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SUMMARY OF THE WORK OF THE SECOND REGULAR SESSION OF THE EXECUTIVE BOARD, 2010

In accordance with the methods of work of the Executive Board, the present document reflects the main points of its deliberations to be taken into account by the Secretariat in the implementation of the Board's decisions and recommendations. In accordance with a request by the Board at EB.A/2010, the decisions and recommendations from the session are contained as Annex I of this document.

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CURRENT AND FUTURE STRATEGIC ISSUES

Opening Remarks by the Executive Director (2010/EB.2/1)

1. The Executive Director opened her remarks recalling that the recent meeting of the reformed Committee on World Food Security showed how the world could come together with renewed vigour and determination in the face of challenges posed by natural disasters and rising food prices, and thanked Board members for their leadership, partnership and support. She informed the Board that WFP was reforming and upgrading its operations, programmes and financial structures to not only maximize returns on investment but also support its transformation to a food-assistance organization. She noted that the changes were timely given that there was increasing demand for new food assistance tools such as support for local markets, improved access by vulnerable people to food through such innovative assistance tools as vouchers and the Purchase for Progress (P4P) initiatives, and enhanced emergency-response mechanisms. Ongoing hunger and malnutrition and large disasters such as the Haiti earthquake, the Sahel drought and Pakistan floods, had resulted in an extensive programme of work. As always, the level of implementation would depend on resourcing.
2. The Executive Director apprised the Board of WFP's improved response time and augmented capacity as a result of the advance financing system and agreements with 18 stand-by partners to provide support when needed. She highlighted the positive outcomes from the United Nations cluster approach and WFP's role in reducing response time for the humanitarian community at large through the use of the United Nations Humanitarian Response Depots. The Executive Director recognized that partnerships with national governments, the private sector and other humanitarian organizations were fundamental to WFP's work; the private sector had become WFP's fifth-largest donor, with contributions that included expertise as well as funding.
3. The United Nations was overhauling its security system in line with an approach of "how to stay" in the most challenging areas; this would allow for a much more nuanced judgment of security levels in different situations. WFP, as a field-based organization on the front lines of emergencies, faced a greater range of risks than other agencies. The aim was to maintain the capability to reach the people most in need.
4. The Executive Director observed that 2011 would be the "year of programming", saying that WFP was developing more sophisticated tools to respond to urgent needs and support local markets. A major focus was getting nutritious food to children under 2: in line with WFP's new nutrition improvement approach, by the end of 2010, WFP would be reaching 50 times more under-2's with special nutrition products than it did in 2008. A new inter-departmental task force had been created at WFP to facilitate the development of new locally-produced food products for children that could potentially forestall the need for therapeutic interventions to treat malnutrition. The Executive Director emphasized that various United Nations agencies contributed their unique strengths and competencies to support countries to end malnutrition, and that coordination between agencies was excellent and crucial.
5. WFP was enhancing its toolbox with innovative programmes: P4P was established as a way of helping vulnerable people to move from dependence to self-sufficiency; WFP purchases supported small farmers and stimulated local markets; cash and voucher and cash-for-work programmes, many using SMS vouchers, were deployed in 25 countries. She stressed the importance of striking the right balance between food assistance and cash approaches so that food prices were not affected. The Cash for Change programme was being introduced to create common protocols for WFP and non-governmental organization

(NGO) partners concerning when to best deploy cash and voucher programmes and how to monitor them. Hand-over of school feeding programmes had occurred in 34 countries in line with WFP's policy of working in harmony with national food-security policies; a South-South Centre of Excellence in Brazil would help exchange knowledge with other countries in the southern hemisphere.

6. With regard to financial and management reforms, the Executive Director noted that the tonnage-based costing system was being adapted to accommodate new types of programmes to meet hunger needs. Advance financing facility ceilings were to be raised to expand WFP's ability to purchase food at advantageous prices and shorten delivery times, resulting in lives saved. WFP was enhancing its programme categories and disciplines, with increased oversight at higher management levels; the Strategic Resource Allocation Committee (SRAC) had enabled accurate analysis and prioritization of resource needs, with related improvements in efficiency. The Hunger Solutions Task Force was developing a system to enable countries to move from food aid to food assistance programmes. Enhanced anti-fraud and anti-corruption policies consistent with the policies of other funds and programmes had been prepared. A new communications system had been developed to give field staff and NGOs immediate contact with each other and with Headquarters; it would also help to improve monitoring of food deliveries for the critical last mile.
7. The Executive Director warmly thanked all supporting partner nations for their generous contributions in a time of financial stringency: US\$3.3 billion had been received from 74 funding sources. The Executive Director also appealed for further time to study new proposals from the United Nations system concerning conditions of service, to ensure that WFP staff and family members in difficult duty stations were well supported. She concluded by noting that WFP now had the tools, structures and experience to defeat hunger; child stunting could be eliminated in a lifetime. WFP sought to help nations to build their own capacities and systems for sustainable hunger solutions in the future.
8. The Board welcomed the presentation and expressed support for the aircrew abducted in the Sudan; it also noted its appreciation of the work of WFP staff in difficult situations in 2010. A number of members expressed appreciation for the Executive Director's visit to their respective countries. Board members also expressed their approval of WFP's focus on children under 2 and urged it to develop suitable food products for this purpose. Board members recommended that WFP continue to align its work with the policies of recipient governments: capacity-development should be further implemented to enable recipient countries to take over WFP operations such as school feeding.
9. Board members stressed the need for flexible funding and operational arrangements; they approved the developments in WFP's advance financing mechanisms and operational modalities such as voucher programmes and the move away from tonnage-based financing. Members commended the review of WFP's financial and administrative structures to align them with its role as a food assistance organization: sound and transparent management and accountancy practices were fundamental in enabling WFP to respond to hunger and nutrition needs and to break the vicious cycle of poverty and vulnerability with a view to helping countries manage their own development. WFP should seek to promote sustainability by increasing its local purchases and increasing access to food markets through cash-based programmes.
10. Board members urged WFP to continue to develop cooperation and partnerships, particularly in the cluster system, among the Rome-based organizations and with governments and the private sector, to make best use of its comparative advantages to address the needs of the 1 billion hungry people in the world. Board members also urged WFP to make itself more visible to the international public, which was often unaware of its work; it would need to maximize the transparency and efficiency of its business practices

in order to attract funding, and would need to be realistic in its expectation of contributions. Board members were encouraged by the achievements of SRAC in enhancing efficiency and effectiveness. Board members recommended that WFP's new approaches and tools be evaluated to assess their effectiveness: a strategy for this should be developed, along with more robust mechanisms to identify risks.

11. The Board encouraged WFP to prioritize needs and responses in view of the significant funding gap, and pledged to support the Executive Director in related decision-making. Members noted the need to maximize return on every dollar, and appreciated the "year of programming" concept to address issues of risk management and the use of resources; clear criteria were needed for prioritization and the allocation of limited resources. Board members approved the work on maximizing staff safety and security: several members emphasized the need for common United Nations funding for security to avoid a situation in which resources intended for assistance had to be allocated to safety concerns. The dedication and courage of WFP and partner staff was applauded. Board members also recommended that WFP continue its work on developing innovative approaches such as P4P and electronic voucher systems, to ensure that protection issues of beneficiaries were taken into account.
12. The Executive Director thanked the Board for its constructive comments and appreciation for the work of WFP staff. Difficult decisions had to be made with regard to prioritization and resource allocation; an upcoming seminar would provide a baseline for the discussions, bearing in mind that WFP was voluntarily funded. Work was ongoing with the G20 and G8 on keeping food security at the top of the international agendas. Purchase for Progress was found to be making contributions in the transition from crisis to recovery, and to the protection of women. Research on nutritional interventions was especially important given the new products available. Concerning efficiency, the aim remained to stabilize financing in order to maximize the effectiveness of donor investments in WFP, which would ultimately save lives. The Executive Director looked forward to continued dialogue with the Board.

POLICY ISSUES

WFP HIV and AIDS Policy (2010/EB.2/2)

13. The Secretariat introduced WFP's HIV and AIDS policy, which would replace the previous policy approved by the Board in 2003. In 2010, there was a greater recognition of the importance of food and nutritional support for effective treatment and the need for earlier initiation of anti-retroviral (ART) therapy accompanied by proper nutrition intake. The new policy's objectives were to: i) assist infected people by providing nutrition and food support to those receiving ART using "food by prescription"; and ii) mitigate the effects of HIV and AIDS on non-infected individuals and households and contribute to prevention through social safety nets. Food and nutrition support could ensure adherence to treatment, prevent opportunistic infections and mitigate treatment side effects.
14. The revised HIV and AIDS policy was also informed by a 2008 external evaluation of WFP's previous policy and by WFP's cooperation with the United Nations Joint Programme on HIV/AIDS (UNAIDS), civil society and academia. With its experience in the area of nutrition WFP had an important role in delivering an integrated response to the HIV epidemic in partnership with the Global Fund, UNAIDS national health services and other actors. The targeted delivery of nutritious foods would be crucial for beneficiaries on ART treatment and their families, with local products playing an important role in these interventions.

15. Ambassador of France for the Fight Against AIDS and Communicable Diseases, Mr Patrice Debré, called attention to the importance of including nutrition in strategies to fight pandemics; of using safety nets for vulnerable groups rather than targeting individuals only; of operational research to improve interventions; of mother-and-child health and nutrition; of working with other multilateral organizations and with bilateral partners; and of carefully choosing the nutritional products to be used in programmes. Mr P. de Lay, Deputy Executive Director of UNAIDS reiterated WFP's important contribution to the fight against AIDS, especially given the critical part food played in the comprehensive anti-retroviral therapy package and in prevention of mother-to-child transmission; he strongly endorsed the policy presented by the Secretariat.
16. The Board commended the Secretariat for this new policy, noting that it had been founded on recommendations arising from an external evaluation of the previous policy. Board members supported WFP's efforts to integrate ART with nutritional support and build national capacity for sustainable response, adding that a concrete plan of action was needed for implementing the new policy. Several issues required further clarification, including those raised in a previous evaluation of HIV and AIDS interventions. The Board sought data on the costs of interventions outlined in the policy and the division of labour in joint United Nations programmes; a budget breakdown would be necessary. The targeting and distribution methodologies required elaboration in order to ensure that beneficiaries were not excluded. More information was also sought on how food assistance would be synchronized with ART and livelihood support. Other issues to be clarified included WFP's collaboration with partners to ensure an appropriate division of labour and expertise, harmonization with the wider social-protection agenda and UNAIDS framework, and integration of gender considerations.
17. Board members acknowledged WFP's crucial role in the United Nations-wide endeavor to battle HIV and AIDS and its comparative advantage in delivering nutrition interventions, and sought more specific information about how this policy would be resourced and implemented in cooperation with its partners. This policy should reflect the new UNAIDS five-year strategic plan (2011–2015) and WFP's mandate to deliver food assistance and nutritional support to the most needy.
18. It was agreed that the Secretariat would provide written responses to the Board's queries and concerns during the course of the Board session (see WFP/EB.2/2010/4-A/Add.1), prior to approval of the HIV and AIDS policy.

