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SUMMARY OF THE WORK OF THE FIRST 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 of the Executive Director (2012/EB.1/1)

1. Reflecting on her tenure at WFP, the Executive Director drew attention to the red cup, which symbolized the need to address hunger with compassion and respect for the dignity of the individual. She pointed out that WFP, although founded in a different era 50 years ago, had transformed from a food aid to a food assistance agency and a leader in emergency response. Through implementation of the Strategic Plan (2008–2013) – which focused WFP’s work in five distinct areas – as well as through dozens of reforms to WFP’s internal machinery, over the previous five years WFP had tapped the best lessons of WFP’s history and the best practices of public governance to be “fit for purpose” in the twenty-first century.
2. The Strategic Plan focused on leveraging WFP’s strengths to give a “hand up” rather than a “hand out” to reach, feed and empower the hungry. With the support of the Board, WFP had also built a stronger corporate governance structure. The creation of the Executive Management Council and Investment Advisory Panel had further strengthened institutional accountability and transparency. Such reforms had garnered the trust and respect of donors, partners and other agencies. The new Management Plan cycle and annual budget had placed WFP at the forefront of international best practices, and WFP’s internal control framework had been held up as an example for others. WFP was directly supporting other United Nations agencies to implement their own International Public Sector Accounting Standards (IPSAS) projects and enterprise resource planning solutions.
3. The Executive Director outlined ten principles that she felt should be at the heart of WFP’s work: i) All who are in service need to focus on what unites us. ii) We must hold ourselves and our institutions to the highest standards. iii) Real transformation is only possible if we empower people to solve their own problems. iv) Institutions can only change if they honour and unlock the brilliance inside. v) We must remind ourselves each day why we are in public service. vi) If we bring people on board, we can reverse the negative spiral. vii) We must unleash the power of collaboration. viii) We must incorporate best practices and lessons of the public and private sectors. ix) We must leverage transformational partnerships. x) We must use the power of new technology to our advantage.
4. The Executive Director also reflected on her experiences in visiting WFP operational areas, noting among many positive memories the dedication of WFP and partner staff and the admiration she had for the men and women of WFP who worked in some of the most dangerous operating conditions in the world to provide life-saving assistance to those in need.
5. The Board expressed its warmest regard for the Executive Director and her work to change the focus of WFP from food aid to food assistance, noting the increase in collaborations and partnerships, the enlargement of the donor base and the increase in private-sector contributions, the enhancement of capacity development approaches to achieve sustainable solutions and the improvements in WFP’s business efficiency, financial management and logistics operations. These developments had made WFP a stronger and more transparent and focused organization. The Board expressed deep appreciation for the Executive Director’s personal commitment, professionalism and leadership during her mandate; the clarity of her vision for WFP’s future and her readiness

to respond to the demands of the Board were warmly acknowledged. The dedication of WFP staff in the field, often in extremely demanding situations, was also fully recognized.

6. A number of Board members praised the Executive Director's work in creating the collegiate spirit evident in WFP and her leadership in introducing innovations designed to enable WFP to evolve flexibly to meet new challenges. Board members drew attention to the need to maximize multi-year funding to give WFP the flexibility to carry out its mandate. The needs to enhance nutrition interventions and humanitarian protection were noted by several members. WFP's introduction of innovative approaches such as cash and vouchers, Purchase for Progress (P4P) and capacity development for governments and other partners were applauded as effective ways of achieving sustainable food security. Board members noted that WFP's business practices and operations had become more transparent through the introduction of IPSAS, WFP Information Network and Global Systems II (WINGS II) and the new disclosure policy, which would enable WFP to maximize the impacts of its work and make the most of its resources. Board members emphasized the importance of the holistic, collaborative approach to addressing hunger with a view to implementing sustainable solutions that could be handed over to governments.
7. In response, the Executive Director thanked the Board for its endorsement of her policies and for the warmth of its acknowledgements: the Board's increasing recognition of the fundamental importance of flexible multi-year funding commitments and its willingness to work with the Secretariat in an atmosphere of mutual trust had been significant positive factors in the evolution of WFP over the preceding five years. The changes in WFP were in many cases ongoing, and the Executive Director urged the Secretariat and the Board to continue to learn and adapt to keep pace with global change. The Executive Director concluded by pledging her continued support for WFP in her new capacity as Vice-Chairman of the World Economic Forum.

ANNUAL REPORTS

Annual Report for 2011 to ECOSOC and FAO Council (2012/EB.1/2) *(for approval)*

8. The Secretariat presented the report, highlighting WFP's inter-agency, multilateral and non-governmental agency (NGO) collaboration. WFP was promoting the United Nations reform agenda to "Deliver as One" and enhance effectiveness, and was engaged in the Inter-Agency Standing Committee (IASC) humanitarian reform process that had led to adoption of the Transformative Agenda.
9. The Executive Director spoke of her work on the Transformative Agenda and reminded the Board that clusters were a core part of WFP's business.
10. The Board commended the report and its inclusion of WFP's role in the humanitarian reform agenda, building on cluster reform; its shift to food assistance; its leading of humanitarian clusters; and its continued emphasis on gender, disaster risk reduction, South-South cooperation, capacity development and participation in forums, such as the Committee on World Food Security (CFS). Members asked that WFP support humanitarian leadership and accountability, staff training for emergencies, cluster and inter-cluster coordination, mutual accountability, common needs assessments, consolidated appeals and monitoring of pooled funds. They urged WFP to propose staff for the Humanitarian Coordinators pool.

11. Members asked how WFP prioritized limited funds, and recognized the importance of multilateral funding. The Board welcomed new tools such as food pre-positioning, cash and vouchers and P4P. Members sought more details on Food and Agriculture Organization of the United Nations (FAO) collaboration in P4P; lessons learned in NGO collaboration, cash and vouchers and school feeding; and the forward purchasing facility.
12. The Secretariat confirmed the importance of humanitarian reform where NGOs were increasingly participating; the Office for the Coordination of Humanitarian Affairs (OCHA) was also involved in inter-cluster coordination through Humanitarian Coordinators. More information would be included in the forthcoming reports on WFP humanitarian assistance and in the Annual Performance Report; other issues would be addressed bilaterally. The Secretariat's introduction on the IASC Transformative Agenda was to be incorporated in a revised version of the report.

