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SUMMARY OF THE WORK OF THE SECOND REGULAR SESSION OF THE EXECUTIVE BOARD, 2012

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.

This document is printed in a limited number of copies. Executive Board documents are available on WFP's Website (<http://executiveboard.wfp.org>).

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CURRENT AND FUTURE STRATEGIC ISSUES

Opening Remarks by the Executive Director (2012/EB.2/1)

1. The Executive Director opened her remarks by thanking the outgoing Board members, and made special mention of the delegate from Finland for her work on the Board's governance project and as former Board Vice-President and President; and of the delegate from Italy for his work during his tenure, and more recently for succeeding in including the Rome-based agencies (RBAs) in the 2015 Milan Expo on the theme of "Feeding the Planet, Energy for Life".
2. She went on to outline progress made on the Rapid Organizational Assessment since June 2012. The Framework for Action and Fit for Purpose documents had been circulated to staff and Board members, and had formed the basis for the 2013–2015 Management Plan. A special senior reassignment exercise had involved many D1- and D2-level posts in Headquarters and other offices; more than 50 percent of those moving to higher positions through the exercise were women, and 60 percent of moves were from Headquarters towards the field. The annual professional staff reassignment exercise had been brought forward so that staff would have more time to prepare for relocations. Plans were underway to shift national staff from United Nations Development Programme (UNDP) to WFP contracts. The Global Management Meeting of senior managers was to be held in Dubai in December 2012, in preparation for the changes to be implemented during the first six months of 2013.
3. The recent annual consultation with partners had been the largest ever, with participation by a large number of non-governmental organization (NGO) Chief Executive Officers. It had been particularly productive, with presentations by NGOs and a focus on improved coordination. Collaboration with the other RBAs included development of a communications harmonization plan; plans to create a Rome-based Secretariat for the Secretary-General's High-Level Task Force on the Global Food Security Crisis; a joint travel tender; and selection of country teams with the best RBA collaboration. Partnerships would feature prominently in the 2014–2017 Strategic Plan.
4. As part of its risk management efforts, WFP had joined the International Aid Transparency Initiative and had prepared a Risk Appetite Statement declaring the levels of risk it was prepared to accept; this would be shared with the Board during the session. WFP's engagement in the cluster system had been invigorated through the Inter-Agency Standing Committee's (IASC's) Transformative Agenda. Of the 11 clusters, WFP led or co-led three: the food security cluster, which involved about 35 organizations and served operations in 30–40 countries; the logistics cluster and the emergency telecommunications cluster. Cluster operations increased value for money and filled capacity gaps. In December 2012, for the first time, WFP would host the IASC Principals meeting and the launch of the 2013 Consolidated Appeals.
5. The 2013–2015 Management Plan included an additional US\$800,000 for monitoring and evaluation, and US\$400,000 for gender mainstreaming. Following an evaluation, a revised strategy for private-sector partnerships and fundraising was being developed for presentation to the Board in June 2013. Private partners were useful sources of technical expertise, resources and innovation. Twinning arrangements for matching in-kind food contributions from governments with funds from other donors had increased, reaching US\$228 million in 2012. WFP was involved in the Centre of Excellence Against Hunger, in Brazil, and supported the African Union's (AU's) African Risk Capacity and

Early Response Facility, based on the pooling of resources for drought risk contingency planning and risk management among AU member countries.

6. Introducing Mr Anthony Lake, Executive Director of the United Nations Children's Fund (UNICEF) and a leader of the Scaling Up Nutrition (SUN) movement, WFP's Executive Director reminded the Board that she and Mr Lake had delivered a joint letter to all staff in both agencies reaffirming their commitment to enhanced collaboration between them.
7. Mr Lake opened by thanking all WFP field staff working with UNICEF in the face of tighter budgets and unpredictable needs, such as those that had emerged in the Near East and North Africa. Rather than competing for existing funds, agencies should work together to identify new funding sources. Recent developments in WFP–UNICEF collaboration included expansion of the joint United Nations initiative Renewed Efforts Against Child Hunger (REACH) to 12 countries, and strengthening of the United Nations Standing Committee on Nutrition, which involved 30 countries and had growing support, including from the G8 countries. In particular, efforts were being made to pursue the World Health Assembly's goal of reducing the number of stunted children by 40 percent by 2025.
8. There were opportunities for reinforcing the partnership between WFP and UNICEF on the ground, such as UNICEF's recent distribution of schoolbooks through WFP's school feeding programmes; such opportunities were often identified by field staff. Collaboration enhanced results, particularly when resilience-building efforts were included in emergency responses. Success lay in facing problems early and tackling them quickly, together.
9. The Board welcomed the Executive Director's remarks and expressed support for the ongoing organizational reforms, and the transparent and collegiate approach adopted. This and the "healthy tension" in relations between the Board and the Secretariat reflected the improvements in WFP governance over the last ten years. Board members warmly supported WFP's role in the Transformative Agenda, noting the need to develop common indicators and assessment tools to ensure that positive impacts on beneficiaries were achieved; the need for additional flexible funding to support such developments was recognized. Members also welcomed WFP's shift to food-assistance modalities with more evidence-based evaluations to ensure that sustainable achievements in hunger reduction and nutrition enhancement were identified and documented.
10. The Board welcomed WFP's role in improving collaboration and harmonization with the RBAs, and emphasized the fundamental importance of operating in partnerships to optimize outcomes and efficiency, prevent operational overlaps and develop sustainable national hunger solutions. Members cautioned that WFP and others would have to continue to address emergencies: there were clear needs for a pool of trained Humanitarian Coordinators and cluster leaders, with appropriate funding, and for decentralized decision-making authority. Board members urged that country offices be given the expertise to measure the impacts of operations on beneficiaries with a view to enhancing accountability.
11. Several Board members noted the need for continued development of WFP's risk-management approach. WFP was urged to develop its relations with non-traditional donors and private-sector organizations with a view to maximizing the efficient use of scarce resources; opportunities for South–South cooperation should also be sought, and WFP should make the most of the expertise and experience available in developing countries. Board members expressed approval of WFP's work with UNICEF, REACH and SUN, noting that coordinated activities had resulted in positive impacts for beneficiaries.

12. Board members praised WFP's work in emergency situations, and expressed warm appreciation for the professionalism, courage and commitment of WFP staff worldwide. Several Board members expressed appreciation for the leadership of the Executive Director in the realignment process, but cautioned that decentralization had to be kept under control: a secure system was needed to prevent fragmentation resulting from the need to address different emergency, relief and development needs. Several Board members observed that in working to enhance the resilience of vulnerable communities WFP and its partners should avoid the temptation to create an additional programme category.
13. The UNICEF Executive Director thanked the Board for its invitation, and informed the meeting that a monitoring and evaluation (M&E) approach being developed by UNICEF offered the possibility of more rapid assessment of impact and could become a standard for the United Nations system.
14. The Executive Director thanked the Board for its support, emphasizing that the internal reorganization was an inclusive, consultative process and that WFP's work was continuing as normal during the process. The Board would be kept fully and promptly informed of developments. The Executive Director acknowledged the need to maintain control of any decentralization of decision-making in order to prevent loss of identity and dissipation of effort: one step in this direction had been to make Regional Directors full members of the Senior Management Team (SMT). The Executive Director warmly thanked all donors for their contributions, noting that WFP was exploring various funding models and opportunities to ensure that it could continue to meet its obligations.

POLICY ISSUES

Policy for Disclosure of Oversight Reports (2012/EB.2/2) (*for approval*)

15. During its June 2011 discussions leading to approval of "Oversight Framework and Reports Disclosure Policy" (WFP/EB.A/2011/5-C/1), the Board had requested a review of the concept of inspection and an update of the oversight reports disclosure policy. The policy clarified the concept of inspection, proposed disclosure of internal audit and inspection reports on WFP's public website, and authorized the Inspector General to enter into formal agreements for sharing investigation reports on a confidential and reciprocal basis. The policy was in line with those of other United Nations funds and programmes.
16. The Board noted that the present policy was going beyond its original request and that increased disclosure would enhance transparency. Acknowledging that WFP's provisions for sharing investigation reports with counterparts were unique, the Board expressed its hope that this would set a precedent within the United Nations. It emphasized that the policy should allow for guarding of confidentiality, and should not impinge on WFP's immunities. Members agreed to authorize the Inspector General to redact or withhold the contents of a report in accordance with the safeguards set forth in the policy, and were assured that the reasons for such decisions would be provided together with the report.
17. Some members appreciated the gradual development of the disclosure policies since 2010, and called for a similar step-by-step approach in the implementation of the new policy to avoid unnecessary risks, give the Secretariat more time to adjust its work without compromising core activities, and take into consideration similar processes in other United Nations institutions and the ongoing discussion in the General Assembly.

RESOURCE, FINANCIAL AND BUDGETARY MATTERS

WFP Management Plan (2013–2015) (2012/EB.2/3) (*for approval*)

18. The Executive Director drew attention to the reduced level of US\$49 million proposed for the Programme Support and Administrative (PSA) Equalization Account as a result of the allocation of US\$20 million to cover the costs of change management, staff relocations and terminations under the organizational re-alignment process. The Board would be kept informed as to actual expenditures incurred and the dialogue would continue through consultations. To ensure full transparency, the Executive Director proposed updating the Board on these issues in an annex to the 2014-2016 Management Plan.
19. The Secretariat then outlined the nine decisions for Board approval, with a reminder that all the main issues had been covered in the extensive consultation process during drafting of the Management Plan; the document also incorporated organizational re-alignment issues. The anticipated level of funding was stable in the region of US\$3.8 billion, which would generate indirect support cost (ISC) funds of about US\$240 million per year. The US\$249.1 million PSA budget proposal, which represented zero nominal growth, would cover 2013 requirements including those priority areas identified by the Board. Income from interest on investments was projected at US\$12 million, of which US\$10 million would be allocated to security expenditures and US\$400,000 to complete the treasury management system. An exemption from Financial Regulation 9.2 was requested to enable the Secretariat to present its proposals to the Board less than 60 days before the Board session, following extensive consultations.
20. The Board complimented the Secretariat on the clear document, and expressed approval for the transparent way in which it had been prepared while recommending more formal written information be included in consultations to facilitate feedback. Board members particularly approved the proposals for empowering regional bureaux and country offices, the focus on gender mainstreaming, the plans for enhanced monitoring and evaluation (M&E) and the proposed output measurement tools. Clarification was sought by a number of members as to the expenditures envisaged from the US\$20 million allocation under the PSA budget. Board members recommended that the original PSA Equalization Account level be carefully monitored to ensure sustainable operations and that the Board be kept well informed of the matter.
21. Board members urged WFP to continue to seek new funding opportunities and to ensure that operational planning was supported by resource projections to avoid underfunding. The need for unearmarked multilateral contributions was also emphasized. Clarifications were requested regarding the scaling up of cash and voucher (C&V) interventions and the allocations of funding for staff reassignments to optimize the WFP workforce.
22. The emphasis on supporting resilience was noted, but Board members observed that new mechanisms and tools would be needed to optimize such an approach and that WFP's role in it would need to be clarified. Twinning was presented as an effective modality, but it was also recognized that the rules governing twinning arrangements would benefit from updates. In all its work, WFP should strive to maximize transparency and accountability and to align its operations with the priorities of national governments and regional organizations. The needs to attract more funding and to project requirements were noted by several Board members. Clarification of the variations in requirements among the different Strategic Objectives was also requested. Board members also noted the need for realistic hand-over and exit strategies, and clarifications were requested as to the cost-effectiveness of very small country offices.

