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## **SUMMARY OF THE WORK OF THE FIRST 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.

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## CURRENT AND FUTURE STRATEGIC ISSUES

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

1. The Executive Director began her remarks by stating that 2014 would see WFP delivering on the promises made under Fit for Purpose as part of a process that was transforming the whole organization.
2. With food prices slightly lower than in 2013 but still volatile, WFP needed to invest in safety-net systems to forestall hunger and malnutrition, which threatened to hamper development, education and economic growth. At the same time, WFP was responding to Level 3 emergencies in: i) the Central African Republic, where responses to food insecurity and large-scale displacement were limited by insecurity and underfunding; ii) South Sudan, where 7 million people were food-insecure as a result of reduced agricultural activity, lack of funding and thefts of food from WFP warehouses; iii) the Syrian Arab Republic, where access to 4.25 million needy people was limited by the threat of attacks even during agreed ceasefires; meanwhile, more than 2 million Syrians had taken refuge in neighbouring host countries where WFP's cash and voucher (C&V) programmes had provided USD 300 million to the local economies, helping to stave off instability caused by competition for resources; and iv) the Philippines, where recovery from typhoon damage was ongoing but where many people were displaced and food-insecure.
3. Other major calls on WFP included instability and food insecurity in Yemen, the 4.3 million displaced people in the Democratic Republic of the Congo, where resources were dwindling, a pipeline break in Mali and scarcity of funding, food and resources in Kenya and Zimbabwe. The Executive Director thanked donors for their generosity in 2013 – WFP had received USD 4.3 billion in contributions – but warned that a similar scale of funding would be needed if WFP was to remain effective. Aims in 2014 included minimizing costs, maximizing value for money and mobilizing private and individual donors; a new funding approach and a new partnership programme were being developed.
4. In the context of Fit for Purpose, WFP was adopting a comprehensive, forward-looking “people strategy” that recognized the value of national staff under a new system that included a talent-acquisition programme and a career development element that took into account gender issues, the potential of staff from developing countries and the value of junior professional officers (JPOs). WFP would address the challenges identified in the gender evaluation and was devoting attention to its medical, occupational safety and internal justice programmes.
5. The Executive Director stressed the significance of WFP's partnerships with the other Rome-based agencies, non-governmental organizations (NGOs) and private-sector organizations as central to achieving the Strategic Objectives. The Quadrennial Comprehensive Policy Review (QCPR) recommendations would be implemented in collaboration with other United Nations organizations, and guidance was being prepared for implementation of the Transformative Agenda. WFP was working to support the post-2015 discussions, including through continued participation in the United Nations High-Level Task Force on the Global Food Security Crisis. All of this work was supported by the review of WFP's financial framework, including the indirect support cost (ISC) rate, its policy of results-based performance management and its commitment to prudent resource management, transparency and accountability.
6. The Executive Director concluded by thanking WFP's donors for their contributions and reiterating her determination to deliver on all commitments.

7. The Board welcomed the Executive Director's remarks, noting that her success in raising the level of contributions in 2013 reflected the trust and respect with which WFP was regarded. The statement of intent with regard to delivering on commitments was also applauded. The scale of WFP's operations in response to Level 3 emergencies was recognized, and Board members were unanimous in praising the dedication, professionalism and courage of WFP staff in the demanding and dangerous situations in which they worked. The Board emphasized the need to work with governments to ensure that humanitarian agencies had safe access to beneficiaries. WFP should also seek to increase public awareness of the importance of universal humanitarian principles.
8. Board members welcomed WFP's intention to optimize its governance processes, and recommended that a holistic approach be adopted to ensure that the changes led to improved operational performance and more efficient use of resources. The policy of developing an evidence-based system of results measurements was welcomed in that it would help to maximize the efficiency and effectiveness of operations and administrative processes. Board members recommended that WFP continue to train staff and develop capacities to support the growing results-based culture.
9. WFP's contributions to collective humanitarian programmes and to the cluster system were praised, but Board members cautioned that well-publicized operations tended to overshadow other emergencies that affected millions of people: the underfunding of operations in the Central African Republic was an example. In view of the volatility of food prices anticipated for 2014, Board members observed that collaborative approaches with the other Rome-based agencies would help to contain costs: goals and priorities for food-security and nutrition projects needed to be developed. Partnerships with governments could also help to stabilize expenditures on food, using approaches such as Purchase for Progress (P4P).
10. Board members approved the Secretariat's transparency in responding to the evaluation of the gender policy, and approved the undertaking to address the issues identified. Board members recommended that WFP seek to empower women at all stages of its operations, in line with United Nations policies, and to ensure that regular, sufficient funding was made available. The need to report frequently on progress was noted to ensure that gender issues were kept in focus. The Board also welcomed the new human resource approaches, which would ensure that WFP could assist ongoing beneficiaries and respond quickly to emergencies as they arose.
11. The Board recognized the need to review the financial framework to maximize the flexibility with which funding could be used; the definition and control of operational costs should be improved. Several Board members noted the need to ensure that donors' contributions should be made fully visible so that governments could demonstrate their accountability to taxpayers. The determination to increase the donor base and to seek more effective partnerships and triangular and South-South collaborations was warmly approved. Board members stressed that predictable, flexible, unearmarked multi-year donations were essential, and urged donors to do all they could to move towards such funding modalities with a view to sustaining development gains. WFP's cash-based projects were clearly having beneficial effects, for example among Syrian refugees. With predictable funding, WFP would be able to give greater attention to development issues such as health and nutrition programming.
12. The Executive Director thanked Board members for their observations and recommendations, and assured the Board that they would be taken into account in all of WFP's work.