POLICY ISSUES

WFP Nutrition Policy (2012/EB.1/3) (*for approval*)

13. Presenting the policy, the Secretariat noted that it united all previous WFP policies related to nutrition. The team had worked with the United Nations Children's Fund (UNICEF), the World Health Organization (WHO) and FAO and consulted also with regional bureaux and country offices to prepare the document, which also incorporated feedback from an informal Board consultation. The policy reflected the greater understanding of the effects of maternal and child undernutrition in particular and the importance of providing children with access to nutritious, healthy diets. The multiple causes of malnutrition demanded a multisectoral approach involving a variety of agencies and stakeholders, and the policy outlined WFP's role in that context, focussing on treating moderate acute malnutrition, preventing acute malnutrition, preventing chronic malnutrition and addressing micronutrient deficiencies.
14. The Board welcomed the Secretariat's work on the policy. Members endorsed the importance of nutrition, and agreed that nutrition programming should be sustainable and gender-sensitive. There was support for the document's emphasis on the first 1,000 days of a child's life and for WFP operating through advocacy.
15. Members applauded the document's recognition of the multisectoral nature of nutrition while expressing concern that the modalities of interaction between WFP and governments were not well defined; some felt that the document had not devoted adequate attention to the possibility of duplication among agencies nor to collaboration with FAO, especially in light of the REACH partnership and WFP/FAO joint leadership of the global food security cluster. Some members felt the mandate for nutrition activities belonged to other agencies and it was noted that partnership between WFP and other agencies might benefit from specific Memoranda of Understanding such as those WFP had with UNICEF and United Nations High Commissioner for Refugees (UNHCR).
16. Some Board members felt that the policy needed to draw a clearer distinction between WFP's emergency response activities and the policy's long-term nutritional goals, while recognizing that even in emergencies prevention of stunting saved lives and stimulated subsequent growth and development. It was suggested that more emphasis be put on staff training as a way to acquire greater expertise, and that the upcoming social protection policy document complement the nutrition policy by providing more detail on how social protection mechanisms could be made nutrition-sensitive.

17. With regard to the use of specially fortified foods to combat micronutrient deficiencies, concern was voiced that WFP might end up endorsing specific products and creating a culture of dependency. Programmes such as P4P to encourage local food production also required good local processing with a view to providing as many fortified foods as possible. Members expressed concern at the absence of a logframe in the policy and at the fact that baselines were not always carried out, but acknowledged that some of the longer-term results might defy accurate measurement and that given the interdisciplinary nature of nutrition work, this issue went well beyond WFP.
18. The Board called for a costed implementation plan. Some members expressed scepticism that the realignment of spending priorities would be sufficient to ensure that nutrition could be infused into the general activities of WFP.
19. In response, the Executive Director reaffirmed the universal acceptance of food as critical for nutrition, along with health, water and sanitation, educational and agricultural aspects. The roles of the various United Nations agencies were becoming better defined. WFP's role was to address the nutritional content of food, especially for vulnerable groups, including for the food provided by WFP. Concerning budget aspects, WFP would work within its Management Plan. She suggested a nutrition seminar to improve understanding on nutrition.
20. The discussion was continued the following day to approve an amended draft decision that reflected the Board's request for information on policy updates and budget implications and a joint framework on the nutrition roles and responsibilities of WFP, UNICEF, FAO and WHO. The Secretariat also responded in greater detail to the Board, confirming the central role of governments in the policy, emphasizing the cost effectiveness of addressing nutrition issues and the importance of nutritious products and research, and informing it of improvements being made to monitoring and evaluation (M&E) systems and to gender sensitivity in programme design and implementation.

WFP Humanitarian Protection Policy (2012/EB.1/4) (*for approval*)

21. The Secretariat summarized the document, drawing attention to the principles on which the policy was based and outlining the areas of responsibility of governments and WFP. The policy was beneficiary-centred and collaborative in nature. WFP recognized that while it had no legal mandate for humanitarian protection, the issues were intrinsic to its food assistance role. The policy, which complemented WFP's gender policy, was grounded in accepted humanitarian principles and relevant international law. WFP's extensive field presence and its numerous partnerships enabled it to implement a protection element in its interventions; the Secretariat recognized the need for consistency as well as adaptation to different contexts. A specialist team would coordinate and support gradual roll-out of the policy to 2016, training for staff, and subsequent implementation and evaluations. The protection policy was covered in the Management Plan; roll-out would be funded in two phases mostly through extra-budgetary resources, while full integration would be funded mostly through country office budgets for other direct operational costs and direct support costs. The Headquarters costs would be covered by a combination of core budget and trust funds.
22. The Board welcomed the document and the underlying principles, but urged WFP to more carefully define issues concerning physical safety, humanitarian protection and human rights, with reference to different contexts. Board members noted with satisfaction that the policy was in line with international law and the objectives set out by the United Nations Secretary-General, and that it focused on issues other than material needs. They recommended that communities be included in planning and implementation

processes, and stressed the need for collaboration with other actors and for training to ensure coherence in applying the policy. Clear indicators and benchmarks would have to be developed with a view to assessing outcomes and reporting to the Board on progress. WFP should be aware of its comparative advantages and limitations. Board members also noted that relevant risk-analysis processes were needed and that WFP would need to clearly spell out the relation between protection issues and other aspects of its operations. Several Board members noted that guidelines and an accountability framework in relation to the policy would be needed; the Secretariat was urged to include specific mention of disabled people in implementation plans and to facilitate beneficiary and staff feedback on policy implementation and its effects. The Board endorsed the proposal for a specialist Headquarters-based coordination team.

23. Board members requested clarification of the implementation costs and proposed sources of funding, with particular reference to Rule XI of the Rules of Procedure of the Executive Board. They also requested further details on WFP's methods of cooperation with the clusters and partner agencies, and asked that regular reports be made to the Board.
24. The Secretariat thanked the Board for its observations, and undertook to provide a detailed account of costs and funding sources as requested. The Board's recommendations as to indicators were noted: WFP planned to develop sets of corporate and context-referenced indicators to maximize its understanding of the implications of the policy. The Secretariat was already in consultation with the clusters and other agencies with a view to coordinating training and implementation plans, and was working to separate the dimensions of humanitarian protection from physical safety issues, as recommended. The importance of involving communities in discussions of protection requirements was recognized. The Secretariat noted that a range of WFP staff had been involved in initial training, which reflected WFP's commitment to integrating protection into its operations.