Policy for Disclosure of Internal Audit Reports to Member States (2010/EB.2/3)

19. The Secretariat presented WFP's new policy for disclosure of internal audit reports to Member States, which had been developed in line with similar policies adopted by other United Nations funds and programmes. The document had been reviewed by WFP's Audit Committee, the FAO Finance Committee and the ACABQ, and could be implemented with available resources. It stated that Member States had the opportunity to access information contained in internal audit reports and that reports containing sensitive information could be redacted or withheld, ensuring transparency and accountability while maintaining confidentiality where appropriate.
20. Board members expressed their appreciation for WFP's efforts to protect the rights of Member States, noting the importance of informing them of sensitive audit findings involving programmes in their countries prior to their disclosure. Concerns were raised about the procedures involved in accessing this information, which seemed cumbersome and overly restrictive to some. The circumstances under which certain information could be restricted also needed to be clarified. The Secretariat was urged to follow the guidance

of the FAO Finance Committee and to align this policy with that of the Office of Internal Oversight Services of the United Nations. Board members asked to be informed about internal audit reports on an annual basis.

21. The Secretariat agreed to inform Board members about audit reports in each Annual Session of the Board and during the year via its Web page. As audit reports constituted an important management tool of the Executive Director and raised issues of due process, staff rights and potential liability, they needed to be robust while protecting confidentiality; access would be restricted only in extraordinary circumstances.
22. The Board approved the policy after concerns about its restrictiveness had been addressed through revisions. The revised policy was simpler than the original proposal, and differed from the policy adopted by the funds and programmes in the following respects: “Permanent Representative” replaced “Member State”, to create a single channel for request and accountability; the request for a report did not need to specify the reason and purpose for such request; and the provision for read-only in the office of the Inspector General had been removed. The revised proposal was different from the provisions contained in the General Assembly resolution for the Office of Internal Oversight Services of the United Nations in the following aspects: it was applicable only to the internal audit reports, which was consistent both with the United Nations System Chief Executives Board for Coordination (CEB) decision and policy in other funds and programmes; it included a confidentiality clause; and it provided for redaction rather than modification, as recommended by the FAO Finance Committee.
23. It was furthermore agreed that at the 2011 Annual Session the Secretariat would submit for approval a comprehensive oversight policy, in line with United Nations best practices, which would include provisions and procedures for sharing all internal reports.

WFP Anti-Fraud and Anti-Corruption Policy (2010/EB.2/4)

24. The Secretariat drew attention to United Nations work to combat malpractice as the context in which WFP was developing its anti-corruption policy. The draft had been reviewed by the Audit Committee, but two of its recommendations had not been included: these referred to procedures for dealing with allegations made against an Executive Director, which would have to involve the Secretary-General and the Director-General of FAO, and the extension of the policy to other oversight bodies, such as the Board, the Audit Committee, the External Auditor and external members of the Investment Committee.
25. Board members emphasized the need to be seen to be combating fraud as well as to have effective internal policies in place: a communication strategy should be developed to satisfy this requirement. The importance of protecting whistleblowers was stressed by several members, who also urged that the policy include an obligation for staff to disclose conflicts of interest and that an inter-agency list of those responsible for corrupt practices also be developed. The content of the policy should be clearly communicated to partners and other collaborating bodies. Board members requested a statement of the budget implications of the policy and an annual report on its implementation.
26. Board members emphasized the “zero-tolerance” approach to malpractice, but noted that the emphasis should be on prevention as well as punishment. Board members recommended that regular training be mandatory for all staff to ensure that rights and responsibilities were understood and asked for information as to the application of Committee of Sponsoring Organizations of the Treadway Commission (COSO) principles and a schedule for increasing managerial control and accountability in the context of the policy. Board members suggested that oversight reports be made available to countries

whose funds were involved in cases of malpractice. The need to ensure that the policy was strictly and universally applied was stressed by several members.

27. The Secretariat welcomed the Board's comments, noting that WFP had had a policy to protect whistleblowers since 2006 and that the code of conduct for international civil servants included provisions mandating staff to report corrupt practices. A financial disclosure policy applicable to certain staff members had been in place since 2008. A communications strategy would be developed in the near future, and training was considered a crucial element of the policy: training on anti-fraud and anti-corruption issues would be included in other WFP training activities. Information on budget implications would be provided; training was the major cost element.
28. The Executive Director assured the Board that zero tolerance was already standard: WFP staff found to have acted fraudulently are dismissed in virtually all cases. WFP's operational practices also discouraged fraud. The COSO principles were being adopted and a gap analysis had shown what needed to be updated in terms of delegations of authority and management controls.

Action Plan for the Implementation of the Capacity Development and Hand-Over Components of the WFP Strategic Plan (2008–2013) (2010/EB.2/5)

29. In presenting the action plan, requested by the Board at the 2009 Second Regular Session, the Secretariat emphasized that WFP would focus on areas where it had a comparative advantage to develop national partners' capacities and where governments had asked WFP to support their efforts. Country offices performed the core of WFP's capacity development and hand-over work, with the support of the regional bureaux and Headquarters. Efforts were also being made to ensure transparency in costing such technical assistance as non-commodity activities through the financial framework review.
30. Board members thanked the Secretariat for the document; capacity development was crucial in helping countries to transition from relief to recovery and development, ensuring the sustainability of WFP's work. Board members recommended that the scatter chart presented in the document be used as a general guide instead of as rigid criteria. It was agreed that a robust financing strategy was important for the success of these activities, and that progress on activities, funding needs and use of resources should be regularly reported as part of WFP's Annual Performance Report.
31. Board members recommended that WFP continue building its internal capacity for capacity development, focusing on WFP's core strengths and placing emphasis on strategic partnerships. Capacity development and hand-over should be integrated in WFP's regular programmes, and focus should be on WFP's areas of comparative advantage. The methods employed should be further elaborated and be based on local needs and conditions.
32. The Secretariat appreciated the Board's support and recommendations, and noted WFP's expertise and comparative advantages. Capacity development would be embedded in overall country strategies and programmes, and would lead to hand-over only when appropriate; a revised financial framework would support resourcing these activities. WFP would build field staff capacity, embedding a range of skills in officers to enable them to best assess how to assist countries, whether through food, cash, voucher or knowledge transfers and how to develop countries' capacity most effectively. The Secretariat sought the Board's advice on whether to maintain the consultative group on capacity development that had met once early in 2010, and supported its recommendation to include regular updates on capacity development in the Annual Performance Report; the Board decision was amended accordingly.

RESOURCE, FINANCIAL AND BUDGETARY MATTERS

Financial Framework Review (2010/EB.2/6)

33. The Secretariat outlined the changes to General Rule XIII.4 and Financial Regulation 1.1, which had been discussed in detail at the informal consultations, noting that they were essential to enable WFP to apply its new operational tools. The proposed funding model also enhanced accountability and transparency by segregating non-commodity activities within projects and, exceptionally, allowing separate funding streams, and by modifying the direct support cost (DSC) funding model to a percentage of direct operational costs (DOC) rather than a tonnage-based rate.
34. The Secretariat stressed that the proposals were a matter of enhancing the existing model rather than replacing it, to enable the new system to be incorporated into ongoing operations. The proposals had the effect of making the DOC for cash and vouchers, capacity development and food activities and DSC separately identifiable. Advice received from the FAO Finance Committee to delete the term “estimated” from the definition of cost calculations in General Rule XIII.4 had been incorporated.
35. The Board welcomed the document and expressed appreciation for the extensive discussions during the series of informal consultations on the topic. The enhanced transparency, the more efficient use of resources and the wider range of tools under the new system were warmly approved. Clarification was sought on various detailed issues of terminology and on the operational cost elements that would be used to calculate the DSC percentage; a question as to whether the cost of monitoring and evaluation (M&E) had been factored in was also raised. Some members asked for details of the impact-monitoring methods to be used and of the timeline for implementation of the proposals, and called for a review of the new system in 2015 and regular reporting to the Board on an annual basis.
36. The Secretariat reassured the Board that an evaluation of the system would be prepared for 2015 and that the Board would be regularly updated on the progress of implementation. The Secretariat also explained that the new approach encouraged donations to projects as a whole, but was flexible to allow for donations for a particular purpose. With regard to the implementation timeline, work had already started and process and system changes were being examined. The changes would be introduced gradually over six to nine months, and would be reflected in the Management Plan for 2012–2013. The Secretariat reiterated that the funding model was being amended, not replaced, to ensure that it could be embedded in ongoing projects. DSC would be funded as a percentage of direct operational costs, vary by project and apply to all contributions to a given project. The Secretariat assured Board members that the new model would not prohibit project M&E costs from being included in project budgets.

Review of the Working Capital Financing Facility (2010/EB.2/7)

37. The Secretariat reminded the Board that the concepts presented for approval had been extensively discussed at informal consultations, and outlined the development of WFP’s advance funding facilities, which had significantly reduced lead times for delivery of food assistance. The proposals were to: i) transfer Direct Support Cost Advance Facility (DSCAF) reserve to the Operational Reserve, increasing it to US\$92.2 million; and ii) increase the Working Capital Financing (WCF) Facility ceiling to US\$557 million, which would increase WFP’s leverage ratio to 6:1 – a conservative level in comparison with those used by banks.
38. The Board welcomed the enhanced efficiency and shorter lead times that would result from the proposals, and urged donors to support the new system. Board members

cautioned that robust risk-management procedures would be needed, and asked for regular reports on the use of the facilities. Members inquired as to the percentages to be allocated to corporate services and to DSC advances and the possible risks incurred with the proposed 6:1 leverage ratio. Concern was expressed that advance financing might become a “push factor” for more food purchases and consequently reduce the use of more innovative responses. Clarification was sought with regard to the WCF approval process. Board members observed that the system would be best supported by predictable cash contributions made early in a calendar year, and urged WFP to study the funding mechanisms of other entities in order to learn from them.

39. The Secretariat agreed to report regularly to the Board on progress of the facilities, pointing out that the “push factor” risk would be minimal as strong needs justification was required to obtain advance financing. The Secretariat observed that more multi-year agreements would make resource forecasting more accurate, which would increase efficiency and minimize risk of the facilities. Risk management would continue to be embedded in all processes. The percentages allocated to corporate services such as the Global Vehicle Leasing Programme and information and communications technology would be approximately 10 percent of the total.

Third Update on the WFP Management Plan (2010–2011) (2010/EB.2/8)

40. In presenting the third update on WFP’s Management Plan (2010–2011), the Secretariat stressed that increases to the programme of work represented appeals rather than actual adjustments in operations. During 2010, WFP’s appeals had increased, but operations in many countries had been scaled back; although some of these reductions were the result of efficiencies gained, others were caused by inadequate funding and operational difficulties. Changes in the wording of the Management Plan would enhance understanding of how operations were planned and resourced.
41. The Board expressed its appreciation for the Secretariat’s update on WFP’s programme of work amid the global financial and food crises. WFP was commended for improving operational efficiency and encouraged to continue to seek efficiencies and widen the donor base, particularly among developing countries and the private sector. Many Board members expressed concern about the widening gap between WFP’s resources and operational needs, and welcomed the activities of the SRAC.
42. The Board urged WFP to make all possible efforts to meet the needs of vulnerable populations despite the unpredictable funding and unforeseen needs, and to continue to base its management planning on expected needs rather than contributions. A seminar in December 2010 would help to clarify the methods used for needs assessment and prioritization of programming. WFP was also encouraged to provide an extra budgetary framework and to provide more detail on operational reductions in countries not covered in the update.
43. The Secretariat assured the Board that many of the important management issues it raised would be discussed in greater detail in the upcoming seminar. The Management Plan reflected countries’ expressed needs, but the terminology would be improved to properly reflect differences between these needs and the operational level. In Iraq, a funding shortfall had necessitated a focus on the most vulnerable beneficiaries; in Somalia, limited access had resulted in a scaling back of operations.
44. WFP’s programme of work would continue to be needs-based, except for development projects, where a planned package of activities agreed with the Government could not be carried out due to funding constraints.