23. In response, the Executive Director observed that organizational change would take time and undertook to keep the Board informed of progress and the allocation of resources. Management was reviewing how requirements and projected resources were traditionally calculated with a view to preventing large gaps between them. The use of C&V approaches would be discussed with governments and partners, bearing in mind that food would be among the tools for food-assistance interventions. WFP was operating within its mandate in addressing resilience issues, and would ensure that there were no duplications of the work of other actors. The issues affecting twinning arrangements would be discussed in informal Board consultations. The Executive Director noted that despite all intentions to remain within the US\$20 million, the amount remained an estimate for the organizational change process and might not be a one-off allocation: the Board would be kept abreast of developments and might be asked for further allocations.
24. The Secretariat thanked Board members for their observations, reassuring the Board that while country offices planned their operations on the basis of foreseen resource levels efforts would be undertaken to establish a standard approach and process. The Secretariat reminded members of the importance of WFP's trust funds in maintaining flexibility, observing that they were used strictly in accordance with WFP's mandate. In future, funding for security requirements would have to come from operational budgets as income from investments declined. The Secretariat assured the Board that WFP's various tools were under constant review to ensure that they were relevant and effective.
25. At the request of the Board, the Secretariat reviewed key provisions of the Advisory Committee on Administrative and Budgetary Questions (ACABQ) report on the document for the Board, which had been received the previous night. It also provided details of ACABQ discussions that gave rise to the report's recommendations along with management's initial response to the key recommendations.

Increased Fee for the External Auditor (2012/EB.2/4) (*for approval*)

26. The Director of External Audit requested a 4 percent increase per annum in external audit fees amounting to US\$15,400, with effect from April 2012. This was to compensate for higher costs for daily subsistence, air fares and staff, which together had brought a 13 percent rise in External Audit costs during the last two years. She reminded the Board that WFP's agreement with the External Auditor allowed an increase of up to 8 percent under these components.
27. In response to Board questions, she explained that staff costs had risen by 25 percent on account of inflation and increases in the allowances in India for staff coming to WFP for audit, along with that of the Director of External Audit in Rome; she confirmed the External Auditor's commitment to keeping expenses as low as possible. She also assured the Board that the terms of the contract would be adhered to while seeking any future increase. The Board approved the increase.

EVALUATION REPORTS

Summary Evaluation Report—WFP's Private-Sector Partnership and Fundraising Strategy and Management Response (2012/EB.2/5) (*for consideration*)

28. The President reminded the Board that following the round table discussion of this evaluation on 31 October, an information note had been circulated on 9 November to address Board questions regarding financing arrangements.

29. The Director of the Office of Evaluation (OE) presented an overview of the evaluation's results. Annual targets for private-sector fundraising and partnership were consistently exceeded; however, overall results were mixed. WFP was unique in having a strategy for the private sector, but the strategy did not distinguish sufficiently between fundraising and partnerships; scope and limits of corporate partnerships were unclear; and the strategy was insufficiently integrated or coordinated across the relevant WFP technical and decentralized units. There had been inconsistent application of management fees: fees were lower than allowable and caused confusion. Under-investment limited overall results achieved. Corporate partnerships could contribute to WFP's strategic goals, but often generated little unrestricted cash while requiring additional supporting resources. The evaluation noted a conflict of interest in due diligence processes, and a need for more fundraising from the general public if all strategy targets were to be met, including those for flexible funds.
30. Management had accepted the evaluation's six recommendations, but had agreed to implement three only during development of the new resource mobilization and partnership strategies that would be aligned with the new Strategic Plan and presented to the Board for approval in June 2013.
31. The Board opened its discussion with comments concerning the evaluation function in general, welcoming the emphasis noted in the recent Evaluation Brief on learning from evaluations to stimulate future improvement. Members suggested that OE provide comments on new strategies and policies, as at the International Fund for Agricultural Development (IFAD); improve communication with partners; increase contributions to inter-agency evaluations; and enhance links among evaluation staffs at the RBAs. The Board welcomed the appointment of the Chief Monitoring Officer and fully supported the peer review of WFP's evaluation function in 2013.
32. The Board urged the Secretariat to implement all evaluation recommendations. It appreciated the bringing together of all partnership work under the new Partnership and Governance Services Department and the proposals for integrating private-sector resource mobilization into WFP's overall budget. It emphasized the need to differentiate between private-sector partnership and fundraising, as outlined in the 1999 United Nations Global Compact on working with the business sector. The Board welcomed the development of separate strategies, to be submitted at its Annual Session in 2013; it urged that these clarify the objectives of private-sector partnerships and align private-sector collaboration with WFP's Strategic Objectives. Members also urged the Secretariat to establish clear standard procedures for selecting, managing and reporting on partnerships, to ensure transparency, and requested annual updates on WFP's private-sector fundraising and partnerships. WFP should give particular consideration to potential corporate partners' market development approaches, to avoid unfair advantage and damage to WFP's reputation; partnerships based on specific products were particularly risky.
33. Members recommended broadening the range of private-sector donors, especially among the general public, whose donations enabled flexible funding. These efforts would require increased financing, and consultation with partners to avoid competition for resources and duplication of efforts under shared fundraising mechanisms. WFP could collaborate with FAO's exploration of this issue, and should seek opportunities for joint private-sector collaboration with other agencies. Private-sector enthusiasm for partnership resulted from communicating the value of WFP's work, including in economic development.
34. The Director of OE noted the Board's general comments on evaluation; a systematic analysis of all 2012 evaluations would be included in the 2013 Annual Evaluation Report. WFP and FAO would carry out a joint evaluation of the global food security cluster in

2013, and the RBAs already shared evaluation plans, methods and findings informally. Members would be consulted on the forthcoming peer review during the 2013 Annual Consultation on Evaluation, which was expected to advise on strategic evaluation issues, among other things the extent of OE's engagement on development of WFP policy and strategy, consistent with maintaining evaluation independence.

35. The Secretariat clarified that all due diligence work had been transferred to the Legal Office. Other points raised by the Board would be taken into account in drawing up the new strategies. The Secretariat recognized the importance of standard approaches to partnerships in the context of decentralization to country offices.

Summary Evaluation Report—Global Logistics Cluster and Management Response (2012/EB.2/6) (*for consideration*)

36. The Director of OE noted that the evaluation had been a collaborative exercise and that it had covered the cluster since its inception, focusing on issues of efficiency, effectiveness, utilization of resources and results. The assessment had been generally positive in that the work of the cluster had been seen as relevant, effective and valued by those who used its services; WFP's leadership had helped to enhance partnerships and coordination, with resulting positive impacts on beneficiaries. The overall impact of the work of the cluster had to be understood in the context of the relatively small proportion of global logistics activity it had handled. Efficiency and outcomes had been enhanced by the advanced funding options adopted, but WFP's tracking systems were clearly insufficient for overall monitoring. The utilization of resources had been assessed as satisfactory, but there had been mixed opinions as to coordination and delivery flows. The evaluation had noted needs for investment at the global level, and for more effective partnerships.
37. Presenting the management response document, the Secretariat told the Board it had been encouraged by the positive findings and welcomed the six recommendations, which would lead to a number of beneficial adjustments to the work of the cluster.
38. The Board was reassured by the constructive tone of the evaluation and the recommendations. Board members were pleased that the cluster operations had been assessed as relevant and that positive outcomes had been achieved, even though the cluster approach had accounted for a small proportion of worldwide logistics activity. Some Board members noted that NGOs had not always participated as expected, cautioning that the cluster option was not necessarily the optimum approach in all situations. Board members expressed concern that the processes for de-activation of cluster operations were not as clear as they should be, and urged WFP to take action to rectify the issue. Members also observed that the Global Logistics Cluster Support Cell should be augmented and that WFP should ensure that the mechanisms for tracking and financing be as transparent and cost-effective as possible. WFP should also contribute as a matter of urgency to the development of a global staff roster to support the cluster, and should help to ensure that cluster roles in transition situations were clear and understood by stakeholders. Board members recognized that there were monitoring, financing and staffing issues to be resolved, and urged WFP management to continue with its prompt and positive responses to the evaluation recommendations and to ensure that maximum benefit was derived from logistics partnerships.
39. Some Board members requested clarifications on the approaches to skill transfers, involvement of local actors, hand-over to government ownership, communication strategies and performance analysis. Members were pleased that WFP was well placed to lead the global logistics cluster, and that the development of the cluster approach was in line with the Transformative Agenda.

40. The Director of OE drew the Board's attention to the full evaluation report, particularly the sections concerning cases where clusters had not been activated. A cargo-tracking system was being developed that would include financial reporting based on enhanced standards being developed in consultation with partners. The Secretariat acknowledged that the scale and duration of cluster activities had to be carefully managed and was working with partners to develop clear activation and de-activation protocols. Training to enhance government capacities was being prepared.
41. The Secretariat stressed that the cluster approach was intended to identify and fill gaps, not to augment existing operations. It was already working to address problems of control and coordination, noting that using the special operations category to implement cluster activities enhanced transparency in that donors clearly understood the resources required.

REGIONAL PRESENTATIONS

42. The Regional Director for Latin America and the Caribbean (ODPC) noted that in Haiti recent drought and two major hurricanes had caused major damage and food losses, and 1.7 million people had become food-insecure as a result. WFP's assistance covered about 100,000 beneficiaries, but the number was expected to increase as food security deteriorated. A United Nations flash appeal for US\$39 million had been issued recently to support food aid interventions and job creation. In Cuba Hurricane Sandy had affected 27 percent of the population and caused major damage to infrastructure and agriculture; WFP had planned an emergency operation (EMOP) with funding from the Central Emergency Response Fund (CERF) to address immediate needs. In Guatemala, WFP's response to a major earthquake affecting 1.2 million people was being planned in the light of an emergency assessment. In Paraguay, operations were ongoing with partners and the Government in response to drought and floods; the main needs included capacity development for government counterparts, nutrition interventions, school feeding and emergency preparedness training for communities. In Honduras, WFP was helping to scale up the SUN initiative and was working with the United States Agency for International Development (USAID) to promote Purchase for Progress (P4P) activities to provide food for school feeding and other programmes. In Peru, a new programme linked school feeding with C&V interventions and small-scale family agriculture. Work to enhance government and institutional capacities was ongoing in Colombia, which had been visited by a Board delegation; other programmes focused on food insecurity, malnutrition, employment opportunities and P4P activities, supported by US\$20 million provided by the Government.
43. The Regional Director for the Middle East, North Africa, Eastern Europe and Central Asia (ODC) emphasized the serious results of malnutrition in Yemen; WFP had scaled up its emergency activities to cover 3.9 million people and aimed to reach nearly 5 million through food assistance under the new EMOP in 2013. WFP and its partners were introducing distributions of fortified food products to address chronic malnutrition, but more funding was needed to sustain the interventions. In the Syrian Arab Republic, WFP was working with the International Committee of the Red Cross to assist up to 1.5 million people, but operations and monitoring were extremely hazardous. WFP was providing free logistics support for United Nations agencies in the country, and was cooperating with Iraqi, Jordanian, Lebanese and Turkish authorities to support the rapidly growing number of refugees. ODC was working in the Commonwealth of Independent States to address pockets of extreme poverty and high food prices: wheat prices in Kyrgyzstan and Tajikistan had risen by up to 47 percent in recent months. WFP was focusing on safety nets such as school feeding with government and NGO partners, and was developing hand-over strategies. In the region as a whole, food insecurity was the

major challenge, exacerbated by very high rates of food losses and wastage, in view of which WFP was organizing a conference of partners in Cairo to establish modalities for reducing the losses to enhance regional food security.