EVALUATION REPORTS

Decision of the Board Regarding the Strategic Evaluations Submitted to the First Regular Session (2012/EB.1/5)

25. The Director of the Office of Evaluation (OE) introduced three strategic evaluations as part of a series of four examining WFP's transition from food aid to food assistance. Common themes across these evaluations would benefit from a synthesis of findings, recommendations and management responses to be presented at EB.A/2012.
26. The Chief Operating Officer emphasized that the three strategic evaluations – along with the social protection and safety nets evaluation considered at EB.A/2011 – formed a body of work that reflected on the extent to which WFP was successfully shifting to food assistance, in accordance with the Strategic Plan (2008–2013). They also provided valuable input into the mid-term review of the Strategic Plan. Regarding the evaluations' findings on funding shortfalls, the country strategy processes aimed to contribute to attracting funds to longer-term programme-level funding.
27. The Board welcomed the evaluations as important elements for guiding design of the next Strategic Plan. Members noted a need for clearer definitions of WFP's roles and responsibilities within the United Nations system, especially in development contexts. Governments often lacked understanding of WFP's new role as a food assistance agency, and country offices needed guidance to ensure that country-level priorities were in line with WFP's Strategic Objectives. Other common themes included the need to develop staff

capacities and enhance M&E systems and capacity. Board members expressed appreciation of the strategic evaluation process and found the evaluations timely and relevant. WFP was congratulated for its transparent evaluation process.

28. Board members encouraged the Secretariat to provide broader management responses to evaluation recommendations, to take account of them in the mid-term review of the Strategic Plan and to disseminate evaluation findings to all staff. At the Board's request a decision was drafted calling on WFP management to reflect the recommendations of the strategic evaluations in the consultation process and final design of the next Strategic Plan.

Summary Report of the Strategic Evaluation—From Food Aid to Food Assistance: Working in Partnership and Management Response (2012/EB.1/6) (for consideration)

29. The Office of Evaluation introduced the partnership evaluation, which focused on the implications for WFP's partnerships of the shift to food assistance, the effectiveness and efficiency of partnerships, and how internal and external factors affected WFP's ability to develop and maintain effective partnerships.
30. The Secretariat expressed its commitment to maximizing the value of a wide variety of partnerships to support its food assistance activities through: i) enhancements of existing Memoranda of Understanding with United Nations partners; ii) development of a mechanism to guide country offices to ensure shared expectations and partnership practices with NGO partners; and iii) building together of partnership with governments and all partners to promote national ownership of hunger solutions.
31. The Board welcomed the evaluation in light of the strategic importance of partnerships and of the increased complexity of partnerships implied by providing food assistance. The timing of the evaluation at the mid-point of implementation of the Strategic Plan (2008-2013) was seen as appropriate. The Board encouraged WFP to develop a common understanding among staff, governments, United Nations agencies and other partners of its role in food assistance in order to foster ownership and sustainability. Limited resources for capacity development – and short-term, project-based planning – had affected long-term implementation strategies. WFP was also urged to clarify its role in nutrition and build its staff capacity to deliver.
32. The Board expressed support for the recommendation that WFP develop a partnership strategy in order to more strategically and systematically manage its partnerships. Members highlighted the importance of WFP's partnerships with FAO, UNICEF and WHO in particular, and the Board's own potential roles in fostering stronger partnerships through better governance and funding. Members encouraged the Secretariat to widely communicate the findings and recommendations of the evaluation among WFP staff.
33. The Office of Evaluation clarified that the evaluation did not present evidence about the extent to which the Strategic Plan achieved its results because it was not an evaluation of the Strategic Plan itself. The Board was informed of the mechanisms by which OE communicated evaluation findings and recommendations to staff, including the web page, intranet, evaluation briefs, participation in meetings and consultations, and inputs to policy. The Director of OE clarified that the evaluation recommended that the principle of mutual accountability be incorporated to the greatest extent possible, especially at the country level.

Summary Report of the Strategic Evaluation on How WFP's Offices Adapt to Change and Management Response (2012/EB.1/7) (for consideration)

34. This strategic evaluation had assessed how country offices had adapted to changes in WFP's external environment and in its strategic direction, and how forces both external and internal to WFP had affected this. Using a change management conceptual framework, it had examined the interaction of "acceptance", "ability", "authority and leadership". The evaluation found that WFP needed to clarify the link between a revised mandate and its activities; this was not always clear to WFP field staff and partners. Country offices were making significant – but mostly reactive rather than proactive – changes. Corporate support systems needed improvement as part of a more coherent approach to managing the organizational changes necessary to successfully implement the Strategic Plan 2008–2013. More work was necessary to mobilize funding for non-emergency activities.
35. On the basis of discussion during the Evaluation Round Table, management had modified its responses to the recommendations, but reiterated its position that the change efforts were fully legitimate and that it had received the support of the Board with the approval of the WFP Strategic Plan. Additional efforts would be undertaken to increase understanding of the dynamics of change processes among stakeholders and to further address the interpretations of these change initiatives. These would be undertaken through more structured dialogue in the development of country strategies and programmes as well as through the use of a broad range of information channels.
36. The Board expressed strong appreciation for management's exemplary openness in discussing this critical evaluation. Management was urged to embrace the evaluation recommendations, continue its work with the Board along with host governments, emerging economies, Organisation for Economic Co-operation and Development-Development Assistance Committee (OECD-DAC) countries and the private sector to establish the financial base for non-emergency activities and to address the need for a common vision of WFP's mission in the non-emergency context.
37. In response, management suggested that the issue of submitting country strategies to the Board be discussed in the Bureau. A revision of the management response document would be issued to reflect the modified response to Recommendation 1.

Summary Report of the Strategic Evaluation of WFP's Role in Ending Long-Term Hunger and Management Response (2012/EB.1/8) (for consideration)

38. The Office of Evaluation explained that the potential scope of this evaluation was enormous and that WFP could play only a small part in the complex issue of long-term hunger, whose solution required multiple approaches and stakeholders. Hence its focus was on the collection of interventions associated with breaking the inter-generational hunger cycle through efforts to improve nutrition and health, access to education and learning, and food security by targeting three beneficiary groups: infants and pregnant and lactating women; primary school children; and food-insecure households. The evaluation found that these activities were integrated into partner government strategies and solutions for long-term hunger reduction. It was similar to the other strategic evaluations in that it examined the external and internal factors affecting WFP's ability to carry out its role.
39. The Board welcomed the holistic approach to developing a model that could demonstrate WFP's comparative advantage in tackling long-term hunger. Ensuring long-term funding would require a robust M&E system, clearly defined roles and responsibilities of partners – in particular of the Rome-based agencies – and alignment

with government priorities and capacity to share best practices and tools. WFP was urged to facilitate the transition to food assistance in fragile states in particular.