45. The draft decision was amended to take into account comments raised during the Board's discussion.

Second Update on WFP Management Actions in Somalia (2010/EB.2/9)

46. The Somalia country director described the operational situation, noting that because of serious insecurity the south was inaccessible – which meant that its good harvest could not be exploited – and access to other parts of the country was limited. Where possible, however, WFP was reinforcing its presence, and was outsourcing some activities to local entities to get assistance to areas that it could not reach. Programmes were being adapted to the situation on the ground: targeting, for example, was being refined, general food distributions were being limited and new tools were being deployed such as a pilot voucher system for urban internally displaced persons (IDPs). The number of direct beneficiaries was reduced from 2.2 million to 1.2 million as a result of constraints on access to the south and the improved harvest. Lack of access to Mogadishu created logistics problems, but food shipments were being delivered under the protection of naval escorts via Mombasa and smaller ports in Somalia.
47. The Somalia steering committee had ensured that the Inspector General's 2009 recommendations were addressed, and was satisfied that reporting, food tracking and targeting had been improved. Missions to Somalia had addressed logistics, M&E, risk management and human resource issues; improvements were being made to programming, risk assessment and monitoring. The need for even more extensive partnerships had been identified. Documents relating to the allegations made against WFP by the Somalia Monitoring Group had finally been delivered and were being reviewed by the Inspector General.
48. The Board welcomed the overview and saluted the courage and dedication of WFP staff. Members noted the need to ensure that lessons were learned that would enable WFP to develop mechanisms for working effectively in such hostile environments in future; they expressed approval of the actions being implemented to improve oversight and risk management. Board members requested details of operational and administrative changes and of the outstanding recommendations of the Inspector General, cautioning that outsourcing activities to other organizations carried an element of risk. There was also some concern that the External Auditor's work was constrained by lack of access to Somalia. Board members recommended that WFP develop its public communications strategy to ensure that it retained control of its image, and asked the Secretariat to provide frequent updates on the situation in Somalia particularly in view of the fact that the food and nutrition situation could rapidly deteriorate. The Board urged WFP to ensure that it was prepared for future eventualities.
49. The Secretariat observed that 22 of the 23 recommendations of the Inspector General had been addressed; the remaining issue concerned programming in volatile environments. Lessons learned were being gathered in a compendium for future reference. The Secretariat agreed to keep the Board fully informed of developments; the imminent report of the External Auditor would also cover several of the Board's questions.
50. The country director thanked the Board for its comments and support, noting that contractors for outsourced activities were thoroughly screened and monitored; accurate up-to-date information was readily available, but there was a cost factor involved. He noted that the inevitable bartering of food among poor beneficiaries could give rise to misconceptions. WFP was preparing more flexible assistance tools to meet needs more precisely; these would be in place in early 2011. Beneficiary figures depended in part on access constraints and would be revised in six months' time. WFP was aware of the danger of rapid deterioration of the food situation and was preparing contingency plans. The

country director thanked the Board for its recognition of the dedication of WFP staff, whose work was characterized by stress resulting from constant security threats.

51. The Executive Director also thanked the Board for its support and its appreciation of the work of WFP personnel. It was regrettable that M&E had to be carried out by third parties, but this was better than no monitoring. The Executive Director drew attention to the difference between barter and criminal diversions of food, emphasizing that if WFP staff were to be involved in the latter they would be dismissed under the zero-tolerance policy. Every effort was being made to restore the reputation of WFP.

LATIN AMERICA AND THE CARIBBEAN REGIONAL PORTFOLIO

52. In his overview, the Regional Director for Latin America and the Caribbean observed that WFP was seeking an integrated response to the multi-faceted challenges in the region – natural disasters and disease, and systemic problems such as chronic hunger and food insecurity, major social inequalities and the effects of the global financial downturn; these were felt particularly in densely populated areas. It was often difficult to separate emergency needs and recovery and development requirements. WFP was working in collaboration with governments and a number of United Nations and other humanitarian organizations, placing its expertise at their disposal to ensure that assistance reached those in need as quickly as possible. Local procurement and P4P were proving effective in supporting national employment policies, for example in El Salvador, and helping small farmers across the region to increase the size of cultivated areas and move towards greater prosperity. Capacity development was ongoing, especially in lesser developed areas such as the Andean region, with a view to creating more sustainable livelihood assets. The main constraint in much of WFP's work was the limited resources available.
53. The Board welcomed the account of WFP's operations, and asked as to WFP's preparations for the impending La Niña weather phenomenon. Board members noted the need to expand the donor base to ensure that funding was available for operations and recommended that WFP develop mechanisms to address structural issues affecting food insecurity and nutrition in the region with a view to providing a basis for future self-sufficiency and stability.

Summary Evaluation Report Colombia Protracted Relief and Recovery Operation 105880 and Management Response (2010/EB.2/10)

54. The Director of the Office of Evaluation outlined the summary evaluation report of Colombia PRRO 105880 and the management response. The Board heard that 92 percent of beneficiaries had been reached, but that only 52 percent of the anticipated food had been available as a result of resourcing constraints. WFP generally managed to avoid pipeline breaks, however, and commitments to women had largely been met; school enrolment had increased, IDPs had received relief and been enrolled in government welfare programmes, and food for work (FFW) had created community assets. The operation had been efficient, even though implementation had been affected by cash-flow problems. Food insecurity had been reduced, but the operation had had little impact on the nutrition situation; partnerships had been effective and livelihoods had been enhanced. Evaluation recommendations were being addressed by the country office with a view to increasing the indirect effects of WFP programmes.
55. The Board welcomed the presentation, noting that many of the problems to be addressed were connected with internal conflict. Members were encouraged to note that the economy and national governance were improving and that as people became more self-reliant there was a good prospect of sustaining the improvements. The Board noted with approval that

WFP had worked effectively with the Government of Colombia, which had guaranteed staff safety, and had set up several fruitful partnerships with other agencies. Members urged WFP to seek early hand-overs of viable and sustainable projects and to promote full country ownership, but to embed disaster risk management in all projects and maintain its capacity to provide humanitarian aid in view of the frequency of natural disasters. Clarification was sought as to the numbers of IDPs in rural areas and the resources allocated to supporting them. The need to develop innovative approaches appropriate to local conditions was stressed as a means of achieving sustainable, efficient responses.

WEST AFRICA REGIONAL PORTFOLIO

Budget Increases to Development Activities—Country Programme

Chad 104780 (2007–2010) (2010/EB.2/13)

Budget Increases to Development Activities—Country Programme

Mauritania 102090 (2003–2010) (2010/EB.2/14)

56. The Regional Director provided the Board with an overview of the significant challenges and WFP's achievements in the West Africa region, beginning with a video presentation. In eastern Sahel, reduced rainfall had led to a major harvest deficit resulting in acute undernutrition exceeding the WHO threshold for an emergency. Thanks to government leadership (particularly in Niger), donor support and a high level of cooperative assistance, a major famine was averted; WFP had employed new response tools and regional procurement. New access corridors were opened although delivery remained a major challenge in landlocked Chad. Cash and voucher interventions and FFW activities supplemented blanket feeding and other traditional modalities. Advance financing had proven extremely useful in delivering much-needed food during the lean season, while the lack of an early warning system posed difficulties.
57. With improved prospects for the next harvest, food requirements had been revised downward, but food security remained tenuous in some areas. In addition, areas of West Africa had been hit by major flooding; emergency food assistance was delivered according to specific needs. In advance of an upcoming referendum in the Sudan, contingency plans were being updated for Chad and the Central African Republic. While elections in other countries had gone smoothly to date, contingency plans would be activated if needed. As a result of the complex situation in West Africa, including crop failures brought on by droughts and flooding, continued support would be needed in the region. Budget increases for projects in Chad and Mauritania were being presented to the Board for approval.
58. Board members commended WFP for its successes in the region, particularly interventions for schoolchildren and people living with HIV, and supported the budget increases in order to continue providing crucial support.

Summary Evaluation Report Chad Country Portfolio (2003–2009) and Management Response (2010/EB.2/11)

59. The summary evaluation report of the Chad country portfolio (2003–2009) followed a new evaluation methodology. The results indicated that WFP was well aligned with national policies and priorities in Chad, especially school feeding, but that the country portfolio was skewed towards the refugee population. The evaluation found that global acute malnutrition (GAM) remained high among Chad's population, and WFP needed to engage in advocacy with the Government to tackle this problem and increase national

ownership. WFP was also well aligned with other United Nations agencies, and had an excellent partnership with the Office of the United Nations High Commissioner for Refugees (UNHCR), but better partnerships with FAO and the United Nations Children's Fund (UNICEF) were desirable. In general, WFP's refugee interventions had been effective at saving lives in Chad, but the nutritional needs of IDPs and host communities had not been fully addressed. Funding levels were appropriate but favoured emergency operations. The country office had made a commitment to a country strategy process in order to address issues limiting WFP's performance. The potential for integrating activities to gain synergies would be reviewed as part of ongoing efforts evolving from the strategic planning exercise.

60. The Board appreciated WFP's efforts to undertake the evaluation and commended its successes in food for education and refugee assistance amid an alarming food-security situation. While members recognized that the portfolio was aligned with national priorities and government actions, it urged greater efforts to identify and balance the needs of refugees, IDPs and host communities. Concerns were raised about the hand-over strategy and the need for the Government to give high priority to tackling acute malnutrition; stronger coordination with other actors through the food security cluster was encouraged.
61. The Secretariat responded that with Chad's complex multiple challenges, different programmatic frameworks were now required, but harmonization of interventions would be prioritized in the development of a new country strategy. With security challenges resolved, it was hoped the Government could take on more ownership of food and nutrition interventions. An assessment mission on the feasibility of local procurement amid fluctuating markets had just been concluded and a decision would be forthcoming.

Draft Country Programmes – Burkina Faso 200163 (2011–2015) (2010/EB.2/12)

62. In considering the draft country programme for Burkina Faso (2011–2015), the Board thanked the Secretariat for the detailed documentation, expressed its support for the intervention and stressed the high level of coordination needed in a country receiving support from many humanitarian actors. With the extreme weather shocks and other challenges faced by this largely rural population, Burkina Faso had experienced slow growth and the programme would require a wide scope. The Board was encouraged by the country's commitment to prioritize agriculture and food security, and pleased that the country programme aimed to enhance national capacity, including that of small-scale producers and processors. The Government had already taken steps to address undernutrition and WFP should better align itself with national efforts. A more focused approach including policy dialogue and local procurement would be important in strengthening national capacity.
63. Board members queried whether chronic malnutrition could be reduced with three-month interventions and how activities would be prioritized in the face of limited funding. They advised making country ownership more prominent and better aligning interventions with the efforts of local governments and international NGOs.
64. The Secretariat responded by describing how the draft country programme had drawn on lessons learned through collaboration with the Government over several years, ensuring that WFP's activities would be aligned with those of the Government and other humanitarian actors. Three-month nutrition interventions had been planned to coincide with the lean season according to WFP's nutrition policy; the nutrition unit would be consulted to verify this. Joint rural development activities were being planned with FAO and a resource mobilization strategy was being prepared with Government support. Given the funding committed, activities would be prioritized to achieve the greatest outcomes.

