's engagement in these issues. Salient points from the report featured in the policy include a working definition of transition and consensus on a set of principles and actions for the United Nations' response in transition settings.

## WFP's Role in Peacebuilding in Transition Settings[46]

76.     WFP's engagement in peacebuilding activities as part of larger United Nations efforts is based on eight principles: i) understand the context; ii) maintain a hunger focus; iii) at a minimum avoid doing harm; iv) support national priorities where possible, but follow humanitarian principles where conflict continues; v) support United Nations coherence; vi) be responsive to a dynamic environment; vii) ensure inclusivity and equity; and viii) be realistic.

77.     Based on these principles, WFP will focus on three main areas in its support to countries transitioning towards peace:

  i)      investing in institutional capacity in risk analysis;
  ii)     using conflict-sensitive programming; and
  iii)    engaging with peacebuilding partners.

78.     WFP applies three main approaches in pursuing conflict-sensitive programming in transitions, depending on the appropriate level of its engagement in peacebuilding:

  i)      avoiding to do harm;
  ii)     supporting peacebuilding at the local level; and
  iii)    supporting peacebuilding at the national level.

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[44] WFP/EB.A/98/4-A.

[45] WFP/EB.A/2004/5-B.

[46] WFP/EB.2/2013/4-A/Rev.1.

79. However, there are boundaries to WFP's engagement, and peacebuilding should not become its overriding objective in a country. WFP must be guided by humanitarian principles, with addressing hunger needs as its entry point. WFP supports the principle of United Nations coherence and recognizes that in certain high-risk environments this requires a carefully calibrated approach.

80. If these parameters are respected, WFP should be well positioned to make valuable contributions to wider efforts in helping countries transition towards peace.

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### Strategic Objective 3: Reduce Risk and Enable People, Communities and Countries to Meet their own Food and Nutrition Needs

Goal 1:   Support people, communities and countries to strengthen resilience to shocks, reduce disaster risks and adapt to climate change through food and nutrition assistance

Goal 2:   Leverage purchasing power to connect smallholder farmers to markets, reduce post-harvest losses, support economic empowerment of women and men and transform food assistance into a productive investment in local communities

Goal 3:   Strengthen the capacity of governments and communities to establish, manage and scale up sustainable, effective and equitable food and security and nutrition institutions, infrastructure and safety net systems, including systems linked to local agricultural supply chains

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### Disaster Risk Reduction and Management[47]

81. WFP's Mission Statement and General Regulations stipulate that: "WFP will assist in the continuum from emergency relief to development by giving priority to supporting disaster prevention, preparedness and mitigation".[48]

82. The disaster risk reduction and management policy, approved at EB.2/2011, focuses on building resilience and capacity among the most vulnerable people, communities and countries by ensuring food and nutrition security, reducing the risk of disaster and protecting and enhancing lives and livelihoods. The policy is reflected in the Strategic Plan (2014–2017), the climate change concept note and the policies on gender and risk management.[49]

83. The policy emphasizes that disaster risk reduction involves complementing emergency responses with targeted prevention, mitigation and preparedness activities. Gender considerations are crucial in addressing disaster risks because in inequitable societies women are more vulnerable than men when gender stereotyping affects their access to resources.[50]

84. WFP's comparative advantage in disaster risk reduction and management is the result of decades of work with governments and food-insecure communities to prepare for and respond to disasters, reduce disaster risk and build resilience. WFP's internationally recognized expertise in food security-related disaster risk reduction is based on: i) food security analysis and early warning; ii) vulnerability analysis; iii) emergency response and recovery; iv) resilience-building and capacity development; and v) inter-agency coordination.

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[47] WFP/EB.2/2011/4-A.

[48] Available at: http://www.wfp.org/about/mission-statement

[49] WFP/EB.A/2011/5-F, WFP/EB.1/2009/5-A/Rev.1 and WFP/EB.2/2005/5-E/1.