40. Members encouraged the involvement of beneficiaries in developing, implementing and evaluating programmes, and stressed the need to train and guide country offices in the development of country strategies. The Secretariat was urged to involve emerging donors and recipient countries in the activities and strategies of WFP as well as the prioritization and utilization of funding. Changes to the financial framework were a necessary point of departure for moving to food assistance.
41. The Secretariat was encouraged by the analysis and responses of the Board and committed to carry forward its suggested actions beyond those included in the management response matrix. It recognized that more could be done to contribute to better understanding of WFP's comparative advantage; one way to do this was through the country strategy processes, which involved structured dialogue with governments and in-country partners. The Human Resources Division had contributed significantly to developing capacity in various areas required by the Strategic Plan. Programme actions and tools had evolved as a result of WFP efforts to implement activities in accordance with national government priorities. The Secretariat was also committed to further reflect on the evaluation recommendations internally and with Board members.

Summary Evaluation Report of WFP School Feeding Policy and Management Response (2012/EB.1/9) (*for consideration*)

42. The Office of Evaluation (OE) observed that the evaluation looked at the policy rather than school feeding as a modality, and that it emphasized learning because it was carried out within 18 months of approval of the policy.
43. The evaluation found that the policy was responsive to international context and global debates and was aligned with the WFP Strategic Plan and other policies. It was persuasively written, and drew on evidence that showed school feeding could contribute to multiple outcomes. The eight Quality Standards were innovative. However, it did not sufficiently distinguish WFP-specific goals and the need to focus each case on a sub-set of the possible multiple objectives, taking account of possible trade-offs between them; the treatment of social protection was too narrow. More thorough and accurate analysis was needed of cost-effectiveness as a criterion in programme design. Some new strong partnerships had resulted but there had been slower progress than hoped in the radical transformation that the policy demanded. An implementation plan would have made the policy more practicable.
44. The Secretariat was addressing the evaluation recommendations with a view to:
 - i) enhancing the implementation of the school feeding policy through participatory approach with governments, development partners and other United Nations agencies; and
 - ii) refining its tools for alternative models of school feeding, including analyses of supply chains and institutional capacity. A strong commitment was expressed towards applying cost-effectiveness criteria, seeking predictable funding and aligning school feeding operations with government budgets. Regular M&E reporting, and guidance and mapping of school feeding programmes contributed by the Centre of Excellence in Brazil, were to enhance programme design.
45. The Board welcomed the evaluation. Members noted the need to maximize sustainability, especially through attention to cost-effectiveness, capacity development and clearer analysis of the links with agricultural development. Strategies were also needed to leverage partnerships, particularly for improved M&E, and to maximize nutritional and

educational outcomes. Board members looked forward to an update of the policy and urged WFP to develop a practical implementation plan and long-term funding model, particularly in view of the transition to food assistance.

46. Clarification was requested about the proposed M&E focus on home-grown school feeding and on examples of cost-effectiveness. Members welcomed the Secretariat's proposed development of concrete indicators to guide hand-over to governments along with its focus on M&E to ensure cost-effectiveness and sustainability when opting home-grown school feeding models.
47. The Office of Evaluation drew the Board's attention to the full evaluation report, which considered sustainability issues in greater detail. The School Feeding Policy Unit confirmed the evaluation finding of home-grown school feeding pilots that it was a challenge to implement and that ongoing research will improve the design of school feeding interventions and their links to other domain such as P4P. The Secretariat undertook to address the evaluation recommendations with a view to updating the policy by 2013 in line with the new Strategic Plan.

JOINT REGIONAL PRESENTATIONS

48. The Regional Director for **West Africa** reported that the crisis starting in parts of the Sahel was likely to be more complex than in the past as people had not yet recovered from the crisis of 2009/10. Copies of the regional response framework were available. Food had been procured through forward purchasing, but contributions were urgently needed. Food markets were showing signs of stress, with price increases of up to 40 percent on the previous year. WFP, governments and other partners were assessing needs and response options for refugees and internally displaced persons (IDPs). The major risk was insecurity.
49. The Regional Director for **East and Central Africa** described the regional strategy focused on building resilience to crises, enhancing food markets, reducing child and adolescent malnutrition, and enhancing emergency response. The situation in Somalia had improved, but was still precarious, with very restricted access. In South Sudan, internal conflict food insecurity had intensified, with nearly 5 million in need; WFP planned to assist 2.7 million refugees and IDPs but more inflows were expected after the planned repatriation of 8 April. The cutting of oil supplies was likely to increase poverty. WFP's funding shortfall for South Sudan was US\$146 million, but WFP had borrowed internally and was pre-positioning food. Alternatives to humanitarian assistance were not yet in place. Investment in resilience was needed in areas subject to recurring drought, to avoid the need for repeated EMOPs.
50. The Regional Director for **Southern Africa** reported that cyclones had caused flooding and the displacement of populations. Support to national disaster and emergency mitigation activities included pre-positioning of food, and 26,000 people of the 84,000 planned had already been assisted. Rainfall in some parts of the region had been normal to above normal. WFP was building government ownership of responses to HIV/AIDS and malnutrition. Southern Africa was an important procurement region for WFP, and there was high demand for WFP P4P activities. In 2011, more than 50,000 smallholders had sold US\$5 million of food to WFP.
51. In **the Sudan**, conflict in South Kordofan and Blue Nile states had resulted in more displacement into other countries; WFP lacked access to the 1 million affected people in these states, and needs were likely to increase during the hunger season. WFP was working with other international agencies and the Government to increase its access to all parts of

the country. In Darfur, security and access had improved, allowing WFP to expand its voucher programme and shift people into early recovery activities. Almost 1 million people had graduated from WFP assistance across the Sudan.