SOUTHERN, EASTERN AND CENTRAL AFRICA REGIONAL PORTFOLIO

65. In his overview, the Regional Director for Southern, Eastern and Central Africa observed that in spite of recent improvements the food security situation in the Horn of Africa could deteriorate in 2011 as a result of erratic climate patterns; WFP and its partners had contingency plans in place. The Ethiopian Government had provided information on the reconciliation of food movements, and would make a final report at the end of the year. Improved food-tracking and logistics systems were being developed, with training modules. UNHCR and WFP were adjusting their contingency plans to cope with possible movements of displaced people after the referendum in the Sudan; WFP was also working with the Rome-based organizations on disaster risk management. Local procurement, P4P and the shared warehouse system were having positive effects on local economies and enabling WFP to develop home-grown hunger solutions. Innovative anti-hunger tools were being used wherever they were appropriate: cash-and-voucher schemes were in operation in half of the countries in the region, and capacity development for improving storage facilities was ongoing. Customized approaches to addressing micronutrient deficiencies were being developed, especially for children under 2. Food support for ART patients was being extended in 16 countries. Partnerships were being developed and enhanced with FAO, the International Fund for Agricultural Development (IFAD), the United Nations Development Programme (UNDP), the Common Market for Eastern and Southern Africa (COMESA) and other organizations. The Regional Director thanked donors for their contributions and looked forward to continuing support.

Summary Report of the Mid-Term Evaluation of the Protracted Relief and Recovery Operation Ethiopia 106650 (2008–2010) and Management Response (2010/EB.2/15)

Budget Increases to Protracted Relief and Recovery Operations – Ethiopia 106650 (2010/EB.2/19)

66. The evaluation of Ethiopia PRRO 106650 had highlighted the coherence of its approaches, its alignment with government policies and programmes and WFP's Strategic Objectives, and its flexible responses to economic and climate-change issues. Examples of flexibility were the scale-up of relief coverage from 1 million to 7 million beneficiaries and the variation of the food-cash balance in the Productive Safety Net Programme component. The relief, safety net and HIV and AIDS components had been effective. More attention to capacity development for food management and improved targeting were needed for the targeted supplementary feeding component, and outreach to women had varied between the components, but the PRRO was effective overall. The hubs-and-spokes logistics operation in the Somali region was efficient. The main constraint had been uneven resource flows to beneficiaries, and some households had resorted to negative coping strategies as a result. The evaluation recommendations were being addressed.
67. The Board welcomed the overview and the remarks on the Ethiopia evaluation and budget increase. Board members were pleased to see that food insecurity and malnutrition had been reduced, that the number of women in decision-making roles had increased and that there was good alignment with government programmes, but emphasized the need for delivery modalities that would reduce delays and for more accurate targeting mechanisms. Board members commended the hubs-and-spokes system and urged WFP to continue to innovate, for example by introducing cash and voucher projects when appropriate. Reservations were expressed about the proposed impact evaluation, which could become unmanageable if it were attempted on too large a scale, and some members recommended

that care should be taken to keep WFP's operations within its mandate. A number of detailed questions from observers concerned delivery modalities, inclusion errors, the need for synergies and local authority involvement and improved M&E.

68. The budget increase was seen as appropriate, but systems were needed to prevent distortions of aid and to improve accountability. Some members felt that the emergency response strategy required further discussion and that the scale of the increase was a cause for concern, but accepted that food assistance operations in Ethiopia were helping to make the country more stable and self-reliant. An observer commented on the need to include food-insecure people who did not qualify for government assistance schemes.
69. The deputy country director for Ethiopia thanked the Board for its comments and donors for their contributions. New contract arrangements agreed with the Government would help to improve delivery times, and more accurate outcome reporting would result from improved communications systems. Inclusion errors would be reduced under plans agreed with UNICEF that called for more supervisors; M&E and risk assessment guidelines were being reviewed. The deputy country director assured Board members that WFP had not in fact endorsed the Government's separation of beneficiary categories into survival needs and livelihood needs. Climate-change issues were taken into account, for example in the Managing Environmental Resources to Enable Transitions to More Sustainable Livelihoods (MERET) project and weather-insurance programmes.

Draft Country Programmes—Zambia 200157 (2011–2015) (2010/EB.2/17)

70. With regard to the draft Zambia CP 200157, Board members noted that the CP would, in harmony with government programmes and the United Nations Development Assistance Framework (UNDAF), help to enhance agricultural productivity and reduce the cost of hunger in the economy and urged WFP to seek to expand the donor base, particularly with private entities. Questions were raised as to the involvement of the gender unit in the programming process and the scale of the Government's contribution. WFP was urged to expand its local procurement arrangements and scale up cash and voucher projects and capacity development, but doubt was expressed as to whether the resources available would be adequate. Some members recommended greater attention to cultural issues in planning food assistance interventions. Coordination with authorities in neighbouring Zimbabwe was urged to develop resilience strategies for anticipated flooding in the Zambesi valley. Clarification was sought on the nutrition aspects of school feeding, the prioritization of components, coordination with other agencies and the hand-over strategy. Some members urged WFP to ensure that needy people in remote areas were included in assistance projects.
71. The country director thanked Board members for their observations, noting that the account of the gender element of the operation was constrained by considerations of space; cultural factors would be given greater consideration in the revised CP document, which would also focus more on local purchases. WFP was part of the Delivering as One system, which was fully aligned with government priorities. Work to enhance capacity development was ongoing, and the country office was already working with United Nations agencies and governments on contingency plans and risk management for the entire Zambesi basin. The system of certified warehouses was helping to link small farmers with markets and was having beneficial effects on quality control; the Zambia agricultural commodity exchange was a useful coordination mechanism in this context. Private-sector partnerships were being sought where they could enhance impacts and help towards hand-overs. The gender unit was involved in the planning of all programmes to ensure that gender issues were mainstreamed.

Budget Increases to Development Activities—Country Programme Mozambique 104460 (2007–2010) (2010/EB.2/20)

72. With regard to the budget increase for Mozambique CP 104460, Board members approved the aim of helping the Government to become more self-reliant in terms of hunger and nutrition issues, and urged WFP to work for an early hand-over of the school feeding component. There was concern, however, that the Junior Farmer Field And Life School system was being discontinued.
73. The country director noted that multi-sector approaches were being adopted as appropriate, but that WFP had been asked by the Government to continue the school feeding programme for a year to give time for further capacity development with a view to handing over. Local procurement would be linked to the school feeding programme where feasible. Responding to a question about the focus of the CP and the PRRO, the country director pointed out that the former addressed chronic malnutrition, the latter acute malnutrition; there was in fact no duplication.

Protracted Relief and Recovery Operations—Democratic Republic of the Congo 200167 (2010/EB.2/21)

74. The Board approved the Democratic Republic of the Congo (DRC) PRRO 200167, noting the urgent need to increase the number of donors to ensure that adequate funding was available. Board members noted that the emphasis on development, which was essential in helping people to escape from chronic poverty, could affect the emergency-response objectives; the need for sustainable hunger and nutrition options was emphasized. Members also recommended further attention to refining the hand-over proposals. Detailed observations by observers referred to the need to identify lessons learned, targeting issues, beneficiary numbers, ration sizes for returnees, the risk of “mission creep”, the ratio of support costs and food costs and the outsourcing of M&E.
75. The country director observed that several of the Board’s concerns arose from the realities of the situation on the ground: many areas were outside government control; humanitarian access was severely constrained by security considerations in the huge areas where armed groups were responsible for constant acts of violence, which often targeted women; and food and transport prices were very high because of the insecurity and lack of roads, which reduced delivery options. In answer to specific comments, the country director noted that: i) voucher options were being studied; ii) cash projects were inadvisable in view of the prevailing insecurity; iii) food insecurity could be a matter of availability or access, depending on the area concerned; iv) every effort was made to protect women, but in an area of 2.3 million km² this aim was difficult to achieve; v) the gender balance of staff was affected by the dangerous, non-family nature of postings to DRC; vi) lessons had been learned and applied, but the situation on the ground tended to change rapidly; vii) UNHCR had significant responsibility concerning refugee figures and they were as accurate as they could be in the DRC circumstances; viii) the need for military escorts for humanitarian access was a severe constraint; ix) local procurement was a laudable aim, but the reality was that there were only localized surpluses and delivery costs could be extremely high, which explained the apparent imbalance between support and food costs; and x) new distribution modalities were expected to enable WFP to reach additional children under 2 as planned. The country director concluded by expressing his appreciation for the contributions received from donors.

Protracted Relief and Recovery Operations – Zimbabwe 200162 (2010/EB.2/22)

76. With regard to Zimbabwe PRRO 200162, Board members approved the move to food assistance embodied in the implementation of cash and voucher projects accounting for a quarter of the project, and sought further details as to the proposed hand-over approach and the split between groups affected by chronic and emergency food-insecurity. Board members were also encouraged by the focus on sustainable hunger and nutrition solutions and the coordinated approach adopted by WFP, the Government and partners. Board members expressed concern at proposals to invite funding at the cluster level: clusters were not legal entities, and donors could lose control over their contributions. Clarification was sought as to the envisaged capacity development modalities. Some members were concerned that the US\$251 million budget was unrealistic in the light of funding probabilities. Observers cautioned against encroachment of the operations of FAO and other agencies and asked for clarification of the food security analysis and target figures for ART support.
77. The country director observed that an effective consultation system was in operation: monthly meetings with partners led to sound coordination and regular information updates. The country office and the Resident Coordinator had agreed that funding at the cluster level was not a viable or acceptable option. The downsizing of operations as a result of assessments was being handled effectively, and the country director was confident that the size of the proposed operational budget was justified. The food security analysis had been based on all available data, including figures from the Zimbabwe Vulnerability Assessment Committee. The cash and voucher interventions would be scaled up as funding permitted. WFP was working with FAO and UNICEF in a developing food-security cluster: coordination was excellent and inadvertent encroachment was not a possibility. There was room for improvement in the HIV and AIDS component, but service quality was improving; WFP was a member of the health cluster, which was adopting new targeting modalities to improve the identification of beneficiaries.

SUDAN REGIONAL PORTFOLIO

78. The Regional Director for the Sudan opened his remarks with mention of two recent security incidents: the abduction of helicopter crew members working with the United Nations Humanitarian Air Service (UNHAS), who were still being held; and occupants of a van abducted in north Darfur, who had been released. He went on to acknowledge Board support for WFP work in the Sudan, and praised the dedication of WFP staff there. In spite of the challenges, WFP had reached beneficiaries in all areas without using emergency air services and had managed to reduce costs by about 30 percent; almost US\$30 million of these savings had been used to support the programme in Chad.
79. The humanitarian situation in Darfur remained very complex, with lack of access and the threat of abductions hampering monitoring. WFP had handed over many distributions to NGOs, and was now distributing directly to fewer than 250,000 beneficiaries, down from 1.5 million in the spring of 2009. Based on food security assessments, decisions were made to make emergency rations in Darfur 50 percent smaller, while increasing school feeding, FFW and food for assets (FFA). WFP was verifying and updating all of its IDP beneficiary lists, an exercise to be completed in 2011. WFP was focusing on rationalizing operations, with excellent harvests expected in north and south Sudan; and on introducing more safety nets and reducing general food distributions.