## RESOURCE, FINANCIAL AND BUDGETARY MATTERS

### Financial Framework Review: Working Capital Financing (2014/EB.1/2) (for consideration)

13. Observing that WFP's voluntary funding meant that decisions often had to be based on short-term needs and hence likely to give poor value for money, the Secretariat outlined the proposal to review options for providing more stable operational funding: i) increasing the Operational Reserve; ii) increasing the leverage ratio to reflect risk levels; and iii) advancing funds on the basis of overall country-level resources.
14. The Board welcomed the proposal in principle, noting that the resulting reduction in lead times and efficiency improvements would be advantageous, but requested further information as to the ideal level of the Working Capital Financing Facility, the risk mitigation criteria when selecting countries for pooled advance financing, and the proposed leverage ratios in line with advice received from the Advisory Committee on Administrative and Budgetary Questions (ACABQ) and the Food and Agriculture Organization of the United Nations (FAO) Finance Committee. Board members recommended a holistic analysis of possible allocations of available funds in line with WFP's review of its funding framework, noting that the Forward Purchase Facility had recently been increased. They asked for clarification as to the proposed level of pooled advance funding for country offices.
15. The Board emphasized the importance of receiving additional information to better evaluate the benefits, costs and risks associated with each of the options presented. Members welcomed the coming assessment by The Boston Consulting Group, and looked forward to further informal consultations, suggesting that technical issues could be handled by a working group or bilaterally. Full transparency was essential to ensure that the Board and donors were informed.
16. The Secretariat welcomed the Board's engagement, stressing that the discussions were part of an ongoing consultative process. The Secretariat agreed that a comprehensive risk analysis would be conducted, and assured the Board that additional supporting data would be elaborated in the coming months; to be presented during informal consultations and before the Board's Annual Session. The overall aim of having adequate, timely, predictable and flexible funding while improving efficiency of WFP's work remained a priority. A further report on the topic would be submitted to EB.A/2014.

### Method for Calculating the Indirect Support Cost Rate for WFP (2014/EB.1/3) (for consideration)

17. In this document the Secretariat sought the Board's guidance on: i) whether WFP should have a core budget; ii) whether it should consider multiple sources of funding for some support and administration-related costs; iii) whether WFP should continue applying a single ISC rate; and iv) whether it should use a variable ISC rate to encourage resource mobilization. Informal consultations were to be held in April and May 2014, with decisions made at the Board's Annual Session.
18. The Board felt that it needed more contextual data and analysis before it could provide the guidance requested. In particular it asked for information relating to the minimum resources needed for WFP to operate, the impact of its strategic shift, and analysis of its direct and indirect cost structures, including funding sources. Further examination of the cost recovery models of other agencies would provide useful background with regard to question iv. While recognizing that WFP needed to be well-resourced to ensure effective responses, members

warned that raising support costs could discourage contributions; the Secretariat would have to justify any change in the ISC rate by proving it would improve delivery of assistance.

19. Board members felt that the current WFP model was not broken. They were not supportive of a core budget, as the voluntarily funded model provided the benefits of flexibility. Members generally supported retaining the single ISC rate, as multiple rates could skew contributions toward activities with lower rates and could complicate donor reporting and administrative processes.
20. The Secretariat noted that under the current 2006 method, the ISC rate should already have been raised to 8.08 percent. The purpose of the current exercise was to adapt the framework to WFP's changing needs, avoiding the need for costly, time-consuming and complex analyses as much as possible. It noted the emerging Board consensus against core funding and the application of multiple ISC rates; it would provide more information on the implications of these while directing future consultations to consideration of resource mobilization and the use of multiple sources of funding.
21. The Board requested that the draft decision be changed to reflect the fact that it looked forward to further analysis of the issue.

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## EVALUATION REPORTS

### **Summary Evaluation Report of the WFP Gender Policy (2008–2013) and Management Response (2014/EB.1/4) (*for consideration*)**

22. The Director of the Office of Evaluation (OEV) introduced the report. In its response, management acknowledged the weaknesses identified, and was committed to using the lessons learned to inform design of the new gender policy.
23. The Board noted progress in some areas, but expressed broad concern at the evaluation's findings. Welcoming the resolve to make gender issues "everybody's business", the Board urged the Secretariat to be ambitious and proactive in addressing long-term challenges to policy implementation and in mainstreaming gender issues throughout WFP. Gender mainstreaming would require adequate funding and resources, including for capacity development in country offices and the embedding of gender into budgets and monitoring and evaluation (M&E) frameworks; implementation of the recommendations would also incur costs. The bottom-up approach to gender issues at the country level should be considered in design of the new policy; best practices should be collected from the field, including from P4P and food-assistance-for-asset (FFA) activities. Capacity development at the household and community levels would facilitate sustainable results in enhancing gender equity. Members were concerned about the limited progress towards gender parity in WFP staffing; management's commitment to changing corporate culture was essential.
24. The Director of OEV noted that the full evaluation report provided more details on evaluation findings and how they were derived and interpreted. She clarified the Gender Advocate Network's role in information management and capacity needs assessment, and would discuss the suggested joint synthesis of gender policy evaluations with the other Rome-based agencies.