[50] WFP/EB.1/2009/5-A/Rev.1, citing: Neumayer, E. and Pluemper, T. 2007. The Gendered Nature of Natural Disasters: The Impact of Catastrophic Events on the Gender Gap in Life Expectancy, 1981–2002. *Annals of the Amer. Ass. of Geog.* 97(3): 551–566.

85.    The policy identifies the following principles:

➢    focus on food assistance targeting the most vulnerable households, communities and countries during and after disasters;

➢    use food security and vulnerability analyses to determine the most effective ways to address hunger and malnutrition;

➢    invest in emergency preparedness to maximize the effectiveness of emergency responses;

➢    help governments to develop disaster risk reduction policies, plans and programmes with a food-security dimension;

➢    take into account the impacts of climate change, conflict and other drivers of food insecurity, with particular attention to women and children;

➢    promote partnerships and emphasize participatory approaches with governments, United Nations agencies, civil society, NGOs, research institutions and private-sector organizations;

➢    emphasize participatory approaches with governments, partners and communities and foster links with national and local priorities;

➢    generate multiple outcomes to maximize the impact and sustainability of interventions by integrating disaster risk reduction principles at all stages of programming;

➢    specify outcomes, scales and timeframes to ensure that programmes are designed to deliver the expected results;

➢    consider alternative and complementary approaches with a view to supporting national objectives;

➢    provide technical assistance for programme development and implementation, working with national authorities and partners such as FAO, the United Nations Children's Fund (UNICEF) and the United Nations Development Programme (UNDP); and

➢    ensure that women and men are equally involved in vulnerability assessments and project design and prioritization; work with partners to take advantage of women's skills and knowledge and ensure that burdens and opportunities are equitable and appropriate.

86.    The policy will be supported by an action plan and systems for implementation, monitoring and evaluation, and reporting. An operational framework for WFP's emergency preparedness and response has been developed to support the policy.

## Safety Nets[51]

87.    The Strategic Plan (2014–2017) underlines that WFP complements the actions of other actors "to reduce vulnerability and build lasting resilience". WFP assists in building national and local capacity to establish, manage and scale up effective and equitable safety net systems.

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[51] WFP/EB.A/2012/5-A.

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88.    In October 2004, WFP presented its policy on safety nets[52] as a subset of social protection interventions and an update of the policy at EB.A/2012.[53] An evaluation in 2011 informed the 2012 update of the policy which recommended that WFP:

➢    focus social protection and safety net interventions on its comparative advantages;

➢    develop internal capacities for social protection and safety net interventions;

➢    take account of local conditions when establishing social protection and safety net projects;

➢    contribute to the development of national social protection systems; and

➢    improve adherence to appropriate standards in social protection interventions.

89.    The policy reflects WFP's significant role in food and nutrition security aspects of social protection and safety net programmes, clarifies the relevant concepts and their importance in WFP's activities, and sets out the opportunities and challenges involved.

90.    The update also highlights lessons learned from the policy's implementation, including:

➢    understand the context;

➢    assess what is available and build on what works;

➢    ensure coordination and predictability;

➢    focus on the most vulnerable;

➢    be system-oriented;

➢    be accountable and open to learning;

➢    strengthen ownership and social contracts; and

➢    promote inclusive development pathways.

91.    The update takes WFP's comparative advantages into account and reiterates its priorities for supporting safety nets:

➢    providing technical support and practical expertise for safety nets;

➢    ensuring that food and nutrition security objectives are embedded in safety nets;

➢    supporting governments in building systems of safety nets;

➢    helping to strengthen institutional mechanisms;

➢    ensuring that safety nets are informed by solid and context-specific evidence;

➢    forging strategic partnerships for safety nets;

➢    mobilizing resources; and

➢    strengthening internal decision-making.

92.    To implement the policy, WFP has developed programming guidelines and new tools, promoted research, enhanced technical skills and fostered knowledge management.

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[52] WFP/EB.3/2004/4-A.