80. In east Sudan, with the highest undernutrition rates in the country, authorities were starting to take over many activities. WFP was moving towards more technical interventions, while retaining refugee feeding, FFA and FFW and piloting cash and voucher programmes. In the Three Areas, WFP's assistance to IDPs was mainly through general food distributions, with some FFW where this was feasible. A voucher programme for 1.2 million people was planned for IDP and resident farmers in north Darfur. In Southern Sudan, the Government was increasing its ownership of WFP-initiated programmes. WFP was seeking more NGO partners in this area to support its focus on under-2 nutrition, school feeding, and capacity development of government counterparts. WFP contingency planning for the January 2011 referendum was based on the envisioned worst-case scenario of 1.5 million displaced. WFP expected to have pre-positioned food at its hubs, with one-month rations pre-positioned in the deep field, using advance funding. The number of beneficiaries covered by the 2011 emergency operation (EMOP) had declined from 10.7 to 6.5 million.

Summary Evaluation Report Sudan Emergency Operation 107600 and Management Response (2010/EB.2/23)

81. The Director of the Office of Evaluation presented the summary evaluation report of EMOP 107600, which had reached a very impressive 96 percent of planned beneficiaries in Darfur, in spite of being only 78 percent funded and of the expulsion of NGOs from the area. WFP had been able to achieve this because of upfront funding, and its capacity to fill the gap left by the NGOs, but it had been costly, and had prevented WFP from implementing other planned programmes. Measuring results of the EMOP was hampered by the use of corporate indicators that were, however, inadequate for the situation. Inclusion and exclusion errors were resulting from outdated beneficiary lists and improvement in the food security status of former IDPs able to establish new livelihoods. The evaluation noted communities' resistance to beneficiary verification as a threat to the social fabric in and around IDP camps. The EMOP was an expensive operation because of the difficult environment, distances and security risks; even so, costs had been cut.
82. Summing up the management response to evaluation recommendations the Secretariat reported that WFP would increase its assistance to the most vulnerable, mainly through general food distribution and would work to increase assets, increase supplementary feeding and reduce its involvement in direct distribution.
83. The Board welcomed the evaluation and the Secretariat's efforts to address the issues raised. It commended WFP's excellent performance in the Sudan in the face of serious challenges, including its handling of beneficiary verification. The cost reductions were particularly impressive, and members hoped to see similar efforts and results in other countries where WFP was operating. Members requested clarification about reductions in beneficiary numbers, particularly the extent to which they reflected hand-over to government and other partners. Although sustainability and cost-effectiveness were valuable, some members asked whether cost cuts had affected beneficiaries' food security. WFP's activities in areas that were no longer in crisis should focus on supporting local development efforts. Members underlined the importance of the recently approved advance funding facility in ensuring that WFP was able to feed people in a timely manner.
84. Members requested more information about how the food security monitoring system was being used to safeguard against inclusion and exclusion errors, and about how other modalities, including up-scaled cash and voucher distributions, could be used to meet needs. It was suggested that future evaluations include more about protection and gender issues and the comparative cost-effectiveness of food and non-food activities.

85. In response to these points, the Regional Director reiterated WFP's commitment to improving targeting; the food security monitoring system involved a quarterly household survey whose results were used to set the food ration; the reduction to the ration had not adversely affected food security. Excellent harvests had contributed to lower beneficiary numbers. WFP expected to purchase 100,000 mt of sorghum in the Sudan, reducing transport costs by up to 20 percent; using vouchers where feasible would help reduce costs further. Cost reductions had also resulted from improved efficiency among NGO partners, including through using less international staff; WFP was also nationalizing as many posts as possible in the Sudan.
86. The Director of the Office of Evaluation confirmed that the recommendation to cut rations was meant as an alternative to carrying out beneficiary validation, so was no longer valid. The office had planned a briefing on protection issues so that future evaluation teams would be able to cover this issue more fully. The full evaluation report included more details on gender issues.

ASIA REGIONAL PORTFOLIO

87. The Regional Director outlined WFP's response to the flood emergency in Pakistan, which had assisted 3 million beneficiaries in August 2010, rising to 6 million in September. WFP efforts now focused on rebuilding livelihoods and improving access to socio-economic opportunities, by continuing to provide 1.3 million people with relief while distributing return packages to about 6 million during November 2010. Beneficiaries needed help in rebuilding villages and infrastructure. In addition to these flood victims, WFP was also assisting about 1.3 million IDPs, mainly in northwestern Pakistan.
88. Elsewhere in the region, the Philippines Government was leading the typhoon response, with WFP distributing rice, high-energy biscuits, boats and generators. In Myanmar, following the cyclone, assistance was through a PRRO and a newly-launched EMOP; WFP had set up logistics hubs to support other humanitarian agencies. Assessments showed that the response beneficiary numbers would have to increase to 200,000 people. A volcano eruption and earthquake had displaced 300,000 people in Indonesia, where sanitation and health were the main concerns. The Government had been effective in delivering food assistance and had asked WFP for logistics support and some supplementary feeding for children. WFP had also established humanitarian hubs and mobile storage.
89. Future plans for the Regional Bureau for Asia focused on emergency preparedness and response, including finalizing a preparedness plan for Asia and the Pacific. The aim was to set up logistics hubs very quickly at the onset of an emergency, and activities included training in logistics for emergencies, and a disaster management exercise using a simulation tested in Indonesia. Four countries in the region would be presenting new country strategies in 2011.

Summary Evaluation Report Nepal Country Portfolio and Management Response (2010/EB.2/24)

Budget Increases to Development Activities – Country Programme Nepal 100930 (2002–2010) (2010/EB.2/27)

Protracted Relief and Recovery Operations – Nepal 200152 (2010/EB.2/28)

90. The Director of the Office of Evaluation presented the summary evaluation report on the Nepal country portfolio. This had been very well aligned with national priorities and needs

of the population up to 2008, but WFP should now realign itself to the needs of post-conflict recovery, including by aligning better with the Government's shifting strategy. WFP was disadvantaged by its lack of multi-year funding required to implement livelihood recovery activities. The evaluation team found that WFP's nutrition work had not been put to maximum use, and would have preferred to see synergies for beneficiaries participating in more than one programme, rather than WFP's emphasis on avoiding supporting beneficiaries with more than one activity. WFP's work had been affected by conflict, civil unrest, strikes and difficult terrain, making it challenging to deliver in an efficient and timely manner. FFW activities had exceeded expectations in terms of outcomes achieved; and capacity development in food security analysis involving WFP, partners and the Government had been positive. Women's participation had varied across programme activities, with positive results in education support to girls.

91. The Secretariat reported that evaluation recommendations had been incorporated into the draft country strategy, which was nearly complete, and were being addressed through refinement of WFP activities and country office actions.
92. The Regional Director then presented the budget increase to the Nepal country programme, which would extend it for a year to bring it into line with the cycles of government planning and the UNDAF. A new PRRO responded to the continuing political instability and food price increases, which had left 14 percent more people food-insecure than in 2008, targeting regions with high prevalence of food insecurity.
93. The Board welcomed the evaluation and the management response. The Government's expansion of its own school feeding activities was viewed as positive, while concerns were raised about the sustainability of some country programme achievements. Members approved of the strengthening of people's livelihoods and the strong cash component in the country programme, but wondered if national food production was sufficient for the Secretariat's plans to introduce Purchase for Progress (P4P) and home-grown school feeding. They encouraged WFP to continue exploring the possibilities for producing fortified biscuits locally and for promoting local production capacity.
94. Concerning the PRRO, Board members noted that the PRRO took into account the evaluation recommendations and the Government's policies, particularly its focus on reducing chronic malnutrition, but were concerned about some PRRO performance indicators; the achievement of 80 percent women in decision-making positions seemed too ambitious, while the child malnutrition outcome not ambitious enough. Members recommended making risk management and contingency planning a priority, given the country's frequent disasters. Some members also felt that the emphasis on food aid may be detrimental to market development and improved governance, and encouraged WFP to use cash wherever appropriate. For the nutrition component, WFP should be transparent and clear about which products were distributed so that their effects could be measured and compared. The evaluation's observation on missed opportunities for synergies between country programme and PRRO activities was noted. Information was requested concerning the involvement of ethnic minorities in WFP activities in Nepal.
95. The country director for Nepal assured Board members that when seeking to increase local procurement the country office took care to avoid pushing prices up, especially in areas with little surplus; following poor harvests, the Government had asked WFP not to procure rice locally, for example. As women formed the bulk of the agricultural workforce, including them in all local development activities and decision-making was a priority. WFP was moving towards a more development-oriented approach and emphasizing capacity development; efforts were in place to gradually shift the WFP country team's strong food security monitoring and assessment capacity to the Government, and WFP had seconded an officer to the National Planning Commission to strengthen policy dialogue.

Funds from a World Bank grant to the Ministry of Local Development had been passed on to WFP to be used for food-for-assets activities. Regarding minorities, the country office sought to adapt its activities to their situations, for example if they did not own land. Continued political instability affected coordination of efforts at the local and national levels, particularly when Government budgets were not approved or spent in a timely manner. The country office planned to work more with NGOs and other United Nations agencies, including on improving the production of staple crops with FAO, and on finding alternative sources of income to raise people out of need, such as through medicinal crop production.

Budget Increases to Development Activities – Country Programme Bangladesh 104100 (2007–2010) (2010/EB.2/25)

96. The Regional Director presented the Bangladesh budget increase to bring the country programme into line with the UNDAF. This country programme included WFP's largest cash distribution component, of US\$30 million, providing a model for others to learn from. Its main focus was on nutrition and supporting the Government's school feeding and social safety nets.
97. The Board approved the increase after a short discussion which drew attention to the very effective partnership between WFP and the Government of Bangladesh.

Budget Increases to Development Activities – Lao People's Democratic Republic Development Project 100781 (2010/EB.2/26)

98. The budget increase for the Lao People's Democratic Republic DEV, a school feeding project, was also to bring the WFP project into line with the UNDAF. The Lao PDR Government was adopting the WFP school feeding project as a nationally owned programme supported by World Bank Fast-Track Initiative funds. WFP would provide technical support and capacity development and start up school feeding projects in new areas, to help make the Government programme nationwide. The country office planned to bring all its projects into the 2011 Lao People's Democratic Republic country strategy.
99. The Board approved the increase after a brief discussion during which the link to funding from the Fast-Track Initiative was welcomed and the Regional Director clarified that the project's adult beneficiaries were the families of children who received take-home rations and the parents and others who had helped build school kitchens and storage for the programme.
100. The Secretariat drew the Board's attention to Bangladesh and Lao People's Democratic Republic as examples of effective hand-over, with both governments basing their own school feeding and social safety net programmes on WFP's.

Protracted Relief and Recovery Operations – Pakistan 200145 (2010/EB.2/29)

101. In his overview, the Regional Director for Asia noted that WFP intended to use a variety of tools in Pakistan – food for emergency relief, IDP recovery and educational support, and FFW and cash-based programmes to stimulate local markets and promote recovery – with a view to addressing severe and chronic food insecurity and increasing social stability. In the medium term, the plan was to integrate the flood-related EMOP in the PRRO, using the most appropriate targeting and assistance modalities.