25. Management confirmed that actions to implement evaluation recommendations were already being undertaken; the Board would receive updates throughout 2014. WFP had made progress against the United Nations System-Wide Action Plan on Gender Equality and the Empowerment of Women (UN SWAP) gender indicators and aimed to exceed requirements for all indicators by 2016. All regional bureaux had received training in the Inter-Agency Standing Committee gender marker and as a result, progress had been made in mainstreaming gender in projects and programmes.
26. The Board amended the draft decision to request the Secretariat to provide a progress report on the implementation of the evaluation's recommendations at EB.2/2014.

## LATIN AMERICA AND THE CARIBBEAN REGIONAL PORTFOLIO

27. The Regional Director emphasized that the priorities in the region were to support social protection programmes addressing malnutrition and to improve living conditions. To this end, partnerships with governments, private-sector organizations and NGOs were being developed: between 2009 and 2014, governments in the region had contributed USD 164 million through trust funds, and USD 40 million was expected in 2014. Several partnerships with the private sector in the region had contributed USD 18 million between 2011 and 2014.
28. South–South collaborations continued to be highly successful, for example in Cuba, where 25,000 mt of food had been delivered by Brazil, and the Dominican Republic, where nutrition programmes were being supported. Under P4P, 31 million mt of maize and beans had been produced for sale.
29. In the light of a United Kingdom Department for International Development (DFID) study showing the major returns on investment in resilience-building, WFP and partner NGOs were supporting agricultural training programmes and road repairs in Haiti, and developing resilience programmes. Work with IFAD and FAO focused on introducing potatoes for school feeding and supporting 45,000 families affected by the coffee rust outbreak in Central America. Analysis of future food needs was ongoing.

### **Summary Report of the Evaluation of the Impact of Food for Assets on Livelihood Resilience in Guatemala (2003–2010) and Management Response (2014/EB.1/5) (*for consideration*)**

30. The Director of OEV presented this summary of one of a series of evaluations on the impact of FFA. Management noted that common issues emerging from the series included the need for greater attention to disaster risk reduction, gender issues and M&E systems.
31. The Board was concerned about the lack of baseline, financial and other data and welcomed plans to improve data. Members noted the need for enhanced technical assistance and capacity to support development and maintenance of the assets created and facilitate community ownership. Longer-term and stronger partnerships involving a wider range of expertise were necessary, and country offices required more capacity to design, implement and monitor contextually appropriate programmes.
32. The Board noted that FFA in Guatemala had had short- to medium-term impacts but little effect on longer-term resilience. Community participation in programme design and implementation was particularly relevant in this middle-income country subject to frequent natural disasters and the effects of climate change. New sources of financing were needed to mitigate budget shortfalls.

33. Members expressed reservations regarding the recommendation for concentrating on fewer and larger FFA interventions in Guatemala and the management response. Concentrating may be incompatible with WFP's focus on providing food assistance where most needed – although both relief- and development-oriented FFA, while technically different, should aim towards the same overarching goal of sustainable food security.
34. The Director of OEV clarified that the recommendation to concentrate efforts urged fewer types of larger-scale, longer-duration interventions better focused on risk reduction, with a view to making the best use of scarce resources to enhance sustainable impact. In the absence of baseline data, the evaluation had assessed impacts by comparing data across participating and non-participating households and communities.
35. The Director of OEV announced a technical seminar on the evaluation series methodology in 2014. Management added that the new Country Office Monitoring and Evaluation Tool would improve the consistency of data collection; additional data collection tools would be developed. Responses to common issues emerging from the evaluation series would be based on the synthesis report to be presented later in 2014.

### **Protracted Relief and Recovery Operations – Haiti 200618 (2014/EB.1/6)** *(for approval)*

36. The Country Director observed that WFP would support Haiti in coping with recurrent natural shocks through disaster preparedness; protect livelihoods through the use of cash or food for assets; and contribute to fighting malnutrition. An improved targeting mechanism developed in collaboration with NGOs, United Nations agencies and other partners would support the Government for the establishment and management of social safety nets. In collaboration with FAO, cash-for-asset activities would concentrate on watershed management.
37. The Board commended the partnership approaches and the focus on supporting the Government. It further welcomed the attention to the poorest and most vulnerable populations and the reduction and prevention of malnutrition. The flexibility in the use of cash or food for assets was appreciated, as was the fact that cash for assets allowed beneficiaries to buy food in local markets. Board members asked for a robust M&E approach and requested clarification on nutrition and resilience-building activities.
38. Thanking the Board for its observations, the Country Director noted that a dedicated M&E Officer had begun work. A household database for targeting was to be developed and handed over to the Ministry of Social Affairs in the context of capacity development through the Cooperative for Assistance and Relief Everywhere (CARE)/*Action contre la Faim* (Action Against Hunger)/WFP consortium. Collaboration with United Nations Development Programme (UNDP), United Nations Children's Fund (UNICEF) and the World Bank would contribute to standardization of targeting. Under the nutrition component, vouchers for fresh local food products would be provided to the families of pregnant and lactating women. Resilience-building activities would target watershed areas to prevent flood damage and provide long-term protection.

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## **WEST AFRICA REGIONAL PORTFOLIO**

39. The Regional Director reported that WFP was collaborating with FAO, UNICEF and other partners on packages of nutrition, education, health and food security support throughout West Africa; a Sahel region appeal had been launched the previous week at FAO. WFP was increasing local purchases for school feeding, including through P4P; cash and voucher

activities; and monitoring. Common features for new protracted relief and recovery operations (PRROs) across the region had been developed. Efforts to influence behaviour change included directing nutrition education to the older children responsible for younger siblings. Following a gap analysis, a new monitoring and data collection system was being rolled out and would be functioning by the end of 2015. The lean season was expected to be particularly severe in 2014, especially for countries facing recurrent shocks and/or recovering from conflict.