52. The Board commended WFP's activities in Africa and asked for clarification of a few points.
53. The Regional Directors reported that WFP provided technical assistance to countries that had their own resilience-building and preparedness instruments in place, and helped other countries to build these tools and mechanisms. Regional strategies aimed to support governments' achievement of their own objectives. WFP had participated in preparations for the London conference on Somalia, which would include a humanitarian discussion, although the main issues were political.
54. The Regional Director for **Asia** observed that a number of countries in the region had moved to middle-income status, though significant poverty remained in some areas; high food prices were exacerbating disparities and hindering poverty reduction work. WFP was working with governments to develop safety-net programmes and to increase the focus on nutrition needs, especially with regard to women and children. WFP was helping to develop new ready-to-use foods and integrate them into government nutrition programmes; rice fortification was also supported. Cash-based interventions were well established, accounting for 28 percent of WFP's cash programming. A major aim was to enhance emergency preparedness and response capacities in collaboration with national and local authorities. In a context of increasing national self-reliance, WFP was increasing its involvement in national mechanisms for poverty reduction and nutrition enhancement, increasing its own emergency response capacities and developing its procurement and logistics capabilities. In view of the rapid changes in Asia, the relevance and effectiveness of WFP's operations would need to be regularly reviewed.
55. The Regional Director for the **Middle East, North Africa, Eastern Europe and Central Asia** (ODC) drew attention to the economic slowdown in several countries in the region, coupled with increasing unrest, unemployment and insecurity. High food prices were impeding poverty reduction, especially in Central Asia, as was the reduction in remittances from migrant workers in the euro area. WFP was helping governments to focus on financial sustainability and was helping to build capacities for sustainable long-term hunger solutions; its immediate goals were to enhance emergency preparedness, support national safety-net programmes and address hidden hunger. WFP was reaching 7 million beneficiaries in 24 operations in the region. In Yemen, where 3.6 million people needed food assistance, WFP was among a few humanitarian actors; in the Syrian Arab Republic, 1.4 million people suffering from food insecurity were living in hotspot areas and hence would become more vulnerable. In spite of the unrest in Egypt school feeding continued. ODC was expanding its network of partners to address regional needs and work to eliminate aid dependency.
56. The Regional Director for **Latin America and the Caribbean** noted that many countries in the region were middle-income countries, but that major inequalities contributed to significant poverty and malnutrition in many areas. This was both a challenge and an opportunity for WFP's work in the region. WFP continued to work with governments to reduce child malnutrition, largely through school feeding, capacity development and technical assistance to social safety nets and was also supporting 24,000 small-scale farmers through P4P in Central America. The Government of Haiti had launched a "Down with Hunger" strategy to reduce food insecurity and malnutrition, with technical support from WFP and partners; it was based on the Brazilian "Zero Hunger" approach. The Government of Haiti had requested donors to support WFP's school meals

project. South–South cooperation was considered a suitable mechanism for humanitarian assistance in the region, and WFP was collaborating with the governments of Brazil, Chile and Mexico to support nutrition and school feeding activities in the region.

57. The Board welcomed the regional overviews, and recognized the significance of WFP's work in emergency preparedness and capacity development. In response to a question from a Board member, the Regional Director for ODC noted that in the Syrian Arab Republic WFP worked through the International Red Cross and Red Crescent movement; access was a major challenge.

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—Ethiopia and Management Response (2012/EB.1/10) *(for consideration)*

58. This was the first of four impact evaluations to be conducted jointly with UNHCR with a view to assessing the contribution of food assistance to achieving durable solutions. The evaluation found that the Memorandum of Understanding with UNHCR was clear. On results, most short-term impacts had been achieved and around half of the medium-term outcomes had been reached, including improved nutrition rates. However, programming was dominated by a care-and-maintenance approach and a shift to producing longer-term effects on food security and livelihoods had not taken place. There were very few employment opportunities for the refugees and little funding allocated to livelihood development, and refugees had become dependent on food aid.
59. Management noted that the evaluation recognized the many challenges to securing durable solutions. WFP and UNHCR were working with donor and national partners to influence government policy in support of environmental, income-generation and reforestation interventions along with livelihood programmes. Steps were being taken to improve M&E in the camps, alternative cash-based approaches and the use of alternative staple foods were being explored. Synergies with other programme activities would be enhanced.
60. In welcoming the document, Board members observed that increased collaboration and coordination with the government and other United Nations agencies and partners would be critical for addressing the complex issues involving long-term refugees in Ethiopia and elsewhere. Board members urged WFP and its partners to explore integration options. This would include working with Government to support independent livelihoods for refugees. WFP and partners were also urged to work with the Government to address high malnutrition in some camp populations and to enhance food distribution and tracking modalities. Board members noted that these approaches would require substantial funding.
61. The Board supported the food-assistance approach as a route to more durable solutions, and urged better coordination of non-food and food rations. Members suggested that more could be done by both agencies to address the impact of the security situation in various areas. Board members fully supported the reforestation programmes. Progress updates were requested on women's involvement in committees and the impact on protection issues and food access for women and children.
62. In response, the Country Director for Ethiopia observed that the situation in the country had changed significantly since the evaluation had been completed; many issues would be

addressed in the new protracted relief and recovery operation (PRRO). He had discussed with UNHCR the possibility of introducing cash-based options. The Regional Director called attention to the broader political issues underlying the responses WFP and UNHCR were able to take, and the burden host countries with limited resources were bearing. He commended the work of the Government of Ethiopia and others to find durable solutions for the refugees.

Protracted Relief and Recovery Operations – Ethiopia 200365 (2012/EB.1/11) *(for approval)*

63. The Country Director introduced this PRRO, explaining that its design was based on consultations with all stakeholders in the country and on recommendations from the impact evaluation of the previous PRRO. Beneficiary numbers were derived from projected new arrivals and population growth, but were likely to increase. The country office was to assign international field security officers to camps and provide staff security training.
64. The Board welcomed the PRRO and applauded Ethiopia's hosting of refugees from other countries in the face of its own challenges. Members emphasized the need to coordinate the assistance provided by different agencies and requested regular updates on security issues. They approved of the PRRO's gender element and suggested that women outreach workers be paid for disseminating child nutrition and care information. WFP should discuss with others how to develop other income-generating opportunities for refugees.
65. Replying to the Board's concerns, the Country Director explained that high malnutrition rates among new arrivals resulted from problems in their areas of origin; WFP was working with partners to address all the factors involved in malnutrition. The food basket was constantly monitored to ensure that it matched needs and local tastes as closely as possible. Refugees were expected to continue arriving until the situation in Somalia had been resolved. Security was being managed by the United Nations Department of Safety and Security, other agencies and the Government.
66. Ethiopia was the destination of the annual joint field visit of the executive boards to take place in March.