⇒ *Intervention by Valerie Amos, Under-Secretary for Humanitarian Affairs and Emergency Relief Coordinator*

102. The Executive Director introduced guest speaker Ms Valerie Amos, Under-Secretary for Humanitarian Affairs and Emergency Relief Coordinator of the United Nations system, a critical leadership role in the United Nations for humanitarian response. The Executive Director complimented Ms. Amos for her swift entry into the United Nations system which had already resulted in missions to emergencies in Pakistan, Niger and the Sudan. Ms Amos spoke of the major challenges facing the humanitarian community such as urbanization, population growth, migration, climate change and protracted emergencies. In that context, she outlined that the humanitarian community needed to focus on “mega-crises,” environment-related disasters, and slow-onset crises that occur in many food-insecure parts of the world. Further, she spoke of three areas that would be the focus of her role in her new position: i) delivery – assuring not only the speed of response but also assuring sufficient attention is given to preparedness and risk management; ii) advocacy – assuring support not only for financial matters but also the policy thinking and the building of an international constituency for humanitarian action; and iii) Management of OCHA – assuring strong management and the right skill set of the Office for the Coordination of Humanitarian Affairs (OCHA) staff to provide confidence to donors and partners that coordination is effective.
103. The Board expressed its appreciation for the intervention of the Under-Secretary. Members asked for her views as to whether there were identifiable gaps in the current system, observing that ways had to be found to address predictable crises and vulnerability by improving disaster risk reduction and preparedness and empowering communities to face shocks; the Board looked forward to dialogue on the issues involved, for example in the Committee on World Food security (CFS). The Board agreed unanimously that humanitarian work should always be characterized by impartiality and independence from political influence.
104. Responding to Board members’ comments, Ms Amos noted that OCHA, FAO and other United Nations bodies were studying possibilities for greater coordination in the cluster system and reform of the current humanitarian model. To address protracted crises ways had to be found to enhance preparedness, risk management and capacity development using funding from sources such as the Central Emergency Response Fund (CERF). The Under-Secretary urged WFP to listen to the ideas of its front-line staff and to ensure that it maintained its capacity to respond rapidly and at scale to emerging needs and to support United Nations work with its logistics and other special capacities.
105. With regard to Pakistan, Board members recognized the scale of the problems being addressed and encouraged all donors to make contributions to ensure the continuity of the operations. Board members praised the effectiveness of WFP and partner staff in Pakistan. The coordination, innovation, diversity and flexibility of the PRRO and its alignment with government policies were commended; Board members generally supported the idea of merging the EMOP and PRRO, but recommended full consultations with stakeholders and beneficiaries to ensure that the resulting programme satisfied relief and longer-term recovery needs. Some Board members asked for clarification of the hand-over strategy and time-scale and of the proportion of assistance allocated to the various components, recommending that needs assessments should be enhanced with a view to minimizing inclusion and exclusion errors and to extending cash and voucher interventions and addressing capacity-development requirements. The need to prioritize components in view of possible funding constraints was recommended by several members. It was suggested that vulnerability analyses and beneficiary registration be carried out by non-government bodies to ensure impartiality, and that more attention should be given to gender and

disaster preparedness issues. The need for equitable coverage of all operational areas was noted. The flood-related crop losses were a concern: seeds were needed for the March 2011 crops to prevent a recurrence of food insecurity. A number of delegations pledged further support for WFP's operations in Pakistan.

106. The country director for Pakistan thanked Board members for their observations and their commendations of WFP staff. He remarked that WFP was a co-chair of the "One UN" programme on disaster risk management that aimed to enhance national capacities, building on opportunities such as the experience gained from the recent flood disaster. WFP was working with partners to develop a road map for recovery interventions and eventual hand-over: special attention was given to nutrition and diet diversity combined with health and education support, and livelihoods that were more food-secure. School feeding operations were essential to reverse declining school enrolment and contribute to plans for a new government scheme. Targeting was based on independent needs analysis, carefully balancing exclusion and inclusion errors; there was no linkage with government figures. The country director observed that household food reserves lost in the floods amounted to a major food cost in the form of additional purchases, and that price inflation was a related risk. Market analyses were ongoing with a view to implementing cash and voucher programmes where appropriate; the focus on food interventions took account of the fact that cash programmes did not address essential nutrition requirements: the objective of the country office was to apply the right tools in the right places. Capacity development was ongoing with WFP's 40 partners, particularly local NGOs that had strong capacities in working with communities but sometimes benefitted from support for their organizational structures and controls.

Protracted Relief and Recovery Operations—Sri Lanka 200143 (2010/EB.2/30)

107. With regard to Sri Lanka, the Asia Regional Director noted that there were still 25,000 IDPs in camps and 60,000 living with host families: the aim was to assist returnees and livelihood recovery in conflict-affected areas, restore agricultural capacities for the March harvest and develop nutrition safety nets for mothers and children. The Regional Director appealed for funding to ensure that the PRRO was fully implemented.
108. Board members praised the dedication of WFP staff and noted with satisfaction the focus on recovery, sound coordination and alignment with government programmes; the use of innovative tools such as P4P was commended and the effectiveness of WFP logistics services was noted. Questions were raised as to exactly how beneficiaries were counted to minimize inclusion and exclusion errors and the implications of food consumption scores. The need for more rapid demining of conflict areas was noted, and Board members stressed the importance of expediting the re-registration of documentation such as title deeds to enable farmers and fishermen to re-establish their livelihoods in their places of origin. Board members emphasized the need to inform donors of the impact of in-kind food assistance on markets and to assess the impacts of cash-for-work projects run by other agencies on WFP's recovery operations. The importance of targeting and prioritization was noted in view of possible funding constraints. The time-line for the eventual hand-over needed to be established, and consideration given to issues of needs analysis, the extent of cash-based assistance, independent targeting and capacity development.
109. The country director for Sri Lanka thanked donors for their contributions, and observed that food-based interventions had been implemented in most cases because a great deal of farmland was still inaccessible and there had hardly been a harvest in the north for over a year; in an evolving situation, cash- and voucher-based modalities would be deployed as appropriate. In all cases, programmes were to be fully evidence-based. Assurances were given that there had been no double counting: the figure of 371,000 beneficiaries was

accurate. The country director clarified that a food consumption score of 35 indicated an acceptable level; less than 21 indicated poor consumption. De-mining was ongoing, but there were weather-related constraints. The priority beneficiaries were IDPs in camps and living with host families.

MIDDLE EAST, CENTRAL ASIA AND EASTERN EUROPE REGIONAL PORTFOLIO

110. The Regional Director outlined the WFP's main activities in the Middle East, Central Asia and Eastern Europe region, which covered a range of situations from mid-income countries with growing economies to pockets of extreme poverty, and was subject to frequent disasters and conflict. Increasing food prices combined with scarcity were leading governments to take short-term actions, but their limited purchasing power affected the social services that they could provide, while increased commodity prices were forcing WFP to spend more. The regional bureau's information exchanges with partners – including donors – on the challenges faced had generated more finances for WFP activities, and there were valuable partnerships with governments, NGOs, United Nations agencies, national societies and the private sector throughout the region. Governments were taking over safety net programmes, while WFP focused on national capacity development, climate change adaptation and mitigation, and increased efficiency, including through technical assistance to enhance governments' supply chain management. Egypt was the first country in the region to make food fortification a national policy. WFP school feeding in nine countries reached 1.9 million children, in full partnership with governments. New school feeding programmes in Armenia and Tajikistan aimed to improve schooling and would be handed over to the governments on completion.
111. WFP assistance throughout the region helped to steer countries towards peace and stability. WFP had provided life-saving assistance to 530,000 people after the violence in Kyrgyzstan, where the vulnerable faced increasing food insecurity, particularly in winter and spring. WFP cash and voucher programmes reached 156,000 beneficiaries in six countries; an expanded cash-for-work component was included in the Iraq PRRO, while in Yemen, WFP had launched a market study to identify regions where cash would be feasible. WFP school feeding in the Occupied Palestinian Territory had maintained school attendance rates at pre-crisis levels. A programme to give schoolgirls vegetable oil was threatened by funding shortfalls, but was making it possible for girls to continue their education.

Summary Evaluation Report Occupied Palestinian Territory Protracted Relief and Recovery Operation 103871 and Management Response (2010/EB.2/31)

Protracted Relief and Recovery Operations—Occupied Palestinian Territory 200037 (2010/EB.2/33)

112. The Director of the Office of Evaluation presented the summary report for the Occupied Palestinian Territory PRRO evaluation, which had focused on activities in the West Bank. The evaluation found that general food distribution had been appropriate but may not have been the most efficient option as food was available in the markets. General food distributions had exceeded their planned beneficiary numbers in 2008 and 2009, but other components had been less successful. The evaluation noted a generally uneven gender balance, which was slightly better in income-generating activities. FFW activities needed

more NGO support. The PRRO's weak logframe and challenging working environment had made monitoring difficult.

113. The Secretariat outlined the management response to the evaluation's 24 recommendations. The new PRRO aimed to promote long-term resilience through FFW and food for training (FFT). The country office would continue expanding local purchase and processing, where possible, and was developing a fully automated supply chain. Funding shortfalls were expected to be improved by the advance funding facility and through advocacy to ease the restrictions that hampered access. The country office was improving information sharing and the logframe.
114. Board members commended WFP's valuable role in the Occupied Palestinian Territory and its efforts to fill gaps in funding for these activities. Calling on countries to support WFP's efforts in the Occupied Palestinian Territory, they emphasized the risk that pipeline breaks could undo the achievements already made. Many members emphasized the political causes of much food insecurity and poverty in the territory; the problem was one of food accessibility rather than availability. Members encouraged WFP and the international community to advocate for an end to the blockade given the effects it had on the humanitarian situation. Members welcomed the shift from general food distribution to vouchers and local purchase in the new PRRO, and underlined the importance of starting hand-over plans as soon as possible, and of cooperation with the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA), FAO and the Occupied Palestinian Territory Statistics Bureau.
115. During the discussion, the Executive Director welcomed the Palestinian Authority's Minister of Social Affairs, whom some members had asked be given a special opportunity to participate. The Ministry had been WFP's partner since 1994. Under the new social safety net reforms a number of improvements in targeting and implementation had taken place under the guidance of the Minister, which had helped WFP to target the most vulnerable and be more focussed. The Minister then outlined her Ministry's aims for social and economic developments. Alleviating poverty was a priority, through relief and the creation of an enabling environment so that poor families could take part in activities that give them money and provided them with income and helped the country.
116. The country director for the Occupied Palestinian Territory explained that voucher distributions were introduced gradually because they were a new modality for WFP – the total budget for vouchers had been US\$10 million, rising to about US\$40 million under the new PRRO – and for its implementing partners. Continuing in-kind food distributions were important because the market was volatile and prices were subject to increase; it was cheaper for WFP to supply families than for the families to buy the same food themselves. Close work with the Ministry of Social Affairs, including on the introduction of a new modality, would ease the hand-over to the Palestinian Authority. In response to past problems with food quality, mainly wheat flour, WFP was now importing grain and ensuring quality control of the processing of it into flour. Targeting had been improved by the use of proxy means testing, developed with the Government, the European Union and the World Bank and subject to continuous refinement; the country office was working to improve its indicators. Partnerships were at the core of the new PRRO, including for food security assessment and to address the needs of Bedouin communities. The new PRRO's school feeding component covered areas with very strict movement restrictions. Plans for Gaza after the current EMOP finished in December 2010 would be based on an assessment of the situation at that time.