44. The Regional Director for West Africa (ODD) reported good harvests, but food prices in the Sahel were 30 to 90 percent above five-year averages and floods had affected 2.5 million people. WFP operations had fed 5 to 6 million people a month, preventing their resorting to negative coping strategies. Acute malnutrition rates had improved but remained at serious levels. Challenges to response had included contrasting messages about the scale of the crisis, mixed government capacities and procurement problems. Early procurement and forward purchasing mechanisms had helped; 30 percent of purchases came from within the region. Events in Mali had caused internal displacements of about 200,000 people, with another 200,000 moving into Niger, Mauritania and Burkina Faso. WFP was involved in joint United Nations efforts to enhance humanitarian access in Mali; in the meantime it provided assistance through NGOs with access to affected areas.
45. The Regional Director for Asia (ODB) drew attention to various challenges in the rapidly changing region. In Afghanistan, WFP's programmes would have to be reviewed in the light of deteriorating security conditions, food diversions and misuse, donor fatigue and attacks on food convoys. The courage and commitment of WFP's country team in this extremely difficult situation deserved high praise, although reduced activities would mean cutting staff by 50 percent. In Pakistan, where there had been more floods, WFP food assistance had reached 1.2 million needy people and the Government had made 75,000 mt of wheat available. In the Democratic People's Republic of Korea there was a food gap of 507,000 mt; a protracted relief and recovery operation (PRRO) was planned to address serious and widespread malnutrition. In Myanmar WFP was reaching 120,000 displaced people in Rakhine State, where reconciliation would take time. Multi-sector nutrition approaches were being scaled up in the Asia-Pacific region with good collaboration with UNICEF, the World Health Organization (WHO) and the Food and Agriculture Organization of the United Nations (FAO). At the regional level, WFP was working with the Association of Southeast Asian Nations to stockpile equipment at the Subang United Nations Humanitarian Response Depot (UNHRD) for emergency responses. The Regional Director closed by drawing attention to the phenomenon of urbanization in Asia, saying that WFP would need to adapt its interventions to food security needs in urban contexts.
46. The Regional Director for East and Central Africa (ODN) reminded the Board that the regional bureau was WFP's largest in terms of operations. Regional priorities focused first on developing country capacities and then on filling gaps where capacities were still lacking: i) strengthening countries' capacities to respond to hunger and food security issues; ii) building resilience and disaster risk reduction (DRR), especially in Ethiopia and Uganda; iii) filling gaps in emergency responses where governments lacked capacity; iv) post-conflict, post-disaster and transition situations; and v) supporting governments in addressing chronic hunger. Conditions had improved in the Horn of Africa, but relief was still needed. The situation in the Great Lakes had deteriorated, especially in eastern Democratic Republic of the Congo (DRC). Relations between South Sudan and the Sudan had improved. Throughout the region, pre-positioning of food was essential in areas where seasonal rains made roads impassable. Successful projects included resilience projects in DRC and Managing Environmental Resources to Enable Transitions to More Sustainable Livelihoods (MERET) in Ethiopia, which was only 25 percent funded. Efforts to increase MERET's profile would include joining forces with FAO and integrating the programme more effectively into regional and national government plans.

47. Delivering remarks on behalf of the Regional Director for Southern Africa (ODJ), the Acting Country Director for Swaziland reported drought emergency preparedness, and strengthened partnerships with NGOs and governments as priorities for the region. Harvests had been good in some areas, but drought and high maize prices affected 5.5 million people in Malawi, Lesotho, Swaziland and parts of Zimbabwe. Donor response was low. WFP was developing responses with beneficiaries, governments and donors, and was working with United Nations and other partners to reduce chronic malnutrition, including through mother-and-child interventions for the first 1,000 days, food-by-prescription programmes for HIV-positive people and their families, and the REACH approach. Positive developments included reinforced partnerships with South Africa, the Southern African Development Community (SADC) and the private sector.
48. The Board thanked the Regional Directors and their staff, emphasizing the need for strong partnerships to understand and address crises. Members welcomed the Secretariat's increased reporting on regional operations, and requested that future regional presentations include outlines of P4P and similar activities, and updates on regional implementation of strategies and programmes. They were appreciative of the growing collaboration with regional economic communities in Africa in particular. In response to Board questions, the West Africa Regional Director reported that there were five P4P pilots in the region, and many governments had asked for WFP's support in developing similar interventions for their countries. WFP had sought P4P partnerships with NGOs and other organizations but FAO capacity for them appeared limited in a number of countries. WFP and United Nations partners were developing contingency plans for an additional 300,000 internally displaced persons (IDPs) in Mali, and equal numbers of refugees entering neighbouring countries. In Niger, the United Nations had responded to recent kidnappings by removing all of its staff to the capital, which made it impossible to monitor interventions directly. Staff would move back into the field once assurances of their safety had been received.

LATIN AMERICA AND THE CARIBBEAN REGIONAL PORTFOLIO

Draft Country Programmes – Nicaragua 200434 (2013–2018) (2012/EB.2/7) *(for consideration)*

49. The Country Director introduced the country programme (CP), noting that it would build on the successes of its predecessor, which had achieved positive results. The proposed CP was demand-driven and had been planned in consultation with the Government to ensure that it was aligned with national needs, focusing on indigenous groups in the “dry corridor” and implementing resilience-building interventions in partnership with FAO and other actors. School feeding coverage had been reduced and an HIV component had been incorporated in consultation with the Ministry of Health. Another component focused on augmenting national capacities to address hunger, using P4P approaches to support small-scale farmers.
50. The Board supported the CP proposal, noting that activities in the remoter rural areas would be challenging and that effective partnerships with NGOs would be essential for success, particularly in reducing the large numbers of school absentees and malnourished people. The Board advised that technical assistance would be required to enable local governments to run the various types of programme and to identify and focus on the

neediest groups. Board members were pleased that the CP was aligned with the development priorities of the Government and the United Nations.

51. Some members, however, cautioned that there were distinct institutional risks that had to be addressed, and that resource shortfalls could reduce the scope of the nutrition component. The focus on the empowerment of women was welcomed as a move towards greater sustainability, but some Board members observed that there was scope for more C&V schemes in the middle-income context and that a hand-over strategy should be prepared with a clear timeline and targets. Board members cautioned that WFP would have to avoid possible overlaps with the resilience-building operations of other actors. Board members noted that evidence from a field visit indicated that WFP's interventions were generally successful and relevant and that secure long-term investment was needed to sustain them.
52. The Country Director thanked the Board for its support, noting that the operation was 80 percent funded. The country office had been augmented by a gender specialist, was working with a very supportive government and was seeking to maximize its transparency and accountability. The WFP school feeding component was fully integrated with the government programme. Technical assistance would continue until the Government and local authorities could assume responsibility for humanitarian programmes: WFP was working with national authorities to achieve sustainable community resilience to climate change, which would involve some adaptation in terms of tools and approaches. The Country Director closed by thanking all donors for their contributions.
53. The Regional Director added that the country office would need additional capacities to extend the C&V projects and that a new Ministry of Social Affairs had been established to address social issues. The Permanent Representative of Nicaragua expressed warm appreciation for WFP's work and for the contributions that supported it.

Report on the Field Visit to Colombia of the WFP Executive Board (2012/EB.2/9) (for information)

54. The President of the Executive Board gave a brief overview of the field visit to Colombia, which had observed the cooperation between the Government and WFP in addressing hunger, malnutrition and poverty. Visits to communities and consultations with stakeholders had revealed the high esteem in which WFP was held. Partnerships were supporting WFP's work, but there was scope for development, particularly with the other RBAs. The President and other members of the visiting team expressed their appreciation for the work of the Country Director and his team in preparing the field visit.

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

Development Projects—Jordan 200478 (2012/EB.2/10) (for approval)

55. The Country Director introduced the development project (DEV) whose goal was to help the Government sustain its nationally owned and locally sourced school feeding programme as it sought to serve increasing numbers of children – including 18,000 student refugees from the Syrian Arab Republic – despite a protracted economic crisis. Between 2009 and 2011, programme coverage had dropped from 530,000 to 115,000 schoolchildren. With the Government providing 50 percent of food needs, the DEV aimed to extend school feeding to a total of 300,000 beneficiaries in the most

vulnerable districts. The Russian Federation was providing US\$12.2 million to fund the DEV until June 2015.

56. The Board commended Jordan's hosting of refugees and supported the project. Members queried the high project support costs of more than 60 percent of total costs and asked about plans for ensuring financial sustainability.
57. The Country Director explained that the non-food costs covered the DEV's extensive capacity development activities, not all of which were detailed in the document as stakeholder capacity still had to be assessed. Sustainable funding would be facilitated by engaging the private sector, which would also reduce the pressure on stretched government resources.

Budget Increases to Development Activities – Armenia DEV 200128 (2012/EB.2/11) (for approval)

58. The Officer in Charge of the country office presented the budget increase of US\$10 million to extend school feeding activities for three years to June 2016, facilitating full hand-over to the Government and development of a sustainable national school feeding policy. The Government of the Russian Federation was providing funds and technical capacity based on recent experience in modernizing school feeding in its own country. Other important partners included FAO on livelihood improvement so that parent-teacher committees could provide fresh foods for school meals; and UNICEF along with national partners on food-fortification initiatives. A nutrition education component would teach children healthy eating habits. The Government covered all logistics costs; its demonstrated commitment was critical for sustainable results and successful hand-over. This was a demand-driven project for addressing issues identified by the Government.
59. The Board supported the increase and noted the good results already achieved in school feeding as a productive system for social protection.