Protracted Relief and Recovery Operations – Kenya 200294 (2012/EB.1/12) *(for approval)*

67. The Country Director reminded the Board that in late 2011 Kenya had hosted an IGAD summit on the regional drought crisis in the Horn of Africa; a follow-up meeting to review progress was to be held in March 2012 that was to reflect government leadership and commitment to finding lasting solutions for sustainable food and nutrition security. The Government had developed a comprehensive strategy for responding to drought and had created a National Drought Management Authority tasked to establish, institutionalize and coordinate structures for drought management in the country. The imminent devolution of government responsibilities to the county level would require WFP to realign its assistance at this level. The Government was committed to the single food pipeline approach through WFP and was making available 1,500 mt of rice to WFP for which twinning funds for associated costs were required. A joint initiative was on disaster risk reduction and resilience-building in arid and semi-arid areas was being planned by the Rome-based agencies together with the Government.
68. The Board supported PRRO 200294 and further commended Kenya for hosting refugees in spite of challenges it faced. Members appreciated the PRRO's increased attention to

capacity development for disaster preparedness and drought mitigation, and WFP's integrated approach to asset creation; WFP should continue general food distributions where asset creation was not appropriate. The cash component needed to focus more on nutrition, but members noted that it had already saved about US\$1 million compared with food distribution and recommended its expansion, particularly in rural areas. The Board encouraged the Secretariat to embed M&E indicators into the PRRO design; pursue dialogue with stakeholders to increase development activities among communities; and expand the range of donors to foster broader ownership of programmes.

69. The Country Director agreed that M&E was essential; the country office was investing in a robust M&E system and training. Cash transfers were being scaled up based on experience from piloting. Budgets were designed with care, but budget revisions were often necessary to adapt to frequently changing circumstances.

ASIA REGIONAL PORTFOLIO

Protracted Relief and Recovery Operations – Philippines 200296 (2012/EB.1/13) *(for approval)*

70. The Country Director presented the PRRO for the Philippines – one of the world's most disaster-prone countries. He showed a video of WFP activities in conflict-affected Mindanao, where communal gardens and other income-generating activities were empowering women and stabilizing communities. The Government was committed to ending the conflict, and the PRRO supported these efforts.
71. The Board welcomed the PRRO's alignment with government and United Nations plans, and its contribution to peacebuilding. Although hand-over would not be possible in the short term due to the complex conflict situation in Mindanao, exacerbated by recurrent natural disasters, Board members encouraged the country office to continue its capacity development efforts. WFP could enhance its technical support to the Government, and its support to disaster preparedness and response. It should also support efforts to increase rice production, and seek donor funding for this. Members commended the country office's briefings for donors present in the Philippines, and reported favourably on the Board's visit to the country.
72. Responding to these and other points raised by the Board, the Country Director explained that WFP would be developing partnerships to allow the gradual hand-over of individual activities, and would focus on increasing its technical support to the Government. Cash transfers would be expanded gradually in Mindanao provided existing security and governance issues were being addressed. The food-for-work ration per family was 50 kg of rice a month – enough to feed six people, and approximately 75 percent of the local minimum wage.

ORGANIZATIONAL AND PROCEDURAL MATTERS

Biennial Programme of Work of the Executive Board (2012–2013) (2012/EB.1/17) *(for information)*

73. The Board considered a proposal from a member reiterating that WFP should make provision in the Programme of Work of the Board for an evaluation of WFP's use of Central Emergency Response Fund (CERF) disbursements. WFP was one of the main recipients of pooled funds, and the evaluation should focus on how the funding was

allocated and the benefits derived from it, particularly in relation to common services provided by WFP such as the United Nations Humanitarian Air Service (UNHAS).

74. The President of the Board stated that, further to the original request made by the Board at EB.2/2011, the Bureau had reviewed this issue with OE, which had outlined three options: i) a full independent evaluation; ii) in less time, an in-house desk analysis of fund transmission time to NGO partners; iii) a performance audit focusing on efficiency and effectiveness, conducted by WFP's Office of Internal Audit. It had been agreed by the Bureau that OE would prepare a note summarizing the timing, scope and depth implied by each option to facilitate List discussions. This subject would be part of the Annual Consultation on Evaluation to be held with the Board in May 2012.
75. The Board agreed to include the update to the school feeding policy and the CERF evaluation in its Biennial Programme of Work.

ADMINISTRATIVE AND MANAGERIAL MATTERS

Reports by the Joint Inspection Unit Relevant to the Work of WFP (2012/EB.1/18) (*for consideration*)

76. The Secretariat reported that it had instituted an internal database for tracking progress in implementing the Joint Inspection Unit's (JIU's) recommendations and contributed to a JIU online tracking system for all entities that participate in JIU. A working group of Bureau members ensured implementation and follow-up of recommendations addressed to the Board.
77. The Board appreciated the new tracking system and noted the progress made, with 156 out of 200 outstanding recommendations fully implemented. The JIU recommendations were of great value to WFP.
78. Responding to questions from Board members, the Secretariat reported that WFP's priority areas for the use of trust funds were detailed in the Management Plan; WFP applied full-cost recovery to trust fund contributions. For services WFP provided to other agencies, such as the UNHAS, WFP sought to share the costs among users. However, such services also depended on the availability of other funding, and there was currently a shortfall for UNHAS in Iraq. The United Nations System Chief Executives Board for Coordination (CEB) was preparing a response to the JIU report on South-South cooperation within the United Nations. The results of these discussions would be shared with a working group from the Bureau, which would then present draft responses to the JIU's recommendations for the Board's approval. The Secretariat undertook to respond to Board members' additional questions bilaterally.

OTHER BUSINESS

Oral Report on the Joint Meeting of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN Women and WFP

79. The Board heard that the joint meeting of the Executive Boards of the United Nations Development Programme (UNDP)/United Nations Population Fund (UNFPA)/United Nations Office for Project Services (UNOPS), UNICEF, UN Women and WFP in New York on 30 and 31 January 2012 had considered issues related to: i) the role of the United Nations in middle-income countries; ii) progress on the Istanbul Programme

of Action for least-developed countries, especially capacity development, resilience to disaster and economic opportunities for young people; iii) progress of the Delivering as One initiative; and iv) transitional contexts, with a focus on building state capacity and United Nations leadership. The documentation for all the meetings was available online.

80. There had also been useful meetings of the Executive Board Bureaux on how to increase coherence between the work of ECOSOC and the Executive Boards; and of the Secretariats, on how to enhance the usefulness of the joint board meetings.
81. WFP was to organize the 2013 meetings and had already begun to consider how to make them as effective as possible.

Appointment of Two Executive Board Members to the Selection Panel for Audit Committee Members (2012/EB.1/19) (*for approval*)

82. The Board appointed the representatives of France and Morocco to the selection panel for Audit Committee (AC) members. The other members of the selection panel were a sitting member of the AC and two members of the Secretariat selected by the Executive Director.