Protracted Relief and Recovery Operations – Yemen 200038 (2010/EB.2/34)

117. The Regional Director presented the Yemen PRRO, which was innovative and well targeted, with a strategy for hand-over to Government and partners in 2012.
118. The Board welcomed this PRRO, its wide support for hungry people and its strong nutrition component. Members were alarmed by the serious funding shortfall and appealed to donors to fill this gap for a country suffering severe vulnerability and instability. The cash and voucher component was valuable, but careful analysis was required before introducing these modalities into new areas. Members were concerned about sustainability and hand-over; some mentioned the risk of corruption and questioned the likelihood of hand-over being possible by 2012. It was suggested that WFP should design a model for emergency response in Yemen. Members urged WFP to link up with other agencies working in Yemen, to avoid the risk of duplicated efforts.
119. Responding to the issues raised, the country director assured the Board that targeting was based on a comprehensive food security survey, which had shown that refugees and IDPs were not the only ones needing assistance; priority would be given to areas where more than 15 percent of the population was severely food-insecure. A recent market survey had seemed to indicate that cash and vouchers could be used in only a few areas. In 2011, in parallel to the PRRO, WFP would implement a pilot cash activity, accompanied by a very strong evaluation component. The analysis would allow for assessment of the proportion of cash distributions likely to be diverted to non-food purchases, and would be useful for all partners in Yemen. The country office expected to have a clearer idea about the feasibility of cash distributions by the end of the year. The hand-over in 2012 was based on the emergency safety net expected to be expanded by the end of 2011, following work by the World Bank and other partners to extend the activities of the Social Welfare Fund. Field monitors were present at all food distributions, and there was also post-distribution monitoring.

Development Projects – Tajikistan 200173 (2010/EB.2/32)

120. The Regional Director presented the Tajikistan development project, which provided food support to tuberculosis (TB) patients and their families. The Board welcomed the development project for serving needy people who were difficult to reach with other interventions: many TB patients were their families' main breadwinners. Members approved of the close links with the TB strategy of the Government and other United Nations agencies. Although hand-over was unlikely for the following years, WFP should consider the best ways of developing capacity for a future hand-over.
121. The country director confirmed that the Global Fund provided financial resources for the patients – who made up a third of the beneficiaries – while WFP supported their family members. Cash and vouchers were not feasible for this project, but could be considered for future medium- to long-term support to TB patients. The project covered the whole country because the Government had a very limited budget for health.

ORGANIZATIONAL AND PROCEDURAL MATTERS

Biennial Programme of Work of the Executive Board (2011–2012) (2010/EB.2/35)

122. The Secretary of the Board presented the Biennial Programme of Work of the Executive Board, which was reviewed by the Bureau at each of its meetings and submitted to the Board for approval once a year. Some items requested at the last Bureau meeting,

including papers on protection, the policy development cycle and disaster risk reduction, had not yet been included in the document.

123. Discussions focused on documents that Board members wished to see included or shifted to different sessions, and a request that the Second Regular Session of 2011 be rescheduled to avoid clashing with a major Muslim holiday.
124. Responding to points raised, the Secretariat clarified that WFP's role in humanitarian assistance would be included in the Annual Report to the Economic and Social Council of the United Nations (ECOSOC); and that policies and country programmes were normally concentrated during the Annual Session. It was agreed that the nutrition policy paper and the protection policy would be presented at the 2012 First Regular Session. The paper on efficiency would be postponed to the 2011 Second Regular Session; a policy on disaster risk reduction would be added to the 2011 Annual Session. Updates on WFP's cooperation with the other Rome-based agencies would be presented annually at each Second Regular Session. The dates of the 2011 Second Regular Session would be changed. Board members also requested an update on WFP's contribution to progress in achieving the Millennium Development Goals, and a paper with a cost-benefit analysis of WFP Information Network and Global System (WINGS II).

OTHER BUSINESS

Consolidated Framework of WFP Policies

125. Some Board members suggested that the structure of "Consolidated Framework of WFP Policies" be revised in such a way that the hierarchy and relation of the documents to each other be made clearer and that superseded documents or issues be removed from it. The Secretariat agreed to discuss the format of the document with the Board prior to submitting the next year's framework.

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

The Board adopted the agenda as proposed.

8 November 2010

Appointment of the Rapporteur

In accordance with Rule XII of its Rules of Procedure, the Board appointed Mr Esteban Pagaran (Philippines, List B) Rapporteur of the Second Regular Session of 2010.

8 November 2010

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**2010/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.

8 November 2010

POLICY ISSUES**2010/EB.2/2 WFP HIV and AIDS Policy**

The Board approved "WFP HIV and AIDS Policy" (WFP/EB.2/2010/4-A).

8 November 2010

2010/EB.2/3 Policy for Disclosure of Internal Audit Reports to Member States

The Board approved the revised "Policy for Disclosure of Internal Audit Reports to Member States" (WFP/EB.2/2010/4-B/1/Rev.1).

It requested the Secretariat to develop a comprehensive oversight policy, including budget implications, in line with best practices of the United Nations, that includes *inter alia* provisions and procedures for sharing all internal reports with Member States. The oversight policy should be presented for approval, at the latest, at the Annual Session of 2011.

The Board also took note of the comments of the ACABQ (WFP/EB.2/2010/5(A,B,C,D,E)/2 and WFP/EB.2/2010/4(B,C)/2) and the FAO Finance Committee (WFP/EB.2/2010/5(A,B,C,D,E)/3 and WFP/EB.2/2010/4(B,C)/3).

11 November 2010

2010/EB.2/4 WFP Anti-Fraud and Anti-Corruption Policy

The Board approved “WFP Anti-Fraud and Anti-Corruption Policy” (WFP/EB.2/2010/4-C/1).

The Board also took note of the comments of the Advisory Committee on Administrative and Budgetary Questions (ACABQ) (WFP/EB.2/2010/5(A,B,C,D,E)/2 and WFP/EB.2/2010/4(B,C)/2) and the Food and Agriculture Organization of the United Nations (FAO) Finance Committee (WFP/EB.2/2010/5(A,B,C,D,E)/3 and WFP/EB.2/2010/4(B,C)/3).

8 November 2010

2010/EB.2/5 Action Plan for the Implementation of the Capacity Development and Hand-Over Components of the WFP Strategic Plan (2008–2013)

The Board welcomed the “Action Plan for the Implementation of the Capacity Development and Hand-Over Components of the WFP Strategic Plan (2008–2013)” (WFP/EB.2/2010/4-D) and requested the Secretariat to ensure that activities developed under this action plan be regularly reported as part of the WFP Annual Performance Report.

8 November 2010

RESOURCE, FINANCIAL AND BUDGETARY MATTERS**2010/EB.2/6 Financial Framework Review**

The Board approved the changes to General Rules XIII.4 and Financial Regulation 1.1 as set out in the document “Financial Framework Review” (WFP/EB.2/2010/5-A/1 + Corr.1), amended to reflect the advice of the FAO Finance Committee to delete the word “estimated” from the phrase “estimated actual cost” in General Rule XIII.4 (a) (ii) and XIII.4 (b) (i).

In 2015, a review of the implementation of the financial framework would be carried out and a report would be submitted to the Board at its Annual Session in 2016.

The Board also took note of the comments of the ACABQ (WFP/EB.2/2010/5(A,B,C,D,E)/2 and WFP/EB.2/2010/4(B,C)/2) and the FAO Finance Committee (WFP/EB.2/2010/5(A,B,C,D,E)/3 and WFP/EB.2/2010/4(B,C)/3).

9 November 2010

2010/EB.2/7 Review of the Working Capital Financing Facility

The Board took note of “Review of the Working Capital Financing Facility” (WFP/EB.2/2010/5-B/1) and approved:

- i) the transfer of the Direct Support Cost Advance Facility reserve of US\$35.9 million to the Operational Reserve to increase the total Operational Reserve from US\$57.0 million, to US\$92.9 million; and
- ii) the increase of the Working Capital Financing Facility ceiling to US\$557.0 million, to enable the Executive Director to provide advance financing to projects, the Forward Purchase Facility and other corporate services.

The Board requested the Secretariat to provide information on the use of the Working Capital Financing Facility on an annual basis and to submit more information on the further exploration of the Forward Purchase Facility to its session in November 2011.

The Board also took note of the comments of the ACABQ (WFP/EB.2/2010/5(A,B,C,D,E)/2 and WFP/EB.2/2010/4(B,C)/2) and the FAO Finance Committee (WFP/EB.2/2010/5(A,B,C,D,E)/3 and WFP/EB.2/2010/4(B,C)/3).

9 November 2010

2010/EB.2/8 Third Update on the WFP Management Plan (2010–2011)

Having considered “Third Update on the WFP Management Plan (2010–2011)” (WFP/EB.2/2010/5-C/1), the Board took note of the updated foreseen programme of work of US\$11.98 billion for the 2010–2011 biennium, excluding any provision for unforeseen requirements.

The Board encouraged WFP management to take into account considerations raised by the Board during its discussion.

The Board also took note of the comments of the ACABQ (WFP/EB.2/2010/5(A,B,C,D,E)/2 and WFP/EB.2/2010/4(B,C)/2) and the FAO Finance Committee (WFP/EB.2/2010/5(A,B,C,D,E)/3 and WFP/EB.2/2010/4(B,C)/3).

9 November 2010

2010/EB.2/9 Second Update on WFP Management Actions in Somalia

The Board took note of “Second Update on WFP Management Actions in Somalia” (WFP/EB.2/2010/5-D/1).

The Board also took note of the comments of the ACABQ (WFP/EB.2/2010/5(A,B,C,D,E)/2 and WFP/EB.2/2010/4(B,C)/2) and the FAO Finance Committee (WFP/EB.2/2010/5(A,B,C,D,E)/3 and WFP/EB.2/2010/4(B,C)/3).

9 November 2010

LATIN AMERICA AND THE CARIBBEAN REGIONAL PORTFOLIO**2010/EB.2/10 Summary Evaluation Report Colombia Protracted Relief and Recovery Operation 105880 and Management Response**

The Board took note of “Summary Evaluation Report Colombia Protracted Relief and Recovery Operation 105880” (WFP/EB.2/2010/6-C) and the management response in WFP/EB.2/2010/6-C/Add.1, and encouraged further action on the recommendations, taking into account considerations raised by the Board during its discussion.

9 November 2010

WEST AFRICA REGIONAL PORTFOLIO**2010/EB.2/11 Summary Evaluation Report Chad Country Portfolio (2003–2009) and Management Response**

The Board took note of “Summary Evaluation Report Chad Country Portfolio (2003–2009)” (WFP/EB.2/2010/6-A) and the management response in WFP/EB.2/2010/6-A/Add.1 + Corr.1 and encouraged further action on the recommendations, taking into account considerations raised by the Board during its discussion.

9 November 2010

2010/EB.2/12 Draft Country Programmes—Burkina Faso 200163 (2011–2015)

The Board endorsed draft country programme Burkina Faso 200163 (2011–2015) (WFP/EB.2/2010/7/1), for which the food requirement is 42,813 mt at a total cost to WFP of US\$50.3 million, and authorized the Secretariat to formulate a country programme, taking into account the observations of the Board.

9 November 2010

2010/EB.2/13 Budget Increases to Development Activities—Country Programme Chad 104780 (2007–2010)

The Board approved the budget increase of US\$8.1 million to Chad country programme 104780 (2007–2010) (WFP/EB.2/2010/9-B/5) with a one-year extension from 1 January to 31 December 2011.

9 November 2010

2010/EB.2/14 Budget Increases to Development Activities—Country Programme Mauritania 102090 (2003–2010)

The Board approved the budget increase of US\$15.8 million to Mauritania country programme 102090 (2003–2010) (WFP/EB.2/2010/9-B/4) with a one-year extension from 1 January to 31 December 2011.