[53] WFP/EB.A/2012/5-A.

> ## Strategic Objective 4: Reduce undernutrition and break the intergenerational cycle of hunger
>
> Goal 1:    Prevent stunting and wasting, treat moderate acute malnutrition and address micronutrient deficiencies, particularly among young children, pregnant and lactating women and people infected with HIV, tuberculosis and malaria by providing access to appropriate food and nutrition assistance
>
> Goal 2:    Increase access to education and health services, contribute to learning and improve nutrition and health for children, adolescent girls and their families
>
> Goal 3:    Strengthen the capacity of governments and communities to design, manage and scale up nutrition programmes and create an enabling environment that promotes gender equality

## Enabling Development[54]

93.    WFP's Enabling Development Policy (EDP) was approved by the Board in May 1999 to direct WFP's development actions towards halving the number of undernourished people in the world by 2015 – one of the eight MDGs.

94.    Between 1999 and 2001, WFP presented two progress reports to the Board on implementation of EDP, and aligned its development portfolio with the policy. Between 2003 and 2005, Canada, Denmark, Finland, France, Germany, Italy and the United States of America undertook an external evaluation of EDP in terms of its relevance, efficiency, effectiveness, impact, sustainability and progress made in implementation.

95.    The evaluation concluded that EDP was a sound policy whose principles deserved support from WFP and donors, particularly in the light of their potential to improve the quality and relevance of other WFP operations. The EDP goal of enabling marginalized people to benefit from the development process was being achieved, with some limitations. WFP's development activities were found to be consistent with EDP principles, international priorities, poverty reduction strategies (PRS) and national poverty-reduction and food-security processes. The evaluation identified EDP-related areas where improvements would enhance the comparative advantage of WFP's development activities and food aid. The evaluation made three recommendations regarding strategy and four regarding implementation, among which:

➢    improve WFP's partnership strategies;

➢    refine the targeting of WFP's interventions; and

➢    make consistent progress on nutrition-related issues.

96.    In 2007,[55] WFP reported on progress with regard to the recommendations. With respect to recommendation 1, significant progress had been made to integrate WFP interventions more fully into PRSs. With respect to recommendation 2, support for vulnerable groups had been increased through improved needs assessment and targeting. Measures had been taken to improve the coverage of vulnerable groups in existing and new programmes and to initiate pilot projects to improve targeting (see "The Role and Application of Economic Analysis in WFP"). With respect to recommendation 3 on mainstreaming nutrition, WFP reiterated that as part of its strategic approach, nutrition issues remained central to the design and

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[54] WFP/EB.A/99/4-A.

[55] WFP/EB.A/2007/5-A.

implementation of development programmes. The Board approved "WFP Nutrition Policy" in 2012.

## Poverty Reduction Strategies[56]

97.    Following the 2005 World Summit, the poverty reduction strategy process became the means whereby governments, donors and United Nations agencies ensured coherent, effective and targeted poverty reduction and focused on the MDGs, particularly MDG 1. WFP's policy was established to ensure that WFP could provide more appropriate support to countries in incorporating food insecurity and nutrition related issues into their PRSs.

98.    When engaging in the PRS process, WFP must deploy its comparative advantages in addressing food insecurity and malnutrition and supporting emergency preparedness and assistance, in collaboration with governments, United Nations agencies – particularly FAO, the International Fund for Agricultural Development and UNICEF – NGOs and other development partners to mobilize knowledge and resources. WFP should also deploy its own knowledge of local circumstances, vulnerabilities and development options and its operational capacities to address emergencies, all in collaboration with United Nations country teams in line with the principles of UNDG.

99.    Engagement in PRS processes depends largely on context, but it should be underpinned by clear policy guidance and support. A resource mechanism that promotes long-term policy engagement is critical to sustainable hunger reduction in the new development arena.