40. Volatility in Mali was preventing returns of refugees and displaced people; resource shortfalls had caused ration reductions. Violence in the Central African Republic was having devastating impacts on the whole population; rural areas were left with few resources. The rains would bring the risk of disease outbreaks in areas where displaced people had gathered for protection, such as near the Bangui airport. In preparation for the rains, WFP and FAO were collaborating on seed supplies and WFP was pre-positioning food before roads became impassable; it needed funding for this and for the planned emergency operation (EMOP) and enhanced distributions. WFP was working to establish safe and unimpeded access to all populations in the country. Positive findings had emerged from the evaluation of FFA in Senegal; the country office and regional bureau were implementing the evaluation's recommendations for multi-year asset building programmes with enhanced targeting and community planning.
41. Plans for the future included developing a supply chain strategy for the region, including a regional food reserve, and working more with communities.

### **Summary Report of the Evaluation of the Impact of Food for Assets on Livelihood Resilience in Senegal (2005–2010) and Management Response (2014/EB.1/7) (*for consideration*)**

42. The Director of OEV presented the main findings and conclusions of the evaluation. Both short and medium-term benefits were found in terms of food security, biophysical changes, agricultural production and livelihoods options. Although significant diet diversity differences to the advantage of participating households were found, FFA had been less successful in building resilience and social cohesion. The Director of OEV noted that lessons learned from the evaluation were informing the current response in Senegal.
43. Management noted the sustainable results found, and recognized that some of the recommendations, such as enhancing M&E systems, had also been identified in other evaluations in the series.
44. The Board welcomed the cautiously optimistic evaluation findings and the Secretariat's speedy implementation of recommendations. Members emphasized the need for long-term management strategies to ensure asset maintenance by communities after project completion, and called for greater awareness raising and involvement of local authorities regarding the impacts and value of FFA assets and capacity building.
45. Responding to points raised by the Board, the Director of OEV confirmed that FFA activities in Senegal had been introduced before the FFA guidance manual and disaster risk reduction policy were designed; and that evaluation findings could inform WFP on the relevance of current policies and guidance. The full report outlined findings regarding the need for flexible responses that were adaptable to changing needs, particularly at times of transition. She agreed with members' calls for transparent implementation of FFA activities and enforcement of compliance with requirements, which echoed the spirit of recommendation 4.

46. Management clarified that although implementation of most evaluation recommendations had been assigned to the country office, the issues raised – regarding partnerships, training and capacity development, and monitoring – were also being addressed at the corporate level.
47. The Regional Director added that a regional resilience plan currently was being developed and would help establish the conditions conducive to community ownership. WFP currently relied on FAO and the International Fund for Agricultural Development (IFAD) to ensure that the assets created continued to be used and maintained when WFP's FFA programmes ended.

## EAST AND CENTRAL AFRICA REGIONAL PORTFOLIO

48. The Regional Director drew attention to the fact that the food insecurity of 6.7 million people in the region was at the emergency level, with highest numbers in South Sudan and Ethiopia. In South Sudan, food access had been disrupted by the conflict since mid-December: markets were destroyed, food pipelines were temporarily closed, and internally displaced and refugee numbers were increasing. Under a corporate emergency, WFP launched an EMOP and was seeking to assist displaced and conflict-affected people; the PRRO continued providing assistance to refugees, along with asset creation and food for education in stable areas. In Ethiopia food security was slowly improving, but pockets of poor harvest left 2.7 million people still in need of emergency assistance. In Kenya food security was deteriorating in northern and eastern parts of the country, with 850,000 people at risk as a result of drought. In Somalia, 75 percent of the 860,000 needy people were IDPs, and a further 2 million people were at risk of malnutrition.
49. In South Sudan the initial emergency response was funded from internal loans and advances. Immediate contributions were now needed to meet needs and pre-position food in the 65 percent of the country that would be cut off in the imminent rainy season: WFP still required USD 410 million to reach 2.5 million people with food assistance and to support cluster operations and the United Nations Humanitarian Air Service. South Sudanese fleeing to neighbouring countries were straining WFP food pipelines and that assistance would have to be prioritized. Beyond the impact of South Sudan crisis, USD 1.3 billion still needed to fund operations in the region in 2014.
50. The Board acknowledged the scale and seriousness of the situation, and supported the Regional Director in appealing for the maximum possible level of contributions.

### **Summary Report of the Evaluation of the Impact of Food for Assets on Livelihood Resilience in Uganda (2005–2010) and Management Response (2014/EB.1/8) (*for consideration*)**

51. The Director of OEV outlined the context, scope and findings of the evaluation. The assets created provided important short-term food-security benefits, and, although appropriately designed to address immediate needs, medium-term benefits were also found, including enhanced access to services and resources, and environmental degradation mitigation. These contributed to the re-establishment of education services and return of abandoned land to productive use. Livelihoods and resilience benefits were more modest. In agro-pastoralist communities positive impacts for women were felt most at the household level, as activities did not challenge gender roles. Success factors included participatory planning, partnerships and effective implementation capacity.