Budget Increases to Development Activities – Egypt CP 104500 (2012/EB.2/12) (for approval)

60. The Country Director presented the proposed six-month extension to bring the CP into line with the updated United Nations Development Assistance Framework (UNDAF), which now included food and nutrition security. A new CP, designed in consultation with the new Government, would be presented at the Board's 2013 Annual Session for both consideration and approval, as requested by the Government. The CP received resources from the Government and the Egyptian private sector and was part of preparations for WFP's full transition to food assistance in the country. Extensive capacity development included activities for climate change adaptation and improved nutrition; WFP continued to support national flour fortification.
61. The Board supported the increase, noting that Egypt's economic and social changes brought the risk of increased poverty. It particularly welcomed the efforts in girls' education, preventing child labour and enhancing nutrition; and encouraged the country office to enforce activities that increased food production, as Egypt's dependence on food imports made it very vulnerable to food price rises. Members asked for more information about CP outcomes so far – especially effects on the food and nutrition situation – and the process for handing over food fortification activities to the Government. They recommended developing contingency plans given the region's current instability.

62. The Country Director reported that although events in Egypt had delayed achievement of CP objectives – particularly for hand-over – there had been progress. WFP, UNICEF and national counterparts were carrying out a nutrition mapping exercise, and updated food security analysis with district-level data would be available by the end of 2012. He noted that stunting rates had started to increase before 2011, as migrant workers returned to poor areas of Egypt as a result of the global financial crisis. WFP school feeding focused on informal education and other sectors not covered by the national programme, which could satisfy only 40 percent of needs; the Government would assume responsibility for pre-primary school feeding under the next CP, and had allocations for this. Preparation for the new CP would include conflict analysis to take into account the tensions throughout the region. The new CP would include efforts to improve supply chains through increased agricultural production and decreased post-harvest food losses, which currently reached 50 percent.

Budget Increases to Protracted Relief and Recovery Operations – Occupied Palestinian Territory 200037 (2012/EB.2/13) (for approval)

63. The Country Director presented this budget revision to align the PRRO with the next UNDAF and a new country strategy being developed in collaboration with FAO. Food security had been given a separate category in the UNDAF and Consolidated Appeal Process (CAP). The Occupied Palestinian Territory faced severe problems with debt, high food and fuel prices, movement restrictions, and destruction of resources by settlers: 40 percent of Gaza's population was food-insecure, and 20 percent of the West Bank's, rising to 40 percent in Bedouin communities. PRRO objectives included relief; resilience-building using WFP purchases, including food vouchers for beneficiaries; and enhancing preparedness for emergencies and disasters. Partners included the United Nations system – particularly FAO – as well as international NGOs and the Palestinian Authority. Partnership activities included manufacture of date bars in Gaza for distribution in the West Bank, and production of milk and other products. Support was provided to the Ministry of Agriculture in salvaging land.
64. The Board supported the budget revision, noting the value of WFP's presence in the Occupied Palestinian Territory. It welcomed expansion of the use of vouchers. Members requested more information about collaboration with other United Nations agencies; involvement of the wider humanitarian community, including donor representatives; the budget for activities under Strategic Objective 5; and the leveraging of food security improvements for the most vulnerable. The Board commended the programme's conditionality, support to livelihoods, and hand-over process with a continuing safety net for the most vulnerable.
65. The Country Director expressed his appreciation of Board member collaboration. Over the last three years, WFP had purchased US\$80 million of local products in the Occupied Palestinian Territory. International support to local production, which benefitted from WFP's purchasing footprint, had included USAID's involvement in developing an exportable salt product from the Occupied Palestinian Territory's only Dead Sea salt producer; WFP's work with partners to decrease costs and use local purchases for date bar production; and FAO's animal health work, which had improved milk quality. Through its purchases and voucher distributions, WFP was sustaining the demand that would encourage more production development efforts. The budget share directed to Strategic Objective 5 was relatively small. WFP's work in this area included improving food security indicators; supporting a Ministry of Education milk distribution programme

to help reduce child obesity; training women in good eating habits; and logistical and telecommunications support for the Palestinian Civil Defence.

WEST AFRICA REGIONAL PORTFOLIO

Budget Increases to Development Activities – Mali CP 105830 (2012/EB.2/14) *(for approval)*

66. The Country Director ad interim introduced the budget revision, which aligned the CP with a new UNDAF in 2014. The increase would serve 425,000 of the most vulnerable people. Innovations included supplementary feeding to prevent stunting, cash for nutrition awareness and mother-and-child health and nutrition (MCHN) activities, and additional fortified foods in the food basket.
67. The Board supported the increase, noting the political uncertainty and instability in Mali. Members asked for confirmation that the increase took into account funds already received; WFP's capacity to disburse these funds by the end of 2013; similar programmes by other humanitarian agencies working in the same areas; and the opportunities for local purchases given the good harvest expected in southern Mali.
68. The Regional Director outlined the context in Mali: in spite of a good harvest in the south, food prices were 90 percent above five-year averages all over the country, creating a problem of food access; there was also a risk of further military intervention, for which the United Nations system was preparing. Mali was a P4P pilot country; WFP had purchased more than 30,000 mt from small farmers and would continue to procure as much as possible locally.
69. The Country Director noted that as co-lead of the food security cluster, WFP coordinated the sharing of information, resources and interventions among humanitarian agencies and cooperating partners, and worked with line ministries for the education and agriculture sectors. The budget revision would fill the gap between current resourcing levels and estimated needs for operating throughout 2013; he confirmed that WFP had the capacity to disburse these resources.

ASIA REGIONAL PORTFOLIO

Summary Evaluation Report – Afghanistan Country Portfolio and Management Response (2012/EB.2/19) *(for approval)*

70. The Director of OE reminded the Board that the evaluation had focused on alignment with government priorities, decision-making and overall impacts and had not covered the recent drought response. Operations had been implemented in a difficult and changing environment. The optimism of 2009 had given way to donor fatigue and a consequent decline in funding as insecurity, corruption and operational costs increased. Operations were currently serving 4.5 million beneficiaries but were only 45 percent funded. The evaluation's main findings were that operations were well aligned with national needs but that there was a need for more analysis of needs and risks to maximize coherence; humanitarian access was a constant problem, and there had been concerns as to the reactive nature of some decision-making and the ability of some partners to deliver as planned. The decision to reduce rations in order to maintain beneficiary numbers was questioned, and more attention should have been given to staffing requirements; outcomes would have

been improved with more selective targeting and more systematic M&E. The evaluation recognized the many positive achievements in Afghanistan, and the commitment and courage of WFP staff was commended. There was a need to establish an institutional vision of gender equality and social integration to support the Government's future cooperation with WFP.

71. Management welcomed and was addressing the six recommendations. The operational context and staffing need were being reassessed, targeting was being revised, the food-for-education (FFE) component was being re-designed, school feeding was being downsized and the tuberculosis component had been suspended. Partnerships were being enhanced and support for national capacity development was being increased. Gaps in protection and gender programming had been identified, and gender issues were to be mainstreamed. Cash-based interventions would be introduced as appropriate.
72. The Board welcomed the evaluation, noting its satisfaction with the alignment of the portfolio with government programmes and the successes achieved in a challenging context. The recommendations were noted and some Board members added that clear reporting and scrupulous accountability were essential to maintain donors' trust. Board members recommended greater attention to enhancing capacities in national institutions and approved the plans to increase the profile of gender in WFP's operations. The need for accurate monitoring was mentioned by several members: it was essential to have sound evidence on which to base decisions on prioritization. Board members noted the central importance of the United Nations Humanitarian Air Service (UNHAS) in Afghanistan and urged WFP to maximize its efficiency and ensure that adequate funding was found.
73. In general, WFP should adopt flexible approaches that could respond to changing circumstances; it should also give priority to developing national capacities and ownership of projects. Board members urged WFP to reconsider its approaches to ensure that its interventions focused on the most vulnerable groups and areas to maintain effectiveness in a context of funding constraints, and to ensure that earlier evaluation recommendations were taken into account. More engagement with ministerial officials was recommended, and the country office was urged to expand P4P following the good wheat harvest in 2012.
74. The Director of OE acknowledged the points raised regarding the breadth-versus-depth issue, noted also by the evaluators, and assured the Board ministry officials had been contacted for the evaluation. The Secretariat thanked the Board for its support and for its positive observations, particularly with regard to current downscaling in the light of reduced funding. Greater attention was to be given to addressing undernutrition and to capacity development, and investments were being made in warehouses and food reserves to provide resources for emergencies as well as long-term programmes.

Protracted Relief and Recovery Operations – Myanmar 200299 (2012/EB.2/20) *(for approval)*

75. The Country Director introduced the PRRO, which addressed the needs of 1.6 million beneficiaries. The objectives included support for equitable development and post-conflict reconciliation through reduced food insecurity and improved nutrition. The operation would be implemented in a context of transition to democratic governance, improved education and health, and economic growth. Development would take time and WFP would adopt a flexible and pragmatic approach as the situation evolved. WFP's good relationship with the Government would be an asset as it addressed the problems related to isolation, displacement, lack of development, natural disasters, widespread poverty, food insecurity, the diversity among the population and low levels of public health. The

operation had been designed in full consultation with the Government and other stakeholders.

76. The Board recognized the scale of the issues facing the Government and of the need for resources to address food insecurity and malnutrition. Board members recommended that WFP take into account the seasonal variations in food needs, and urged the country office to concentrate its work on social protection and support for the most vulnerable groups. They were encouraged by the focus on education, healthcare and income-generation in WFP's food-assistance programmes, but cautioned that WFP would have to develop partnerships and joint activities with a range of actors if it was to address the large-scale needs in Myanmar. Some Board members urged WFP to ensure that needs and outcomes were accurately measured to ensure that activities remained aligned with actual requirements and that clear reporting be maintained to reassure donors that their contributions were effectively deployed. Board members recommended the use of C&V modalities in areas with functioning markets, and urged WFP to consider interventions in areas outside Rakhine state and the Irrawaddy basin. The disaster preparedness component was welcomed by several members, who recommended that WFP's cooperation with the Government be continued and enhanced.
77. The Secretariat acknowledged the need for constant reassessment, noting that access to scattered groups of displaced people was still limited because of monsoon flooding. Food and logistics hubs were being established in anticipation of future shocks, and WFP was partnering with UNICEF and the United Nations Office on Drugs and Crime (UNODC) in interventions to establish livelihoods for former poppy growers. The country office was considering C&V options, but noted that in the prevailing insecurity many people – especially women – were reluctant to accept cash instead of food. In planning and implementing the PRRO, WFP had to bear in mind that in many areas markets were not integrated, roads were poor, banks did not exist and people were still adjusting to the post-conflict situation.