100.    The policy recommended that WFP consider:

➢    engaging in the PRS process to ensure due attention to hunger reduction;

➢    supporting governments in hunger-reduction programmes through capacity development;

➢    supporting harmonization through the PRS process by engaging in joint programming and with United Nations country teams;

➢    preparing detailed guidance on engagement in PRS processes; and

➢    considering ways of building staff capacities and support for country offices, taking account of competing resource needs and operational priorities.

101.    In the update on PRS presented to the Board in 2007,[57] WFP stated that a "Guidance Note on WFP's Engagement in Poverty Reduction Strategies" had been published. The 2009 policy on capacity development and roll-out of the country strategy process reflect more recent follow-up on this policy.

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[56] WFP/EB.A/2006/5-B + Corr.1.

[57] WFP/EB.2/2007/4-E.

### HIV, AIDS and Tuberculosis[58]

102. HIV is one of today's major challenges. An estimated 35 million people are living with HIV,[59] and many of the 2 billion people suffering from micronutrient deficiencies are in countries with high prevalence of HIV, tuberculosis (TB) and malnutrition. Within the Joint United Nations Programme on HIV/AIDS (UNAIDS), WFP is the lead agency for ensuring that food and nutrition support are integrated into national plans and programmes for people living with HIV.

103. In line with its 2010 HIV policy, WFP has shifted the focus of its HIV programmes from mitigating the consequences of HIV infection to enabling access to treatment and improving treatment outcomes through food and nutrition support. Three years into implementation of the policy, and in response to the UNAIDS strategy, WFP has adopted a two-pronged approach: collaborating with countries to ensure that food and nutrition support is included in all national HIV and TB strategies and programmes; and working with governments to provide such support to people living with HIV.

104. WFP's HIV and AIDS policy accords with: i) the UNAIDS strategy for 2011–2015, "Getting to Zero";[60] ii) the UNAIDS Division of Labour; iii) the new post-2015 global TB strategy and its targets;[61] and iv) the Strategic Plan (2014–2017). WFP aims to ensure nutrition support for food−insecure people receiving anti-retroviral treatment in low-income countries, and that people affected by HIV or TB do not resort to negative coping mechanisms to meet household expenses.

105. WFP also supports people living with HIV and TB through broader interventions in high-prevalence areas. These interventions are sensitive to and mitigate the consequences of HIV and TB infection on individuals, households and communities, and include school feeding programmes, which reach many orphans and other vulnerable children and often include life skills training; productive safety nets; and general food distributions.

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[58] WFP/EB.2/2010/4-A.

[59] UNAIDS. 2014. The GAP report. Geneva. Available at:
http://www.unaids.org/en/media/unaids/contentassets/documents/unaidspublication/2014/UNAIDS_Gap_report_en.pdf.

[60] UNAIDS. 2011–2015 Strategy. Getting to Zero. Geneva. Available at:
http://www.unaids.org/en/aboutunaids/unaidsstrategygoalsby2015/

[61] The Sixty-Seventh Session of the World Health Assembly. 2014. *Global strategy and targets for tuberculosis prevention, care and control after 2015.* Available at:
http://apps.who.int/gb/ebwha/pdf_files/WHA67/A67_11-en.pdf?ua=1

## ACRONYMS USED IN THE DOCUMENT

| | |
|---|---|
| CPS | Corporate Partnership Strategy |
| EDP | Enabling Development Policy |
| FAO | Food and Agriculture Organization of the United Nations |
| IASC | Inter-Agency Standing Committee |
| MDG | Millennium Development Goal |
| NGO | non-governmental organization |
| P4P | Purchase for Progress |
| PRS | Poverty Reduction Strategy |
| SF SABER | School Feeding Systems Approach for Better Education Results |
| TB | tuberculosis |
| UNAIDS | Joint United Nations Programme on HIV/AIDS |
| UNDG | United Nations Development Group |
| UNHCR | Office of the United Nations High Commissioner for Refugees |
| UNICEF | United Nations Children´s Fund |

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