ANNEX I

DECISIONS AND RECOMMENDATIONS**Adoption of the Agenda**

The Board adopted the agenda.

13 February 2012

Election of the Bureau and Appointment of the Rapporteur

In accordance with the Rules of Procedure of the Board, the Board elected Mr Shobhana K. Pattanayak (India, List B) as President for a one-year term. Mr Esteban Pagaran (Philippines, List B) was elected as Alternate.

The Board elected Mr Jirí Muchka (Czech Republic, List E) as Vice-President. Mr Arsen Vartanyan (Russian Federation, List E) was elected as Alternate.

The Board elected as members of the Bureau, representing the other three WFP electoral lists, for a one-year term: H.E. Josephine W. Gaita (Kenya, List A); H.E. Antonino Marques Porto e Santos (Brazil, List C); and H.E. Jostein Leiro (Norway, List D). Elected as Alternates were: H.E. Evelyn Anita Stokes-Hayford (Ghana, List A); H.E. Miguel Ruiz-Cabañas Izquierdo (Mexico, List C); and Ms Kristina Gill (Australia, List D).

In accordance with Rule XII of its Rules of Procedure, the Board appointed H.E. Hassan Abouyoub (Morocco, List A) Rapporteur of the First Regular Session of 2012.

13 February 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.1/1

Opening Remarks of the Executive Director

The Board took note of the presentation by the Executive Director. Members expressed their deep appreciation to Ms Sheeran for her leadership and commended her commitment and achievements in fighting hunger. The main points of the presentation and the Board's comments would be contained in the summary of the work of the session.

13 February 2012

ANNUAL REPORTS

2012/EB.1/2 **Annual Report for 2011 to ECOSOC and FAO Council**

The Board approved the “Annual Report for 2011 to ECOSOC and FAO Council” (WFP/EB.1/2012/4/Rev.1). In accordance with decision 2004/EB.A/11, the Board requested that the Annual Report be forwarded to the Economic and Social Council of the United Nations (ECOSOC) and the Food and Agriculture Organization of the United Nations (FAO) Council along with the Board’s decisions and recommendations.

13 February 2012

POLICY ISSUES

2012/EB.1/3 **WFP Nutrition Policy**

The Board approved “WFP Nutrition Policy” (WFP/EB.1/2012/5-A) and requested the Secretariat to submit at the Annual Session in June 2012: i) a proposed timeline for updating the policy taking into account programmatic lessons learned from the strategic evaluations and comments raised by the Board, including developments in the Standing Committee on Nutrition and the Scaling Up Nutrition movement; ii) an estimate of the budget implications and information on potential resourcing options; and iii) a timeline to develop and present to the Board a joint framework that elaborated the main roles and responsibilities of WFP in relation to the other three key United Nations agencies (UNICEF, FAO and WHO) on nutrition policies and programming in support of national governments. The Board further requested that an evaluation of the policy be presented to it no later than February 2015.

14 February 2012

2012/EB.1/4 **WFP Humanitarian Protection Policy**

The Board approved “WFP Humanitarian Protection Policy” (WFP/EB.1/2012/5-B/Rev.1), taking into account comments made by the Board.

14 February 2012

EVALUATION REPORTS

2012/EB.1/5 **Decision of the Board regarding the strategic evaluations submitted to the First Regular Session**

WFP Management would reflect the recommendations of the three strategic evaluations submitted to this session in the consultation process leading to the new Strategic Plan and in the final design of the Strategic Plan.

14 February 2012

2012/EB.1/6 Summary Report of the Strategic Evaluation—From Food Aid to Food Assistance: Working in Partnership and Management Response

The Board took note of “Summary Report of the Strategic Evaluation – From Food Aid to Food Assistance: Working in Partnership” (WFP/EB.1/2012/6-A) and the management response in WFP/EB.1/2012/6-A/Add.1 and encouraged further action on the recommendations, taking into account considerations raised by the Board during its discussion.

14 February 2012

2012/EB.1/7 Summary Report of the Strategic Evaluation on How WFP’s Offices Adapt to Change and Management Response

The Board took note of “Summary Report of the Strategic Evaluation on How WFP’s Country Offices Adapt to Change” (WFP/EB.1/2012/6-B) and the management response in WFP/EB.1/2012/6-B/Add.1/Rev.1 and encouraged further action on the recommendations, taking into account considerations raised by the Board during its discussion.

14 February 2012

2012/EB.1/8 Summary Report of the Strategic Evaluation of WFP’s Role in Ending Long-Term Hunger and Management Response

The Board took note of “Summary Report of the Strategic Evaluation of WFP’s Role in Ending Long-Term Hunger” (WFP/EB.1/2012/6-C) and the management response in WFP/EB.1/2012/6-C/Add.1 and encouraged further action on the recommendations, taking into account considerations raised by the Board during its discussion.

14 February 2012

2012/EB.1/9 Summary Evaluation Report of WFP School Feeding Policy and Management Response

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

14 February 2012

EAST AND CENTRAL AFRICA REGIONAL PORTFOLIO**2012/EB.1/10 Summary Report of the Joint UNHCR/WFP Impact Evaluation on the Contribution of Food Assistance to Durable Solutions in Protracted Refugee Situations—Ethiopia 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—Ethiopia” (WFP/EB.1/2012/6-E) and the management response in WFP/EB.1/2012/6-E/Add.1 and encouraged further action on the recommendations, taking into account considerations raised by the Board during its discussion.

14 February 2012

2012/EB.1/11 Protracted Relief and Recovery Operations—Ethiopia 200365

The Board approved the proposed protracted relief and recovery operation Ethiopia 200365 “Food Assistance for Somali, Eritrean and Sudanese Refugees” (WFP/EB.1/2012/8/3).

14 February 2012

2012/EB.1/12 Protracted Relief and Recovery Operations—Kenya 200294

The Board approved the proposed protracted relief and recovery operation Kenya 200294 “Protecting and Rebuilding Livelihoods in the Arid and Semi-Arid Areas” (WFP/EB.1/2012/8/2).

14 February 2012

ASIA REGIONAL PORTFOLIO**2012/EB.1/13 Protracted Relief and Recovery Operations—Philippines 200296**

The Board approved the proposed protracted relief and recovery operation Philippines 200296 “Support for Returnees and other Conflict-Affected Households in Central Mindanao, and National Capacity Development in Disaster Preparedness and Response” (WFP/EB.1/2012/8/1).