52. Management emphasized that several recommendations were already being implemented. Guidance and training for FFA would be updated, and ways of retaining operational staff would be explored; the country office was preparing a capacity-development plan and a seasonal livelihoods programme.
53. The Board commended WFP's support for governments, which would help to make development gains sustainable. Information gathering should be improved to establish a baseline for impact assessment. Board members recommended the development of a financial system that broke down expenditures by activity to support accurate assessments. Board members urged WFP to ensure that long-term benefits accrued and that the assets built were of good quality; community ownership would support asset maintenance, but questions remained as to the ownership of assets left by returning refugees. The Board urged the Secretariat to address the issue of gender-based control over resources.
54. Board members urged WFP to capitalize on lessons learned and scale up successful interventions with its partners, and recommended that contracts be introduced that would keep operational staff in post to maintain continuity. The participatory approaches of the operation were commended, but greater inter-agency cooperation would be advantageous.
55. In response, management stated its commitment to obtaining baseline data; an M&E officer had been recruited, and work with United States Agency for International Development and DFID would improve the evidence base for evaluations. The issue of common ownership of assets would be addressed and a financial breakdown by activity would be developed. WFP aimed to guarantee the quality of assets created, and would investigate the issue of gender-sensitive control of resources. Lessons learned would be incorporated into regional FFA guidance.

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## SOUTHERN AFRICA REGIONAL PORTFOLIO

56. The Regional Director reported that food production in southern Africa had decreased because of continued natural disasters, leaving 19 million people food-insecure. In Malawi, 1.8 million people required assistance, with drought ravaging the whole country. The situation in Zimbabwe was equally serious, with 1.8 million people requiring food assistance.
57. In Madagascar there were 4 million food-insecure people, and cyclones and high rains later in the year were likely to increase the number of vulnerable; WFP, FAO and other partners were assisting 400,000 people.
58. The situation in Mozambique was generally stable, but strong winds and other climate events had ruined agricultural lands and made access difficult; about 300,000 people were at risk of flooding and food security had deteriorated in some areas. The country office was focusing on procuring contingency stocks, and planned to introduce conditional food transfers.
59. Violence in the Democratic Republic of the Congo had displaced 4.3 million people. WFP distributions – the only source of food for them – were threatened by the shortage of contributions. WFP needed USD 48 million for the coming six months.
60. A partnership with the Southern African Development Community for a regional-level vulnerability assessment in December had led to the development of new practices and enhanced capacity development on household-level assessments.

61. WFP innovations included more efficient data collection systems for M&E, and the use of credit cards for C&V distributions. The aim was for each country in the region to have its own C&V distribution system to be adopted by governments with WFP assistance.

### **Budget Increases to Development Activities – Republic of the Congo 200211 (2014/EB.1/9) (for approval)**

62. The Country Director introduced the proposed increase. Following the project's achievements, the Government had requested an extension and expansion of activities and was providing 60 percent of project costs. The extension was the first step in implementing the new WFP country strategy.
63. The Board agreed with the rationale for the increase and welcomed the Government's commitment to the project. Members noted the need to monitor the effects of food vouchers on local markets and to ensure that partners and WFP staff had the necessary capacities.
64. Responding to Board questions, the Country Director outlined the two-phase expansion plan; the main challenge would be identifying beneficiaries in the new areas, but transport was not an issue for voucher distributions. Market prices were regularly monitored. WFP was developing the capacities of its main partner, the Ministry of Social Affairs, particularly in monitoring and communications systems, beneficiary identification and use of monitoring information in national decision-making. A committee had been established to coordinate the social protection activities of different actors in the country. Beneficiary compliance with conditions was easier to monitor among those receiving specific treatments; and the vouchers helped families to afford consultations at medical and health centres.

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## **MIDDLE EAST, NORTH AFRICA, EASTERN EUROPE AND CENTRAL ASIA REGIONAL PORTFOLIO**

65. The Regional Director first drew the Board's attention to the situation in Yemen, where high levels of food insecurity and malnutrition meant that humanitarian support was needed to support peace and stability in the country. He highlighted that the Middle East and North Africa region continued to face extraordinary challenges; including increasing conflict and widespread insecurity, resulting in dramatic humanitarian and refugee crises. The outlook for countries in Central Asia was more stable.
66. In Iraq 35,000 households were displaced and food-insecure; WFP was working with partners to obtain safe access to areas in need. Urgent funding was required to address the needs of the new emergency. In the Syrian Arab Republic, 9 million people were vulnerable to food insecurity, and repeated displacements were resulting in negative coping strategies. In 2014, WFP was to scale up its operations to reach 4.25 million people inside the country and 3 million across the sub-region.
67. In the Sudan, WFP had reached 3.7 million beneficiaries in 2013 despite the insecurity, inadequate funding, limited access and logistics problems; WFP was seeking to shift to recovery modalities. In Palestine, full rations were being delivered but some activities were suspended due to lack of funding. WFP had rapidly scaled up the conditional voucher programme, which provided electronic food vouchers in exchange for agricultural improvement activities.

68. The Regional Bureau was enhancing support to national safety nets and subsidy systems with governments in Egypt, Iraq and Jordan and had expanded school feeding programmes in 12 countries across the region. In 2013, it had supported local economies by injecting USD 475 million in the region.
69. The Regional Director thanked all donors, noting that USD 400 million, representing 56 percent of the regional needs, was still needed to close funding gaps.