Protracted Relief and Recovery Operations – Pakistan 200250 (2012/EB.2/21) *(for approval)*

78. The Country Director observed that PRRO 200250 addressed food security and nutrition for 7.3 million people in a context where natural disasters were combined with endemic poverty, a weak education structure and the impact of security operations on millions of lives. The PRRO had been developed in consultation with the federal and provincial governments and other partners, in line with the new UNDAF. It would replace the EMOP and the current PRRO. Pakistan was a food surplus country committed to addressing poverty, hunger and undernutrition; the Government had contributed US\$21 million worth of wheat to WFP in 2012. The Country Director thanked donors and praised the rapid global funding response of the CERF mechanism.
79. The Board expressed its approval of the risk-reduction and resilience-building elements of the PRRO, and encouraged WFP to pursue needs-based humanitarian assistance, which could contribute to stability in border areas in particular. Clarification was sought as to the method of counting IDPs in view of the fact that many were not registered with UNHCR; and to the use of a portion of the relief component for emergency response. Board members recommended that WFP coordinate with local authorities, education actors and UNICEF to integrate its operations into provincial and national plans. Clarification was requested as to the effect on WFP's operation of the Government's promised contribution of wheat. Some members cautioned that capacity-development projects must take into account the diverse nature of communities in the Federally Administered Tribal

Areas (FATA), particularly in terms of education for girls. The work of the Government in developing markets and improving public services in spite of budget constraints was noted and the country office was urged to prepare for hand-over of programmes, especially for resettled IDPs. Some Board members recommended an extension of C&V schemes and local procurement where appropriate. Board members urged WFP to maintain its cooperation with the Government, which had the institutional capacities to support the proposed activities.

80. The Country Director noted that WFP based its IDP distributions on six members per family; there were fewer non-registered IDPs than previously. The WFP list of beneficiaries was based on people registered by the National Database and Registration Authority and UNHCR in the Jalozai camp and outside. WFP assured Board members that it was working hard to maintain free and regular access to beneficiaries and to ensure respect for humanitarian principles. Due to lack of funding, school feeding activities would be implemented only in FATA province in the new PRRO. Staff cuts of 30 percent were being made.
81. The promised Government donation of 500,000 mt of wheat for five years had not materialized in full; 50,000 mt had been received and used for IDPs, and regional governments had made major contributions to feed 2012 flood victims. WFP was advocating for increased government responsibility for IDP needs, and was negotiating for 150,000 mt of wheat for that purpose. The 10 percent contingency allocation for emergencies was not included in the PRRO because it was considered unrealistic for budget reasons; instead a PRRO budget revision or an EMOP would be drawn up in case of an emergency. Extended C&V projects were being considered, but only based on sound analysis as food may in some cases remain the option preferred by beneficiaries. Given the need to prioritize, the country office had chosen only one district for a pilot project to prevent stunting. The Country Director urged the international community to support investment in disaster risk reduction (DRR) at the central and provincial levels.
82. The Permanent Representative of Pakistan expressed appreciation for WFP's work, noting the Government's commitment to addressing food insecurity through the Ministry of National Food Security and Research; it was also working with Brazilian experts on a version of the Zero Hunger approach, was the largest contributor to WFP in Pakistan and was working to develop national capacities for DRR. While the situation in the Fata region was particularly difficult, there were many promising initiatives in the education sector supported by generous partners.

Protracted Relief and Recovery Operations—Sri Lanka 200452 (2012/EB.2/22) *(for approval)*

83. The Deputy Country Director presented the PRRO to assist 325,000 people in 2013 and 2014, with 28,000 mt of food at a cost of US\$35 million. Sri Lanka had just become a middle-income country, but was still emerging from 30 years of a conflict that ended in 2009. WFP's support continued to be useful, particularly in reducing wasting, stunting and acute malnutrition; rehabilitating damaged infrastructure; safeguarding food security improvements; and assisting resettlement. WFP had been in Sri Lanka since 1968 and had good partnerships, including with the Government, which would contribute US\$20 million for WFP activities in 2013 and 2014. Ongoing gap analysis with the Government would define where WFP should place itself as it assumed a more technical role.
84. The Board recognized the Government's achievements and WFP's role in Sri Lanka's development. It recommended that WFP continue to use its comparative advantage in Delivering as One; maximize local and regional procurement; and consider expanding

voucher distributions earlier than planned in the PRRO. Members questioned the need for such large-scale assistance three years after conflict had ended. The Board urged WFP to provide resettlement support only to people who were returning voluntarily.

85. The Deputy Country Director confirmed that WFP was at the forefront of Delivering as One; gap analysis would show where collaboration could be strengthened. He clarified that the PRRO did not include those affected by the recent drought; rain had improved the situation and the country office would continue to monitor the situation and request a budget revision if necessary. Expansion of cash and voucher distributions had been postponed until 2014 because of inflation concerns, but could probably start sooner. The scale of assistance was appropriate given the devastation brought by three decades of conflict, which had escalated towards the final stages; it was important to lay strong foundations for recovery and handing over too soon could result in losing the progress already made. WFP's support to resettlement was in line with UNHCR's guidance; resettlement issues were being discussed with the Government and the United Nations Humanitarian Coordinator.

EAST AND CENTRAL AFRICA REGIONAL PORTFOLIO

Summary Report of the Joint UNHCR/WFP Impact Evaluation on the Contribution of Food Assistance to Durable Solutions in Protracted Refugee Situations – Rwanda and Management Response (2012/EB.2/24) *(for consideration)*

86. The Director of OE outlined the findings of this second evaluation in a series of four, which had been discussed at the 31 October Round Table with Board members in the presence of the Director of UNHCR's Policy Development and Evaluation Service. Rwanda had been hosting refugees from DRC since 1994. WFP was assisting 53,600 people living in refugee camps; almost two thirds of the 57 percent of households most vulnerable to food insecurity were headed by women.
87. WFP's food assistance was found insufficient to meet needs, and assumptions about beneficiaries' use of rations had not been realized. Households were adopting negative coping strategies, including selling monthly rations at poor terms or borrowing food on credit that led to entering a cycle of recurring debt; school attendance dropped in the fourth week after monthly food distributions, when food was scarce. Women and girls were vulnerable to gender-based violence when they left camps to seek firewood or work. Funding shortfalls were the main cause of these issues, and made self-reliance difficult to achieve. Repatriation to DRC was not foreseen, and there was risk of more refugees arriving; few resources had been allocated to income-generating activities.
88. The Secretariat reported that recommendations were being implemented to the extent possible with the limited funding available. Some recommendations for medium- to long-term action depended on action by stakeholders other than WFP and would be discussed with them. In response to recommendation 3, UNHCR had recently launched a transitional engagement initiative, which included development activities for refugees. Partial agreement with recommendations 7 and 10 reflected the need to prioritize life-saving activities given the resource constraints and beneficiaries' vulnerability, rather than implying management's lack of commitment to implementing the recommendations.
89. The Board expressed concern about the situation of refugees in Rwanda and other long-term refugees, whose survival depended on external assistance. Lack of sustainable

funding was clearly an issue, particularly for food and non-food input and activity gaps; the Board urged the Secretariat to increase advocacy with donors, to be jointly implemented with NGO and other partners in Rwanda. Activities for women and children should be prioritized.

90. While encouraging WFP to consider opportunities for facilitating refugees' income generation, the Board recognized the need to prioritize saving lives and the challenges of identifying income sources that complemented rather than competed with those of local populations; it recommended consultation with local authorities and the Government on this issue. Members suggested training in information and communications technology skills for young people as an income-generating option. Wider use of cash and vouchers would help address shortages of non-food items and reduce negative coping strategies, but this too should not be at the expense of life-saving food distributions with appropriate nutrient and calorie contents. One member urged the international community to address the root causes of conflict in eastern DRC, in addition to implementing the evaluation's recommendations.
91. The Director of OE recalled that while the recommendations called for UNHCR and WFP to pursue strategies for promoting durable solutions together with the governments concerned, it had not been within the evaluation's scope to determine whether conditions in DRC were conducive to durable solutions. The Secretariat noted that some of the underlying causes of protracted population displacements were included in an UNHCR initiative for intractable situations, which would be reported on in greater detail at the February 2013 Board session.
92. The Regional Director commented that the issues identified in the evaluation were common in protracted refugee situations. The evaluation findings would serve as an advocacy tool for raising awareness and encouraging donors to contribute. WFP dealt with symptoms; the underlying conditions were based on local political situations, high population density and resource shortages.
93. The Country Director confirmed that resourcing was the main challenge: there was no food to distribute in December and no more funds were foreseen until April 2013. He appealed to donors to fill this gap.

Summary Evaluation Report — Somalia Country Portfolio and Management Response 2012/EB.2/25 (for consideration)

94. The Director of OE introduced this evaluation covering the five years from late 2006 to the onset of famine in 2011. The evaluation found that the portfolio had changed significantly over time and since 2010 was increasingly aligned with guidelines for interventions in fragile States. It commended the increased focus on nutrition, recovery and livelihood activities. Recently, better engagement with local authorities had helped WFP be more responsive to different area contexts. Accountability to donors at the Nairobi level had increased since 2011. Overall, the evaluation found that WFP had improved its reputation in Somalia since 2010, but still needed to improve its knowledge of the impact of food assistance on livelihoods and markets throughout the different regions.
95. The Secretariat welcomed the evaluation findings and its recommendations; the country office was implementing them as far as conditions permitted. The situation in Somalia had changed since the evaluation, and the Secretariat recognized the need for WFP to develop new systems, tools and capacity, which would take time. Establishment of an M&E Unit and compliance-oriented systems in the country office would help strengthen national assessments and reporting capacity.

96. The Board welcomed the progress already made in implementing the recommendations. It requested more information on plans for strengthening partnerships, and on the separation between WFP's humanitarian mandate and the United Nations' wider political mandate. Members commended the increased communications with donors, stronger partnerships with other United Nations agencies, and the shift from food distribution to nutrition and livelihood interventions. The Board urged WFP to improve overall knowledge of the food security situation on the ground and facilitate a better-informed, more measurable, effective and more responsive operation to meet both the short and medium-term food and nutrition needs of the Somalis. Members looked forward to seeing further improvements in the analysis of livelihoods of different groups, planned structures and the functioning of markets. Important steps were noted in the context of enhancing the WFP M&E system and capabilities at Headquarters as well as in the field.
97. The Country Director noted that WFP had partnerships with 202 national and 27 international NGOs in Somalia. Partners' capacity was assessed every six months based on a jointly developed checklist; a continuous training programme filled capacity gaps and facilitated the expansion of partnerships. While some degree of risk was inevitable in Somalia, risk reduction and security enhancement included making partners financially accountable for commodities in their care, to reduce the risk of diversions. The country office investigated allegations when required; it was authorized to hire private investigation companies. The country office was establishing an impact measurement system.
98. The Regional Director added that WFP had applied lessons from Somalia in other crisis countries, such as South Sudan. He acknowledged the contributions of Kenya and Ethiopia in particular in hosting refugees and supporting peace in the region. He affirmed that distinguishing between the humanitarian and political mandates was critical for WFP.