14 February 2012

SOUTHERN AFRICA REGIONAL PORTFOLIO**2012/EB.1/14 Country Programmes—Malawi 200287 (2012–2016)**

The Board approved on a no-objection basis country programme Malawi 200287 (2012–2016) (WFP/EB.1/2012/7/1), for which the food requirement is 122,948 mt at a cost of US\$58.6 million, for a total cost to WFP of US\$109.9 million.

14 February 2012

2012/EB.1/15 Country Programmes—Mozambique 200286 (2012–2015)

The Board approved on a no-objection basis country programme Mozambique 200286 (2012–2015) (WFP/EB.1/2012/7/2), for which the food requirement is 78,241 mt at a cost of US\$41.6 million and the cash and voucher requirement is US\$6.7 million, for a total cost to WFP of US\$105.4 million.

14 February 2012

WEST AFRICA REGIONAL PORTFOLIO**2012/EB.1/16 Country Programmes—Central African Republic 200331 (2012–2016)**

The Board approved on a no-objection basis country programme Central African Republic 200331 (2012–2016) (WFP/EB.1/2012/7/3), for which the food requirement is 13,254 mt at a total cost to WFP of US\$23.4 million.

14 February 2012

ORGANIZATIONAL AND PROCEDURAL MATTERS**2012/EB.1/17 Biennial Programme of Work of the Executive Board (2012–2013)**

The Board took note of the “Biennial Programme of Work of the Executive Board (2012–2013)” (WFP/EB.1/2012/11/Rev.1) as proposed by the Bureau and the Secretariat, specifically adding an item on Central Emergency Response Fund evaluation and an Update on the school feeding policy.

15 February 2012

ADMINISTRATIVE AND MANAGERIAL MATTERS**2012/EB.1/18 Reports by the Joint Inspection Unit Relevant to the Work of WFP**

The Board took note of the information and recommendations in “Reports by the Joint Inspection Unit Relevant to the Work of WFP” (WFP/EB.1/2012/12).

14 February 2012

OTHER BUSINESS**2012/EB.1/19 Appointment of Two Executive Board Members to the Selection Panel for Audit Committee Members**

The Board approved the following appointments to the selection panel for Audit Committee members in relation to the selection or renewal, as appropriate, of three Audit Committee members in 2012:

- Her Excellency Bérengère Quincy (France), as representative of the Executive Board
- His Excellency Hassan Abouyoub (Morocco), as representative of the Executive Board

and requested the selection panel to report its recommendations to the Executive Director and the President of the Board.

15 February 2012

SUMMARY OF THE WORK OF THE EXECUTIVE BOARD**2012/EB.1/20 Summary of the Work of the Second Regular Session of the Executive Board, 2011**

The Board approved the document “Draft Summary of the Work of the Second Regular Session of the Executive Board, 2011”, the final version of which would be embodied in the document WFP/EB.2/2011/15.

15 February 2012

ANNEX II

AGENDA

1. *Adoption of the Agenda (for approval)*
2. *Election of the Bureau and Appointment of the Rapporteur*
3. *Current and Future Strategic Issues*
4. *Annual Reports*
 - Annual Report for 2011 to ECOSOC and FAO Council (*for approval*)
5. *Policy Issues*
 - a) WFP Nutrition Policy (*for approval*)
 - b) WFP Humanitarian Protection Policy (*for approval*)
6. *Evaluation Reports (for consideration)*
 - a) Summary Report of the Strategic Evaluation – From Food Aid to Food Assistance: Working in Partnerships and Management Response
 - b) Summary Report of the Strategic Evaluation on how WFP's Country Offices adapt to Change and Management Response
 - c) Summary Report of the Strategic Evaluation of WFP's Role in Ending Long-Term Hunger and Management Response
 - d) Summary Evaluation Report of WFP School Feeding Policy 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—Ethiopia and Management Response

Operational matters

7. *Country Programmes (for approval on a no-objection basis)*
 - Malawi 200287 (2012–2016)
 - Mozambique 200286 (2012–2015)
 - Central African Republic 200331 (2012–2016)
8. *Projects for Executive Board approval (for approval)*

Protracted relief and recovery operations

 - Ethiopia 200365
 - Kenya 200294
 - Philippines 200296
9. *Projects for approval by Correspondence*

Budget Increases to Protracted Relief and Recovery Operations

 - Niger 200051

10. ***Reports of the Executive Director on Operational Matters (for information)***
 - a) Development Projects Approved by the Executive Director (1 January–31 December 2011)
 - Guinea-Bissau 200274
 - Cape Verde 200283
 - Republic of the Congo 200211
 - b) Budget Increases to Development Activities Approved by the Executive Director (1 January–31 December 2011)
 - c) Protracted Relief and Recovery Operations Approved by the Executive Director (1 July–31 December 2011)
 - Djibouti 200293
 - Ecuador 200275
 - Kyrgyzstan 200036
 - d) Budget Increases to PRROs Approved by the Executive Director (1 July–31 December 2011)
 - e) Emergency Operations Approved by the Executive Director or by the Executive Director and the Director-General of FAO (1 July–31 December 2011)
11. ***Organizational and Procedural Matters***
 - Biennial Programme of Work of the Executive Board (2012–2013) (*for information*)
12. ***Administrative and Managerial Matters***
 - Reports by the Joint Inspection Unit Relevant to the Work of WFP (*for consideration*)
13. ***Summary of the Work of the Second Regular Session of the Executive Board, 2011 (for approval)***
14. ***Other Business***
 - Oral Report on the Joint Meeting of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN Women and WFP (*for information*)
 - Appointment of Two Executive Board members to the Selection Panel for Audit Committee Members
15. ***Verification of Adopted Decisions and Recommendations***

ACRONYMS USED IN THE DOCUMENT

CERF	Central Emergency Response Fund
ECOSOC	Economic and Social Council of the United Nations
FAO	Food and Agriculture Organization of the United Nations
IASC	Inter-Agency Standing Committee
IDPs	internally displaced persons
IPSAS	International Public Sector Accounting Standards
JIU	Joint Inspection Unit
M&E	monitoring and evaluation
NGO	non-governmental organization
OE	Office of Evaluation
OECD-DAC	Organisation for Economic Co-operation and Development – Development Assistance Committee
P4P	Purchase for Progress
PRRO	protracted relief and recovery operation
REACH	denomination of a partnership for ending child hunger
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNHAS	United Nations Humanitarian Air Service
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children’s Fund
UNOPS	United Nations Office for Project Services
WHO	World Health Organization
WINGS II	WFP Information Network and Global Systems II