### **Protracted Relief and Recovery Operations – Yemen 200636 (2014/EB.1/10)** *(for approval)*

70. The Country Director drew attention to the conditions underlying widespread food insecurity in the country and noted the environment of conflict and insecurity; however, WFP was confident that it would reach all those it needed to. The primary aim of the operation was to save lives, but assistance would also focus on recovery and resilience-building in alignment with national policies and in partnership with United Nations and NGOs.
71. The Board expressed strong support for the PRRO and commended in particular the shift from relief to resilience-building and the consultation processes and openness in WFP leadership. Members urged WFP to address problems arising from reduced incomes as migrant workers returned. Some members asked for clarification of the access constraints and the risk-management approach, and recommended prioritizing the range of activities to make the best use of available funding. WFP was urged to maximize synergies with partner operations, and to provide updated needs assessments to optimize targeting.
72. The Country Director observed that WFP's partners included the Rome-based agencies, UNICEF and the World Bank, and that the PRRO included activities to create employment and enhance agricultural production. A risk register and mitigation plan were in place. The balance of food and cash interventions would be constantly monitored. A comprehensive food security survey was planned to update food security statistics; more details would be provided at the operational briefing. Beneficiary lists were being updated, and more NGO partnership was anticipated.

## **ASIA REGIONAL PORTFOLIO**

73. The Regional Director gave a brief overview of WFP activities in Asia, starting with the Philippines emergency response. Deployment after the typhoon had been rapid, but the level of destruction was challenging, especially in the first few days. WFP had met urgent needs, and reclassified the emergency from level 3 to level 2 after two months, indicating a speedy move to early recovery activities. This would not have been possible without the generous and rapid support of donors.
74. A short video showed the conditions under which WFP had worked. This enormous emergency affected three urban areas and other more isolated areas, requiring complex logistics efforts and coordination with the Government and other partners. By the end of November, WFP was serving nearly 3 million people, continuing to address the emergency while starting recovery activities. Direct assistance to the typhoon-affected people was expected to be phased out within six months of the emergency onset, as WFP switched its focus to developing the Government's response capacity.
75. Throughout the region, WFP was working with partners to enhance emergency preparedness for the frequent natural disasters. A regional preparedness strategy was being prepared with the Office for the Coordination of Humanitarian Affairs, and WFP was

providing training for junior executives of the national disaster agencies of Association of Southeast Asian Nations member countries.

76. WFP's country offices in Afghanistan and Pakistan were preparing for possible security threats after the Afghanistan election in April and the withdrawal of Western troops from the country by the end of 2014. Plans included pre-positioning and cross-border delivery of programme inputs.

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## ADMINISTRATIVE AND MANAGERIAL MATTERS

### Reports by the Joint Inspection Unit Relevant to the Work of WFP (2014/EB.1/11) (*for consideration*)

77. The Secretariat expressed its appreciation of the independent evaluations carried out by the Joint Inspection Unit (JIU), which had issued 11 reports and notes for WFP action since the last report to the Board. It thanked the Bureau working group for its collaboration on recommendations for legislative body action; 71 percent of outstanding recommendations for WFP action had been closed, compared to 53 percent in 2013.
78. Board members thanked the Secretariat for the progress made in following up recommendations, which members considered a valuable source of independent findings and lessons learned. Board members requested and received clarification about the Secretariat's practices with regards to consultant recruitment and planned reports on labour force composition. The Board encouraged WFP to institute training on managing flexible working arrangements and to promote environmental initiatives such as carbon emission reductions and green building improvements.
79. The Secretariat reaffirmed its commitment to continue integrating environmental considerations in its operations. It reported that while some consultants were hired without a competitive process due to time pressures under emergency response, a thorough review process was followed time permitting. The "People Strategy" to be presented at the Annual Session was to address workforce, leadership and talent management issues.

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## OTHER BUSINESS

### Simplification of the Country Programme Approval Procedure (2014/EB.1/12) (*for approval*)

80. The Secretariat outlined the proposal that country programmes (CPs) be discussed and approved at a single Board session in line with the QCPR recommendation. The process would be the same as that currently used for approving PRROs: CPs would be made available four weeks in advance of the Board session. The Secretariat stressed that during the design stage of CPs, consultations would take place at the country level.
81. The Board welcomed the opportunity to align WFP's approval procedure with those of other United Nations funds and programmes, noting that one-step approval would reduce transaction costs and would be quicker and more efficient. The need for a systematic consultation process at the country level during development of the CPs was recognized to ensure transparency. It was urged that CPs be made available well in advance of Board sessions and that adequate consultation take place. Board members observed that the new procedure would affect the current Programme of Work.



82. In response, the Secretariat agreed to ensure that adequate consultation was implemented at the country level and with all relevant stakeholders. The Secretariat confirmed to the Board that WFP complied with inter-agency principles agreed upon in the standard operating procedures for Delivering as One, and that it would adjust its programme instruments and processes for Delivering as One countries accordingly. The new Kenya CP would be submitted for approval at EB.A/2014; the CPs for the Congo, Guatemala and Sierra Leone would be submitted for approval at EB.2/2014.

### **Update on the Implementation of the Quadrennial Comprehensive Policy Review (for information)**

83. The Secretariat presented this update for discussion on the Board's request. The QCPR was the main policy instrument for guiding United Nations operations. It contained 170 action requests, of which 13 were time-bound and required Board engagement. WFP's progress in implementing the QCPR would be mainstreamed into the Annual Performance Report.
84. The Board welcomed implementation of the QCPR and commended the Secretariat on the actions completed. Members asked that progress on implementation of the action requests regarding gender issues and broadening the donor base be included in future updates; requested that inter-agency rationalization of business processes be considered an ongoing process; and suggested establishing a QCPR working group.