Protracted Relief and Recovery Operations — Somalia 200443 (2012/EB.2/26) *(for approval)*

99. The Country Director observed that Somalia was entering a period of relative stability, and that the PRRO had been designed in conformity with the policies of the recently elected Government. In view of the need for multi-sectoral investment in resilience-building, the strategy had been devised in consultation with FAO, UNICEF, donors, partners and the Somali authorities with a view to long-term sustainability. The scale of needs was still very large: of a population of 7.5 million, 2.1 million people were in crisis and 2.8 million were in need of assistance; there were also 1.3 million IDPs. Rates of child and maternal mortality were high, and severe and acute malnutrition affected a large proportion of the population. This situation was exacerbated by the prevailing insecurity: WFP would be working largely through local NGOs to ensure access and operational continuity. The country office was aware that its approaches would have to be flexible as the situation evolved. Its operations would focus more on livelihoods once immediate needs had been addressed.
100. The Board thanked the Secretariat, noting its concern at the major scale of challenges related to hunger, disease and lack of development. Board members supported WFP's plans for joint operations with partners, and welcomed the plans for national and local capacity development as a step towards sustainable development. Board members stressed that security and stability were crucial to achieving the objectives of the PRRO, and recommended investments in agriculture and livestock to promote resilience and livelihood development. The Board was aware that the situation had been exacerbated by the recent

drought and associated problems of malnutrition and ill health and was pleased to note that WFP's food assistance would help to improve public health.

101. Board members approved of the shift from emergency mode to resilience-building in cooperation with partners and of the intention to work in concert with national and local authorities. Board members recommended in particular that opportunities for investment in water infrastructures be sought, and suggested that market-based C&V approaches be considered where feasible. The Board warmly praised the commitment of WFP staff in a challenging operational environment.
102. The Country Director acknowledged the need for analysis of the fragile market system as a prerequisite for cash-based interventions, noting that the cash component of the current EMOP had been suspended when funding ran out. He shared the Board's view that the key to success was the maintenance of security, which would encourage investment in livelihoods and services. The country office would promote investment in water storage facilities as suggested by Board members. He closed by thanking the country team, the Board and donors for their support.

Protracted Relief and Recovery Operations – Uganda 200429 (2012/EB.2/27) *(for approval)*

103. The Country Director drew the Board's attention to the scale of food insecurity among vulnerable people in the Karamoja region; 50,000 new refugees had arrived from DRC and 3,200 from South Sudan in 2012, and WFP was working with the Uganda Red Cross to provide immediate assistance. WFP's interventions had been planned on the basis of extensive consultations with donors, the Government and partners and was linked to the ongoing CP. After four decades of relief assistance WFP was moving to resilience-building, promoting the development of human capital through mother-and-child health (MCH) and school feeding programmes and supporting households with no labour capacity. The support to households with no labour capacity was expected to be handed over gradually to the national social protection programme. Cash-based modalities, to be introduced on the basis of beneficiary preference, would support refugees' economic integration without causing inflation, and would support the Government's policy of promoting self-reliance among refugees.
104. The Board noted the scale of the refugee problem and added that the issues were exacerbated in Karamoja by drought and land degradation. Board members approved of the alignment of the PRRO with the Government's generous policies for refugee support, which promoted stability and economic development. Board members strongly approved the focus on supporting the food security and nutrition status of the most vulnerable groups. They expressed support for the proposals for partnerships and hand-over, urging the country office to establish a hand-over timetable and to enhance government capacities appropriately. Some Board members recommended that the targeting criteria be made more rigorous to ensure that only the most vulnerable groups benefited from the limited resources available. WFP's plans for joint interventions with UNHCR and with UNICEF to address malnutrition among refugees were fully approved, but some Board members requested clarification as to the allocation of responsibilities in long-term development projects and the methods used to select intervention modalities.
105. The Country Director noted that in 2010 the country office had carried out a comprehensive census-like survey that had identified food-insecure households and enabled WFP to categorize them. Targeting was updated every year; before beginning distributions under the new PRRO a full verification of the lists of extremely vulnerable households was to take place. WFP and the Government had agreed that after the three

years of the PRRO extremely vulnerable households would be covered by the national social assistance programme to ensure that their food needs continued to be met. The nutrition assistance to the refugees under the PRRO were to be implemented by UNICEF in consultation with WFP; UNICEF had come on board with recent funding from the CERF. As part of the handing over of nutrition activities in Karamoja, the country office was scaling up community participation and sensitization; village health teams were also formed and trained with a view to eventual hand-over. The Country Director thanked the Board and donors for their support.

**Budget Increases to Protracted Relief and Recovery Operations –
Democratic Republic of the Congo 200167 (2012/EB.2/28) (for approval)**

106. The Country Director explained that this PRRO complemented an EMOP, which provided newly arrived IDPs with three months of support; this increase was to extend the PRRO for six months to assist 2.1 million people. To facilitate timely distributions, WFP pre-positioned food, constructed bridges and roads, maintained a fleet of trucks and used aircraft when necessary; staff security was a major issue. Partners were essential for monitoring and access in areas inaccessible to WFP, and included government and United Nations agencies, along with 70 national and international NGOs. Relations with the Government and donors were good; there was a humanitarian donors' group, and the PRRO had attracted new donors. A country strategy for 2013–2017 was being prepared in consultation with partners.
107. The Board supported the revision, noting the risk of increased vulnerability from the volatile situation in eastern DRC. It requested more information on development of a C&V delivery system and scale-up of C&V distributions; measures for addressing pipeline breaks; security and access issues; and the protection of women and girls against sexual and gender-based violence. Members expressed concerns about the shortage of cooperating partners and delays in the field-level agreement (FLA) process, potential beneficiary overlap between the EMOP and the PRRO, and geographical targeting of school feeding activities.
108. The Country Director noted that funding shortfalls had forced the scaling down of some activities; the country office was discussing how to address these shortfalls with the DRC food fund. WFP was seeking new cooperating partners, while direct distributions were expanded and found to bring better results. Vouchers were most useful in providing immediate assistance to people on the move and near to markets. Voucher scale-up depended on finding competent and available NGO partners engaged in voucher-based activities. The finalization of field-level agreements for voucher distribution was delayed due to the low number of experienced NGOs and further slowed by the process to procure vouchers. Depending on their particular strengths, different NGO partners were used for different tasks – M&E, distributing food, gathering information for assessments, etc. Gender was mainstreamed throughout the PRRO. EMOP beneficiaries were clearly distinguishable from those of the PRRO, so overlaps were unlikely to occur although assistance to new IDPs might need to be extended in time. Geographical targeting of school feeding was difficult because many schools had been destroyed.

Budget Increases to Protracted Relief and Recovery Operations — Ethiopia 200290 (2012/EB.2/29) (for approval)

109. The Country Director thanked donors for their support to the PRRO since its start in 2011. This budget revision requested an additional US\$129 million to assist an extra 1 million people for two years. Pilot cash and voucher activities would start once sufficient donations had been received. The Government of Ethiopia had already provided some funding.
110. The Board supported the revision, recognizing that numerous factors had led to an increase in beneficiaries. Given the serious risks to Ethiopia's already fragile food security, it welcomed the PRRO's activities in preparing for future shocks and enhancing resilience. Members asked whether increased local purchases and establishment of the Djibouti hub would reduce landside transport, storage and handling (LTSH) costs, and whether WFP had been able to improve its control over food distributions in the Somali region following past problems in this area. They also requested an update on plans to establish grain reserves with the Government. Members suggested carrying out more cash and voucher pilots before expanding these distributions, and emphasized the need for good communication with all stakeholders. They welcomed joint assessment missions and encouraged the country office to carry out a range of assessments, including of needs, risks and the PRRO's impacts on markets.
111. The Country Director pointed out that LTSH costs had been reduced in an earlier budget revision. When the Djibouti hub was functioning, probably within two years, it would likely reduce external transport costs by allowing larger bulk deliveries by sea and would facilitate establishment of the grain reserve. In the meantime, the Government and WFP were moving 400,000 mt of grain to start building the reserve. WFP had retained access to the Somali region, and continued to address issues there. Cash and vouchers were distributed in two regions, based on market analysis, assisting 190,000 beneficiaries for about US\$80 million. Donors had been consulted on these plans and the Secretariat would keep the Board informed on progress with cash and vouchers. The country office would investigate opportunities for carrying out the impact evaluations requested by members.

SOUTHERN AFRICA PORTFOLIO

Development Projects — Swaziland 200422 (2012/EB.2/30) (for approval)

112. The Acting Country Director drew the attention of the Board to the scale of the problems related to HIV in Swaziland. Families were weakened by HIV and food production was limited by unreliable rain-fed crop production. In a population of only 1.2 million there were already 130,000 orphans and other vulnerable children (OVC); stunting affected 40 percent of all children. Malnutrition and HIV were serious problems in secondary schools, especially among girls of whom 10 percent were HIV-positive. Institution-based feeding programmes covering pre-school and school age children were essential to break the inter-generational cycle of hunger. The proposed DEV 200422 was in line with WFP's nutrition policy and would focus on neighbourhood care points (NCPs) for young children as well as secondary schools. The Government would eventually assume responsibility for the budget, and partner NGOs would be the main implementing organizations.
113. The Board thanked the Secretariat and expressed its full support for the project proposal, which would help to address a situation in which 40 percent of families in Swaziland were already hosting OVC. Board members approved the operational targets, and recommended that food transfers would generally be the optimum modality in the

circumstances, although C&V schemes could be considered under some circumstances, despite the fact that Swaziland was a net importer of maize, its main staple food. The alignment with the gender policy was welcomed, particularly because WFP's food and nutrition interventions could be linked to awareness-raising with regard to gender-based violence and related issues. Board members were pleased to note that the PRRO was already 80 percent funded.

114. The Secretariat welcomed the Board's support and agreed to look into the possibility of C&V approaches, but stressed that the proposals were for a food-based operation. However, cash and especially vouchers were being explored for the food-by-prescription programme for HIV and TB patients to help improve programme uptake, efficiency and effectiveness.

ORGANIZATIONAL AND PROCEDURAL MATTERS

Biennial Programme of Work of the Executive Board (2013–2014) **(2012/EB.2/32) (for approval)**

115. The document and draft decision were approved as presented with no discussion.

OTHER BUSINESS

Housing Allowance of the Executive Director (2012/EB.2/33) (for approval)

116. The Secretariat recalled that the housing allowance had last been set in 2007, at which time the Board requested a full review after five years. For the 2012 five-year review, the allowance of 2007 had been recalculated in line with Italian housing and utility retail price indices, with an adjustment for trends in the rentals of diplomatic-level residences. Details of the calculations were presented in the document, which arrived at a suggested figure of 160,000 euros per annum, including service and utility costs. This figure was to be index-linked and reviewed after five years. It was a ceiling: all payments would be made against actual costs. FAO and IFAD had recently undertaken similar reviews and had set housing allowances at 180,000 euros. The document had been reviewed by the FAO Finance Committee and the ACABQ.
117. The Board welcomed the clarity and transparency of the proposal. One delegation expressed serious concerns regarding the process used, which it felt diverged from the Board decision of 2007 by using an index other than the Italian retail price index and by adjusting for diplomatic-level housing trends; this delegation had expressed similar concerns about housing allowances at IFAD and FAO, and suggested that setting an allowance of 136,000 euros would be more in tune with a spirit of controlling costs. Most Board members felt that the process and the final figure were appropriate and in line with the spirit of keeping management costs low. Members drew attention to the Finance Committee's suggestion that WFP reflect on the future process for setting the allowance, and suggested that future proposals present price information for different categories of property.
118. The Secretariat noted the comments and confirmed that it had applied the 2007 decision strictly. It would discuss potential changes to the process with the Finance Committee and welcomed any suggestions from Board members. It also proposed to share with the Bureau the methodology to be used at the next review.