9 November 2010

SOUTHERN, EASTERN AND CENTRAL AFRICA REGIONAL PORTFOLIO**2010/EB.2/15 Summary Report of the Mid-Term Evaluation of the Protracted Relief and Recovery Operation Ethiopia 106650 (2008–2010) and Management Response**

The Board took note of “Summary Report of the Mid-Term Evaluation of the Protracted Relief and Recovery Operation Ethiopia 106650 (2008–2010)” (WFP/EB.2/2010/6-E) and the management response in WFP/EB.2/2010/6-E/Add.1 and encouraged further action on the recommendations, taking into account considerations raised by the Board during its discussion.

10 November 2010

2010/EB.2/16 Country Programmes—Burundi 200119 (2011–2014)

The Board approved on a no-objection basis country programme Burundi 200119 (2011–2014) (WFP/EB.2/2010/8 + Corr.1), for which the food requirement is 42,930 mt at a total cost to WFP of US\$43.6 million.

10 November 2010

2010/EB.2/17 Draft Country Programmes—Zambia 200157 (2011–2015)

The Board endorsed draft country programme Zambia 200157 (2011–2015) (WFP/EB.2/2010/7/2), for which the food requirement is 44,882 mt at a total cost to WFP of US\$50.9 million, and authorized the Secretariat to formulate a country programme, taking into account the observations of the Board.

10 November 2010

2010/EB.2/18 Development Projects—Lesotho 200169

The Board approved the proposed development project Lesotho 200169 “Nutrition Support for Malnourished Children and other Vulnerable Groups” (WFP/EB.2/2010/9-A/2) subject to availability of resources.

10 November 2010

2010/EB.2/19 Budget Increases to Protracted Relief and Recovery Operations—Ethiopia 106650

The Board approved the proposed one-year extension from 1 January–31 December 2011, and a budget increase of US\$411.2 million to Ethiopia protracted relief and recovery operation 106650 “Responding to Humanitarian Crises and Enhancing Resilience to Food Insecurity” (WFP/EB.2/2010/9-D).

10 November 2010

2010/EB.2/20 Budget Increases to Development Activities—Country Programme Mozambique 104460 (2007–2010)

The Board approved the budget increase of US\$13 million for Mozambique country programme 104460 (2007–2010) (WFP/EB.2/2010/9-B/1) for an extension in time of 12 months from 1 January to 31 December 2011.

10 November 2010

2010/EB.2/21 Protracted Relief and Recovery Operations—Democratic Republic of the Congo 200167

The Board approved the proposed protracted relief and recovery operation Democratic Republic of the Congo 200167 “Targeted Food Assistance to Victims of Armed Conflict and other Vulnerable Groups” (WFP/EB.2/2010/9-C/7).

10 November 2010

2010/EB.2/22 Protracted Relief and Recovery Operations—Zimbabwe 200162

The Board approved the proposed protracted relief and recovery operation Zimbabwe 200162 “Assistance for Food-Insecure Vulnerable Groups” (WFP/EB.2/2010/9-C/2).

10 November 2010

SUDAN REGIONAL PORTFOLIO

2010/EB.2/23 Summary Evaluation Report Sudan Emergency Operation 107600 and Management Response

The Board took note of “Summary Evaluation Report Sudan Emergency Operation 107600” (WFP/EB.2/2010/6-D) and the management response in WFP/EB.2/2010/6-D/Add.1 and encouraged further action on the recommendations, taking into account considerations raised by the Board during its discussion.

10 November 2010

ASIA REGIONAL PORTFOLIO

2010/EB.2/24 Summary Evaluation Report Nepal Country Portfolio and Management Response

The Board took note of “Summary Evaluation Report Nepal Country Portfolio” (WFP/EB.2/2010/6-B) and the management response in WFP/EB.2/2010/6-B/Add.1 and encouraged further action on the recommendations, taking into account considerations raised by the Board during its discussion.

10 November 2010

2010/EB.2/25 Budget Increases to Development Activities—Country Programme Bangladesh 104100 (2007–2010)

The Board approved the budget increase of US\$75.9 million to Bangladesh country programme 104100 (2007–2010) (WFP/EB.2/2010/9-B/6) with a one-year extension from 1 January to 31 December 2011.

10 November 2010

2010/EB.2/26 Budget Increases to Development Activities—Lao People’s Democratic Republic Development Project 100781

The Board approved the budget increase of US\$6.2 million for the Lao People’s Democratic Republic development project 100781 (WFP/EB.2/2010/9-B/3) with a 12-month extension from 1 January to 31 December 2011.

10 November 2010

2010/EB.2/27 Budget Increases to Development Activities—Country Programme Nepal 100930 (2002–2010)

The Board approved the budget increase of US\$24.7 million for Nepal country programme 100930 (2002–2010) (WFP/EB.2/2010/9-B/2) with a two-year extension from 1 January 2011 to 31 December 2012.

10 November 2010

2010/EB.2/28 Protracted Relief and Recovery Operations—Nepal 200152

The Board approved the proposed protracted relief and recovery operation Nepal 200152 “Assistance to Food-Insecure Populations in the Mid- and Far-West Hill and Mountain Regions” (WFP/EB.2/2010/9-C/1).

10 November 2010

2010/EB.2/29 Protracted Relief and Recovery Operations—Pakistan 200145

The Board approved the proposed protracted relief and recovery operation Pakistan 200145 “Food Assistance for Household Food Security, Early Recovery, Peace and Social Stability” (WFP/EB.2/2010/9-C/3).

11 November 2010

2010/EB.2/30 Protracted Relief and Recovery Operations—Sri Lanka 200143

The Board approved the proposed protracted relief and recovery operation Sri Lanka 200143 “Supporting Relief and Early Recovery in Former Conflict-Affected Areas” (WFP/EB.2/2010/9-C/5).

11 November 2010

MIDDLE EAST, CENTRAL ASIA AND EASTERN EUROPE REGIONAL PORTFOLIO

2010/EB.2/31 **Summary Evaluation Report Occupied Palestinian Territory Protracted Relief and Recovery Operation 103871 and Management Response**

The Board took note of “Summary Evaluation Report Occupied Palestinian Territory Protracted Relief and Recovery Operation 103871” (WFP/EB.2/2010/6-F) and the management response in WFP/EB.2/2010/6-F/Add.1 + Corr.1 and encouraged further action on the recommendations, taking into account considerations raised by the Board during its discussion.

11 November 2010

2010/EB.2/32 **Development Projects—Tajikistan 200173**

The Board approved the proposed development project Tajikistan 200173 “Support for Tuberculosis Patients and their Families” (WFP/EB.2/2010/9-A/1 + Corr.1) subject to availability of resources.

11 November 2010

2010/EB.2/33 **Protracted Relief and Recovery Operations—Occupied Palestinian Territory 200037**

The Board approved the proposed protracted relief and recovery operation Occupied Palestinian Territory 200037 “Targeted Food Assistance to Support Destitute and Marginalized Groups and Enhance Livelihoods in the West Bank” (WFP/EB.2/2010/9-C/4).

11 November 2010

2010/EB.2/34 **Protracted Relief and Recovery Operations—Yemen 200038**

The Board approved the proposed protracted relief and recovery operation Yemen 200038 “Emergency Food Security and Nutrition Support for the Vulnerable Population” (WFP/EB.2/2010/9-C/6).

11 November 2010

ORGANIZATIONAL AND PROCEDURAL MATTERS

2010/EB.2/35 **Biennial Programme of Work of the Executive Board (2011–2012)**

The Board approved “Biennial Programme of Work of the Executive Board (2011–2012)” (WFP/EB.2/2010/11) as proposed by the Bureau and the Secretariat.

10 November 2010

SUMMARY OF THE WORK OF THE EXECUTIVE BOARD

2010/EB.2/36 **Summary of the Work of the Annual Session of the Executive Board, 2010**

The Board approved the document “Draft Summary of the Work of the Annual Session of the Executive Board, 2010”, the final version of which would be embodied in the document WFP/EB.A/2010/17.

11 November 2010

ANNEX II

AGENDA

1. *Adoption of the Agenda (for approval)*
2. *Appointment of the Rapporteur*
3. *Opening Remarks by the Executive Director*
4. *Policy Issues*
 - a) WFP HIV and AIDS Policy (for approval)
 - b) Policy for Disclosure of Internal Audit Reports to Member States (for approval)
 - c) WFP Anti-Fraud and Anti-Corruption Policy (for approval)
 - d) Action Plan for the Implementation of the Capacity Development and Hand-Over Components of the WFP Strategic Plan 2008–2013 (for information)
 - e) Update of Consolidated Framework of WFP Policies (*for information*)
5. *Resource, Financial and Budgetary Matters*
 - a) Financial Framework Review (*for approval*)
 - b) Review of the Working Capital Financing Facility (*for approval*)
 - c) Third Update on the WFP Management Plan (2010–2011) (*for information*)
 - d) Second Update on WFP Management Actions in Somalia (*for information*)
 - e) Review of WFP Operations in Somalia – Additional Fees for the External Auditor (*for information*)
6. *Evaluation Reports (for consideration)*
 - a) Summary Evaluation Report Chad Country Portfolio (2003–2009) and Management Response
 - b) Summary Evaluation Report Nepal Country Portfolio and Management Response
 - c) Summary Evaluation Report Colombia Protracted Relief and Recovery Operation 105880 and Management Response
 - d) Summary Evaluation Report the Sudan Emergency Operation 107600 and Management Response
 - e) Summary Report of the Mid-Term Evaluation of the Ethiopia Protracted Relief and Recovery Operation 106650 (2008–2010) and Management Response
 - f) Summary Evaluation Report Occupied Palestinian Territory Protracted Relief and Recovery Operation 103871 and Management Response

Operational Matters

7. *Draft Country Programmes (for consideration)*
 - Burkina Faso 200163 (2011–2015)
 - Zambia 200157 (2011–2015)
8. *Country Programmes (for approval on a no-objection basis)*
 - Burundi 200119 (2011–2014)

9. ***Projects for Executive Board approval (for approval)***
- a) Development projects
 - Lesotho 200169
 - Tajikistan 200173
 - b) Budget Increases to Development Activities
 - Bangladesh 104100 (2007–2010)
 - Chad 104780 (2007–2010)
 - Lao People’s Democratic Republic 100781
 - Mauritania 102090 (2003–2010)
 - Mozambique 104460 (2007–2010)
 - Nepal 100930 (2002–2010)
 - c) Protracted Relief and Recovery Operations
 - Democratic Republic of the Congo 200167
 - Nepal 200152
 - Occupied Palestinian Territory 200037
 - Pakistan 200145
 - Sri Lanka 200143
 - Yemen 200038
 - Zimbabwe 200162
 - d) Budget Increases to PRROs
 - Ethiopia 106650
10. ***Reports of the Executive Director on Operational Matters (1 January–30 June 2010) (for information)***
- a) Development Projects Approved by the Executive Director
 - Iraq 200104
 - b) Budget Increases to Development Activities Approved by the Executive Director
 - c) Protracted Relief and Recovery Operations Approved by the Executive Director
 - Algeria 200034
 - Yemen 200044
 - Ghana 200046
 - Central African Republic 200050
 - Burkina Faso 200054
 - Zambia 200070
 - Malawi 200087
 - Philippines 200131
 - d) Budget Increases to PRROs Approved by the Executive Director

- e) Emergency Operations Approved by the Executive Director or by the Executive Director and the Director-General of FAO
- 11. ***Organizational and Procedural Matters***
 - Biennial Programme of Work of the Executive Board (2011–2012) (*for approval*)
- 12. ***Summary of the Work of the Annual Session of the Executive Board, 2010***
(for approval)
- 13. ***Other Business***
- 14. ***Verification of Adopted Decisions and Recommendations***