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

85. The outgoing Board President reported on the meeting, held in New York on 3 February and coordinated by UN-Women. The meeting had discussed performance standards for gender mainstreaming across the strategic plans of United Nations agencies, and the coherence of United Nations actions to eradicate poverty and vulnerability and enhance resilience.
86. Points raised during the discussion of gender mainstreaming included use of the UNSWAP to enhance the coherence of gender activities and of the Gender Equity Marker to facilitate comparisons of data and the tracking of resource allocations to gender programmes. WFP's programme model for gender activities was identified as a best practice.
87. During discussion of poverty eradication and resilience enhancing efforts, it was noted that poverty is a multidisciplinary problem that no single agency can solve alone. There was need for better coordination across the United Nations, including through standard operating procedures and joint implementation of programmes. Involvement of national governments was essential. Food security and poverty eradication should stay on the development agenda beyond 2015.

**ANNEX I****DECISIONS AND RECOMMENDATIONS****Adoption of the Agenda**

The Board adopted the Agenda.

*10 February 2014*

**Election of the Bureau and Appointment of the Rapporteur**

In accordance with the Rules of Procedure of the Board, the Board elected H.E. Evelyn Anita Stokes-Hayford (Ghana, List A) as President for a one-year term. Mr Robert Sabiiti (Uganda, List A) was elected as Alternate.

The Board elected Mr Samuel Beever (Australia, List D) as Vice-President. Mr Andreas Schiess (Switzerland, List D) was elected as Alternate.

The Board elected as members of the Bureau, representing the other three WFP electoral lists, for a one-year term: Mr Vimlendra Sharan (India, List B); H.E. Stephanie Hochstetter Skinner-Klée (Guatemala, List C) and Ms Marieta Okenková (Slovakia, List E). Elected as Alternates were: H.E. Hassan Janabi (Iraq, List B); Mr Juan Carlos Sarmiento Umbarila (Colombia, List C) and Mr Victor Fedorinov (Russian Federation, List E).

In accordance with Rule XII of its Rules of Procedure, the Board appointed Mr GUO Handi (China, List B) Rapporteur of the First Regular Session of 2014.

*10 February 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.1/1 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 February 2014*

**RESOURCE, FINANCIAL AND BUDGETARY MATTERS****2014/EB.1/2 Financial Framework Review: Working Capital Financing**

The Board took note of "Financial Framework Review: Working Capital Financing" (WFP/EB.1/2014/4-A/1), the objectives and timeline for further review of WFP's financial framework in 2014, and the current utilization of advance financing. It welcomed further proposals for expanding the Working Capital Financing Facility.

The Board also took note of the comments of the Advisory Committee on Administrative and Budgetary Questions (ACABQ) (WFP/EB.1/2014/4(A,B)/2) and the Food and Agriculture Organization of the United Nations (FAO) Finance Committee (WFP/EB.1/2014/4(A,B)/3).

*11 February 2014*

**2014/EB.1/3 Method for Calculating the Indirect Support Cost Rate for WFP**

The Board took note of “Method for Calculating the Indirect Support Cost Rate for WFP” (WFP/EB.1/2014/4-B/1) and looked forward to further analysis based on its discussions.

The Board also took note of the comments of the ACABQ (WFP/EB.1/2014/4(A,B)/2) and the FAO Finance Committee (WFP/EB.1/2014/4(A,B)/3).

*11 February 2014*

**EVALUATION REPORTS**

**2014/EB.1/4 Summary Evaluation Report of the WFP Gender Policy (2008–2013) and Management Response**

The Board took note of “Summary Evaluation Report of the WFP Gender Policy (2008–2013)” (WFP/EB.1/2014/5-A) and the management response in WFP/EB.1/2014/5-A/Add.1 and encouraged further action on the recommendations, taking into account considerations raised by the Board during its discussion. In this respect, the Board asked WFP to provide a progress report on the implementation of the evaluation recommendations as part of the update on the development of the new gender policy already included in the Biennial Programme of Work at the 2014 Second Regular Session.

*10 February 2014*

**LATIN AMERICA AND THE CARIBBEAN REGIONAL PORTFOLIO**

**2014/EB.1/5 Summary Report of the Evaluation of the Impact of Food for Assets on Livelihood Resilience in Guatemala (2003–2010) and Management Response**

The Board took note of “Summary Report of the Evaluation of the Impact of Food for Assets on Livelihood Resilience in Guatemala (2003–2010)” (WFP/EB.1/2014/5-B) and the management response in WFP/EB.1/2014/5-B/Add.1, and encouraged further action on the recommendations, taking into account considerations raised by the Board during its discussion.

*10 February 2014*

**2014/EB.1/6 Protracted Relief and Recovery Operations — Haiti 200618**

The Board approved the proposed protracted relief and recovery operation Haiti 200618 “Strengthening Emergency Preparedness and Resilience” (WFP/EB.1/2014/6-B/1).

*10 February 2014*

## WEST AFRICA REGIONAL PORTFOLIO

### 2014/EB.1/7 **Summary Report of the Evaluation of the Impact of Food for Assets on Livelihood Resilience in Senegal (2005–2010) and Management Response**

The Board took note of “Summary Report of the Evaluation of the Impact of Food for Assets on Livelihood Resilience in Senegal (2005–2010)” (WFP/EB.1/2014/5-C) and the management response in WFP/EB.1/2014/5-C/Add.1, and encouraged further action on the recommendations, taking into account considerations raised by the Board during its discussion.