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

The Board adopted the Agenda.

12 November 2012

Election of a Bureau Alternate and Appointment of the Rapporteur

The Board elected Mr Vladimir V. Kuznetsov (Russian Federation) to replace Mr Arsen Vartanyan (Russian Federation) as List E Alternate to the Bureau.

In accordance with Rule XII of its Rules of Procedure, the Board appointed H.E. Neil Briscoe (United Kingdom, List D) Rapporteur of the Second Regular Session of 2012.

12 November 2012

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**2012/EB.2/1 Opening Remarks by the Executive Director**

The Board took note of the presentation by the Executive Director. The main points of the presentation and the Board's comments would be contained in the summary of the work of the session. The Board also took note of the statement by Mr Anthony Lake, Executive Director of the United Nations Children's Fund (UNICEF).

12 November 2012

POLICY ISSUES**2012/EB.2/2 Policy for Disclosure of Oversight Reports**

The Board approved the Executive Director's proposals to revise the "Policy for Disclosure of Internal Audit Reports to Member States" (WFP/EB.2/2010/4-B/1/Rev.1) and the "Oversight Framework and Reports Disclosure Policy" (WFP/EB.A/2011/5-C/1), adding provisions for: i) disclosing inspection reports; ii) disclosing internal audit and inspection reports on the public website; iii) authorizing the Inspector General and Director, Oversight Office to enter into formal agreements for sharing investigation reports on a confidential and reciprocal basis; and iv) authorizing the Inspector General and Director, Oversight Office to redact or withhold reports in accordance with the safeguards set forth in the disclosure policies.

The Board also took note of the comments of the Advisory Committee on Administrative and Budgetary Questions (ACABQ) (WFP/EB.2/2012/5(A,B,C)/2, WFP/EB.2/2012/4-A/2, WFP/EB.2/2012/13-A/2) and the Food and Agriculture Organization of the United Nations (FAO) Finance Committee (WFP/EB.2/2012/5(A,B,C)/3, WFP/EB.2/2012/4-A/3, WFP/EB.2/2012/13-A/3).

13 November 2012

RESOURCE, FINANCIAL AND BUDGETARY MATTERS

2012/EB.2/3 WFP Management Plan (2013–2015)

Having considered WFP's Management Plan for 2013–2015, as submitted by the Executive Director in document WFP/EB.2/2012/5-A/1 the Board:

- i) as allowed under Financial Regulation 2.1, **approved** an exemption from Financial Regulation 9.2, which requires that the proposed Management Plan be circulated to members of the Board not later than 60 days before the session;
- ii) **took note of** the projected operational requirements of US\$4.97 billion for 2013, excluding any provision for unforeseen emergencies and including direct support costs, as outlined in Section III;
- iii) **took note** that the 2013 Programme Support and Administrative appropriation assumes a funding level of US\$3.7 billion in 2013;
- iv) **approved** a 2013 Programme Support and Administrative appropriation of US\$249.1 million, to be allocated as follows:

Programme support: regional bureaux and country offices	US\$86.3 million
Programme support: Headquarters	US\$54.0 million
Management and administration	US\$108.8 million
Total	US\$249.1 million
- v) **approved** a supplementary Programme Support and Administrative appropriation of US\$20.0 million, as outlined in Section IV;
- vi) **approved** expenditures of up to US\$10.0 million funded from the General Fund for the United Nations Department of Safety and Security and for the WFP Security Emergency Fund;
- vii) **approved** expenditures of up to US\$400,000 funded from the General Fund for the completion of the treasury management system enhancements and roll-out;
- viii) **approved** an indirect support cost recovery rate of 7.0 percent for 2013; and
- ix) **authorized** the Executive Director to adjust the Programme Support and Administrative component of the budget in accordance with any variation in the volume of operational requirements of more than 10 percent from levels outlined in Section III.

The Board also took into account the comments of the ACABQ (WFP/EB.2/2012/5(A,B,C)/2, WFP/EB.2/2012/4-A/2, WFP/EB.2/2012/13-A/2) and the FAO Finance Committee (WFP/EB.2/2012/5(A,B,C)/3, WFP/EB.2/2012/4-A/3, WFP/EB.2/2012/13-A/3).

13 November 2012

2012/EB.2/4 Increased Fee for the External Auditor

The Board approved a 4 percent increase in the audit fee payable to the External Auditor, involving a total increase of US\$15,400, on grounds of an increase in daily subsistence allowance, staff costs and airfare. This increase will apply from April 2012.

The Board also took note of the comments of the ACABQ (WFP/EB.2/2012/5(A,B,C)/2, WFP/EB.2/2012/4-A/2, WFP/EB.2/2012/13-A/2) and the FAO Finance Committee (WFP/EB.2/2012/5(A,B,C)/3, WFP/EB.2/2012/4-A/3, WFP/EB.2/2012/13-A/3).

13 November 2012

EVALUATION REPORTS

2012/EB.2/5 Summary Evaluation Report—WFP’s Private-Sector Partnership and Fundraising Strategy and Management Response

The Board took note of “Summary Evaluation Report — WFP’s Private-Sector Partnership and Fundraising Strategy” (WFP/EB.2/2012/6-A) and the management response in WFP/EB.2/2012/6-A/Add.1 and encouraged further action on the recommendations, taking into account considerations raised by the Board during its discussion.

12 November 2012

2012/EB.2/6 Summary Evaluation Report—Global Logistics Cluster and Management Response

The Board took note of “Summary Evaluation Report – Global Logistics Cluster” (WFP/EB.2/2012/6-B) and the management response in WFP/EB.2/2012/6-B/Add.1 and encouraged further action on the recommendations, taking into account considerations raised by the Board during its discussion.

12 November 2012

LATIN AMERICA AND THE CARIBBEAN REGIONAL PORTFOLIO**2012/EB.2/7 Draft Country Programmes—Nicaragua 200434 (2013–2018)**

The Board took note of draft country programme Nicaragua 200434 (2013–2018) (WFP/EB.2/2012/7), for which the food requirement is 18,096 mt at a cost of US\$16.0 million, for a total cost to WFP of US\$24.2 million, and authorized the Secretariat to formulate a country programme, taking into account the observations of the Board.

13 November 2012

2012/EB.2/8 Country Programmes—Plurinational State of Bolivia 200381 (2013–2017)

The Board approved on a no-objection basis country programme Plurinational State of Bolivia 200381 (2013–2017) (WFP/EB.2/2012/8/2), for which the food requirement is 8,264 mt at a cost of US\$8.6 million, giving a total cost to WFP of US\$12 million.

13 November 2012

2012/EB.2/9 Report on the Field Visit to Colombia of the WFP Executive Board

The Board took note of “Report on the Field Visit to Colombia of the WFP Executive Board” (WFP/EB.2/2012/13-B).

13 November 2012

MIDDLE EAST, NORTH AFRICA, EASTERN EUROPE AND CENTRAL ASIA REGIONAL PORTFOLIO**2012/EB.2/10 Development Projects—Jordan 200478**

The Board approved the proposed development project Jordan 200478 “Support for the National School Feeding Programme” (WFP/EB.2/2012/9-A/2), subject to the availability of resources.

13 November 2012

2012/EB.2/11 Budget Increases to Development Activities—Armenia DEV 200128

The Board approved the budget increase of US\$10.0 million for Armenia development project 200128 “Development of Sustainable School Feeding” (WFP/EB.2/2012/9-B/2), with a three-year extension from 1 July 2013 to 30 June 2016.

13 November 2012

2012/EB.2/12 Budget Increases to Development Activities—Egypt CP 104500

The Board approved the budget increase of US\$16.4 million for Egypt country programme 104500 “Enabling Livelihoods, Nutrition and Food Security” (WFP/EB.2/2012/9-B/1) with a six-month extension from 1 January to 30 June 2013.

13 November 2012

2012/EB.2/13 Budget Increases to Protracted Relief and Recovery Operations—Occupied Palestinian Territory 200037

The Board approved the budget increase of US\$47.9 million for Occupied Palestinian Territory protracted relief and recovery operation 200037 “Targeted Food Assistance to Support Destitute and Marginalized Groups and Enhance Livelihoods in the West Bank” (WFP/EB.2/2012/9-D/1) with a one-year extension from 1 January to 31 December 2013.

13 November 2012

WEST AFRICA REGIONAL PORTFOLIO**2012/EB.2/14 Budget Increases to Development Activities—Mali CP 105830**

The Board approved the budget increase of US\$24 million for Mali country programme 105830 (WFP/EB.2/2012/9-B/3) with a 12-month extension from 1 January to 31 December 2013.

13 November 2012

2012/EB.2/15 Country Programmes—Cameroon 200330 (2013–2017)

The Board approved on a no-objection basis country programme Cameroon 200330 (2013–2017) (WFP/EB.2/2012/8/3), for which the food requirement is 18,183 mt, at a cost of US\$10.7 million, giving a total cost to WFP of US\$20.7 million.

13 November 2012

2012/EB.2/16 Country Programmes—Guinea 200326 (2013–2017)

The Board approved on a no-objection basis country programme Guinea 200326 (2013–2017) (WFP/EB.2/2012/8/1), for which the food requirement is 30,872 mt at a cost of US\$17.7 million, giving a total cost to WFP of US\$40.1 million.

13 November 2012

2012/EB.2/17 Country Programmes—Liberia 200395 (2013–2017)

The Board approved on a no-objection basis country programme Liberia 200395 (2013–2017) (WFP/EB.2/2012/8/5), for which the food requirement is 33,235 mt at a cost of US\$17.6 million, the cash and voucher requirement is US\$7.4 million, and the direct technical and capacity transfer cost is US\$18.8 million, for a total cost to WFP of US\$80.9 million.

13 November 2012

2012/EB.2/18 Country Programmes—Sierra Leone 200336 (2013–2014)

The Board approved on a no-objection basis country programme Sierra Leone 200336 (2013–2014) (WFP/EB.2/2012/8/6), for which the food requirement is 29,272 mt, at a cost of US\$19.8 million and the cash and voucher requirement is US\$702,000, for a total cost to WFP of US\$39.5 million.

13 November 2012

ASIA REGIONAL PORTFOLIO**2012/EB.2/19 Summary Evaluation Report—Afghanistan Country Portfolio and Management Response**

The Board took note of “Summary Evaluation Report – Afghanistan Country Portfolio” (WFP/EB.2/2012/6-D) and the management response in WFP/EB.2/2012/6-D/Add.1 and encouraged further action on the recommendations, taking into account considerations raised by the Board during its discussion.