*10 February 2014*

## EAST AND CENTRAL AFRICA REGIONAL PORTFOLIO

### 2014/EB.1/8 **Summary Report of the Evaluation of the Impact of Food for Assets on Livelihood Resilience in Uganda (2005–2010) and Management Response**

The Board took note of “Summary Report of the Evaluation of the Impact of Food for Assets on Livelihood Resilience in Uganda (2005–2010)” (WFP/EB.1/2014/5-D) and the management response in WFP/EB.1/2014/5-D/Add.1, and encouraged further action on the recommendations, taking into account considerations raised by the Board during its discussion.

*11 February 2014*

## SOUTHERN AFRICA REGIONAL PORTFOLIO

### 2014/EB.1/9 **Budget Increases to Development Activities — Republic of the Congo 200211**

The Board approved the proposed budget increase of USD 6.8 million for Republic of the Congo development project 200211, with a ten-month extension from 1 March to 31 December 2014 (WFP/EB.1/2014/6-A\*).

*11 February 2014*

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

### 2014/EB.1/10 **Protracted Relief and Recovery Operations — Yemen 200636**

The Board approved the proposed protracted relief and recovery operation Yemen 200636 “Safeguarding Lives, Improving Food Security and Nutrition, and Building Resilience” (WFP/EB.1/2014/6-B/2).

*11 February 2014*

## **ADMINISTRATIVE AND MANAGERIAL MATTERS**

### **2014/EB.1/11 Reports by the Joint Inspection Unit Relevant to the Work of WFP**

The Board took note of the information and recommendations in “Reports by the Joint Inspection Unit Relevant to the Work of WFP” (WFP/EB.1/2014/9).

*11 February 2014*

## **OTHER BUSINESS**

### **2014/EB.1/12 Simplification of the Country Programme Approval Procedure**

Having reviewed “Simplification of the Country Programme Approval Procedure” (WFP/EB.1/2014/11-B), the Board approved the procedure described in the document, under which country programmes are discussed and approved at a single session, and required the Secretariat to ensure that adequate consultation be implemented at country level and with all relevant stakeholders.

*11 February 2014*

## **SUMMARY OF THE WORK OF THE EXECUTIVE BOARD**

### **2014/EB.1/13 Summary of the Work of the Second Regular Session of the Executive Board, 2013**

The Board approved the document “Draft Summary of the Work of the Second Regular Session of the Executive Board, 2013”, the final version of which would be embodied in the document WFP/EB.2/2013/13.

*11 February 2014*

## ANNEX II

### AGENDA

1. *Adoption of the Agenda (for approval)*
2. *Election of the Bureau and Appointment of the Rapporteur*
3. *Current and Future Strategic Issues*
4. *Resource, Financial and Budgetary Matters*
  - a) Financial Framework Review: Working Capital Financing (*for consideration*)
  - b) Method for Calculating Indirect Support Cost Rate for WFP (*for consideration*)
5. *Evaluation Reports (for consideration)*
  - a) Summary Evaluation Report of the WFP Gender Policy (2008–2013) and Management Response
  - b) Summary Report of the Evaluation of the Impact of Food for Assets on Livelihood Resilience in Guatemala (2003–2010) and Management Response
  - c) Summary Report of the Evaluation of the Impact of Food for Assets on Livelihood Resilience in Senegal (2005–2010) and Management Response
  - d) Summary Report of the Evaluation of the Impact of Food for Assets on Livelihood Resilience in Uganda (2005–2010) and Management Response

### Operational Matters

6. *Projects for Executive Board Approval (for approval)*
  - a) Budget increases to development activities
    - Republic of the Congo 200211
  - b) Protracted relief and recovery operations
    - Haiti 200618
    - Yemen 200636
7. *Reports of the Executive Director on Operational Matters (for information)*
  - a) Development Projects Approved by the Executive Director (1 January–31 December 2013)
    - Djibouti 200498
    - Kyrgyz Republic 200176
    - Morocco 200494
    - Swaziland 200508
  - b) Budget Increases to Development Activities Approved by the Executive Director (1 January–31 December 2013)

- c) Protracted Relief and Recovery Operations Approved by the Executive Director (1 July–31 December 2013)
  - Cameroon 200552
  - The Gambia 200557
  - Jordan 200537
  - Malawi 200460
- d) Budget Increases to Protracted Relief and Recovery Operations Approved by the Executive Director (1 July–31 December 2013)
- e) Emergency Operations Approved by the Executive Director or by the Executive Director and the Director-General of FAO (1 July–31 December 2013)
- 8. ***Organizational and Procedural Matters***
  - Biennial Programme of Work of the Executive Board (2014–2015) *(for information)*
- 9. ***Administrative and Managerial Matters***
  - Reports by the Joint Inspection Unit Relevant to the Work of WFP *(for consideration)*
- 10. ***Summary of the Work of the Second Regular Session of the Executive Board, 2013*** *(for approval)*
- 11. ***Other Business***
  - a) Update on the Implementation of the Quadrennial Comprehensive Policy Review *(for information)*
  - b) Simplification of the Country Programme Approval Procedure *(for approval)*
  - c) Oral Report on the Joint Meeting of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP *(for information)*
- 12. ***Verification of Approved Decisions and Recommendations***

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## ACRONYMS USED IN THE DOCUMENT

C&V	cash and vouchers
DFID	United Kingdom Department for International Development
EMOP	emergency operation
FAO	Food and Agriculture Organization of the United Nations
FFA	food for assets
JPO	Junior Professional Officers
ISC	indirect support cost
NGO	non-governmental organization
OEV	Director of the Office of Evaluation
P4P	Purchase for Progress
PRRO	protracted relief and recovery operation
QCPR	Quadrennial Comprehensive Policy Review
UNICEF	United Nations Children's Fund