14 November 2012

2012/EB.2/20 Protracted Relief and Recovery Operations—Myanmar 200299

The Board approved the proposed protracted relief and recovery operation Myanmar 200299 “Supporting Transition by Reducing Food Insecurity and Undernutrition among the Most Vulnerable” (WFP/EB.2/2012/9-C/1).

14 November 2012

2012/EB.2/21 Protracted Relief and Recovery Operations—Pakistan 200250

The Board approved the proposed protracted relief and recovery operation Pakistan 200250 “Enhancing Food and Nutrition Security and Rebuilding Social Cohesion” (WFP/EB.2/2012/9-C/5).

14 November 2012

2012/EB.2/22 Protracted Relief and Recovery Operations—Sri Lanka 200452

The Board approved the proposed protracted relief and recovery operation Sri Lanka 200452 “Supporting Relief and Recovery in Former Conflict-Affected Areas” (WFP/EB.2/2012/9-C/4).

14 November 2012

2012/EB.2/23 Country Programmes—Nepal 200319 (2013–2017)

The Board approved on a no-objection basis country programme Nepal 200319 (2013–2017) (WFP/EB.2/2012/8/7), for which the food requirement is 128,595 mt at a cost of US\$81 million and the cash and voucher requirement is US\$17.9 million, for a total cost to WFP of US\$215.3 million.

14 November 2012

EAST AND CENTRAL AFRICA REGIONAL PORTFOLIO**2012/EB.2/24 Summary Report of the Joint UNHCR/WFP Impact Evaluation on the Contribution of Food Assistance to Durable Solutions in Protracted Refugee Situations — Rwanda and Management Response**

The Board took note of “Summary Report of the Joint UNHCR/WFP Impact Evaluation on the Contribution of Food Assistance to Durable Solutions in Protracted Refugee Situations – Rwanda” (WFP/EB.2/2012/6-E) and the management response in WFP/EB.2/2012/6-E/Add.1 and encouraged further action on the recommendations, taking into account considerations raised by the Board during its discussion.

14 November 2012

2012/EB.2/25 Summary Evaluation Report — Somalia Country Portfolio and Management Response

The Board took note of “Summary Evaluation Report – Somalia Country Portfolio” (WFP/EB.2/2012/6-C) and the management response in WFP/EB.2/2012/6-C/Add.1 and encouraged further action on the recommendations, taking into account considerations raised by the Board during its discussion.

14 November 2012

2012/EB.2/26 Protracted Relief and Recovery Operations—Somalia 200443

The Board approved the proposed protracted relief and recovery operation Somalia 200443 “Strengthening Food and Nutrition Security and Enhancing Resilience” (WFP/EB.2/2012/9-C/3).

14 November 2012

2012/EB.2/27 Protracted Relief and Recovery Operations—Uganda 200429

The Board approved the proposed protracted relief and recovery operation Uganda 200429 “Stabilizing Food Consumption and Reducing Acute Malnutrition among Refugees and Extremely Vulnerable Households” (WFP/EB.2/2012/9-C/2).

14 November 2012

2012/EB.2/28 Budget Increases to Protracted Relief and Recovery Operations—Democratic Republic of the Congo 200167

The Board approved the proposed budget increase of US\$145.3 million for Democratic Republic of the Congo protracted relief and recovery operation 200167 “Targeted Food Assistance to Victims of Armed Conflict and other Vulnerable Groups”(WFP/EB.2/2012/9-D/3) with a six-month extension from 31 December 2012–30 June 2013.

14 November 2012

2012/EB.2/29 Budget Increases to Protracted Relief and Recovery Operations—Ethiopia 200290

The Board approved the proposed budget increase of US\$128.9 million for Ethiopia PRRO 200290 “Responding to Humanitarian Crises and Enhancing Resilience to Food Insecurity” (WFP/EB.2/2012/9-D/2).

14 November 2012

SOUTHERN AFRICA PORTFOLIO**2012/EB.2/30 Development Projects—Swaziland 200422**

The Board approved the proposed development project Swaziland 200422 “Support to Children and Students Affected by HIV and AIDS” (WFP/EB.2/2012/9-A/1).

14 November 2012

2012/EB.2/31 Country Programmes—Lesotho 200369 (2013–2017)

The Board approved on a no-objection basis country programme Lesotho 200369 (2013–2017) (WFP/EB.2/2012/8/4), for which the food requirement is 33,060 mt at a cost of US\$16.8 million, for a total cost to WFP of US\$35.4 million.

14 November 2012

ORGANIZATIONAL AND PROCEDURAL MATTERS

2012/EB.2/32 **Biennial Programme of Work of the Executive Board (2013–2014)**

The Board approved the “Biennial Programme of Work of the Executive Board (2013–2014)” (WFP/EB.2/2012/11) as proposed by the Bureau and the Secretariat.

12 November 2012

OTHER BUSINESS

2012/EB.2/33 **Housing Allowance of the Executive Director**

The Board decided that the Executive Director’s housing allowance shall be set at €160,000 per annum, inclusive of services and utilities, effective 1 April 2012 until further notice. On the basis of a security risk assessment WFP would also provide and maintain required security equipment, which was to remain WFP property.

The Board further decided that the housing allowance: i) continue to be a reimbursement of the actual cost of a property; ii) continue to be indexed annually against the Italian retail price index; and iii) be reviewed at five-year intervals by the Bureau and the Board, taking into account market rates and the allowances paid to the other agency heads in Rome.

The Board also took note of the comments of the ACABQ (WFP/EB.2/2012/5(A,B,C)/2, WFP/EB.2/2012/4-A/2, WFP/EB.2/2012/13-A/2) and the FAO Finance Committee (WFP/EB.2/2012/5(A,B,C)/3, WFP/EB.2/2012/4-A/3, WFP/EB.2/2012/13-A/3).

14 November 2012

SUMMARY OF THE WORK OF THE EXECUTIVE BOARD

2012/EB.2/34 **Summary of the Work of the Annual Session of the Executive Board, 2012**

The Board approved the document “Draft Summary of the Work of the Annual Session of the Executive Board, 2012”, the final version of which would be embodied in the document WFP/EB.A/2012/15.

14 November 2012

ANNEX II

AGENDA

1. *Adoption of the Agenda (for approval)*
2. *Election of a Bureau Alternate and Appointment of the Rapporteur*
3. *Opening Remarks by the Executive Director*
4. *Policy Issues*
 - a) Policy for Disclosure of Oversight Reports (*for approval*)
 - b) Compendium of Policies Relating to the Strategic Plan (*for information*)
5. *Resource, Financial and Budgetary Matters*
 - a) WFP Management Plan (2013–2015) (*for approval*)
 - b) Increased Fee for the External Auditor (*for approval*)
 - c) Work Plan of the External Auditor for the period July 2012 to June 2013 (*for information*)
6. *Evaluation Reports (for consideration)*
 - a) Summary Evaluation Report – WFP’s Private Sector Partnership and Fundraising Strategy and Management Response
 - b) Summary Evaluation Report – Global Logistics Cluster: Jointly Commissioned by WFP, the Netherlands Ministry of Foreign Affairs and UNICEF, and Management Response
 - c) Summary Evaluation Report – Somalia Country Portfolio and Management Response
 - d) Summary Evaluation Report – Afghanistan Country Portfolio and Management Response
 - e) Summary Report of the Joint UNHCR/WFP Impact Evaluation on the Contribution of Food Assistance to Durable Solutions in Protracted Refugee Situations – Rwanda and Management Response

OPERATIONAL MATTERS

7. *Draft Country Programmes (for consideration)*
 - Nicaragua 200434 (2013–2018)
8. *Country Programmes (for approval on a no-objection basis)*
 - Plurinational State of Bolivia 200381 (2013–2017)
 - Cameroon 200330 (2013–2017)
 - Guinea 200326 (2013–2017)
 - Lesotho 200369 (2013–2017)
 - Liberia 200395 (2013–2017)
 - Nepal 200319 (2013–2017)
 - Sierra Leone 200336 (2013–2014)

9. ***Projects for Executive Board Approval (for approval)***
 - a) Development Projects
 - Jordan 200478
 - Swaziland 200422
 - b) Budget Increases to Development Activities
 - Armenia DEV 200128
 - Egypt CP 104500
 - Mali CP 105830
 - c) Protracted Relief and Recovery Operations
 - Myanmar 200299
 - Pakistan 200250
 - Somalia 200443
 - Sri Lanka 200452
 - Uganda 200429
 - d) Budget Increases to Protracted Relief and Recovery Operations
 - Democratic Republic of the Congo 200167
 - Ethiopia 200290
 - Occupied Palestinian Territory 200037
10. ***Reports of the Executive Director on Operational Matters (for information)***
 - a) Protracted Relief and Recovery Operations Approved by the Executive Director (1 January–30 June 2012)
 - Central African Republic 200315
 - Mozambique 200355
 - Rwanda 200343
 - Senegal 200138
 - Tunisia 200307
 - b) Budget Increases to PRROs Approved by the Executive Director (1 January–30 June 2012)
 - c) Emergency Operations Approved by the Executive Director or by the Executive Director and the Director-General of FAO (1 January–30 June 2012)
11. ***Organizational and Procedural Matters***
 - Biennial Programme of Work of the Executive Board (2013–2014) *(for approval)*
12. ***Summary of the Work of the Annual Session of the Executive Board, 2012 (for approval)***
13. ***Other Business***
 - a) Housing Allowance of the Executive Director *(for approval)*
 - b) Report on the Field Visit to Colombia of the WFP Executive Board *(for information)*
14. ***Verification of Adopted Decisions and Recommendations***

ACRONYMS USED IN THE DOCUMENT

ACABQ	Advisory Committee on Administrative and Budgetary Questions
AU	African Union
C&V	cash and voucher
CERF	Central Emergency Response Fund
CP	country programme
DEV	development project
DRC	Democratic Republic of the Congo
DRR	disaster risk reduction
EMOP	emergency operation
IASC	Inter-Agency Standing Committee
IDP	internally displaced person
ISC	indirect support costs
LTSH	landside transport, storage and handling
M&E	monitoring and evaluation
MCHN	mother-and-child health and nutrition
MERET	Managing Environmental Resources to Enable Transitions to More Sustainable Livelihoods
NGO	non-governmental organization
OE	Office of Evaluation
OVC	orphans and other vulnerable children
P4P	Purchase for Progress
PRRO	protracted relief and recovery operation
PSA	Programme Support and Administrative
RBA	Rome-based agencies
REACH	Renewed Efforts Against Child Hunger
SADC	Southern African Development Community
SUN	Scaling Up Nutrition
UNDAF	United Nations Development Assistance Framework
UNHRD	United Nations Humanitarian Response Depot
UNICEF	United Nations Children's Fund
USAID	United States Agency for International Development