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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, contained in the document WFP/EB.2/2006/16.

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OPENING REMARKS BY THE EXECUTIVE DIRECTOR

Opening Remarks by the Executive Director (2006/EB.2/1)

1. Addressing what would be the final Board meeting of his tenure, the Executive Director thanked the Board and his WFP colleagues for five years of support and dedication, which had enabled WFP to fulfil its mandate and carry out the Board's directions. In helping the hungry poor, especially women and children, WFP and its Board had the most serious responsibility in the world. Cereal prices, the frequency of natural disasters and the number of hungry people had all increased, but the problems that cause hunger could be resolved, and the world should commit itself to doing so.
2. Summarizing WFP's activities in 2006, the Executive Director highlighted the rapid mobilization of 150 staff members during the conflict in Lebanon, when WFP provided 13,000 mt of food for 800,000 people and supplied logistics, telecommunications and security support to other United Nations agencies and non-governmental organizations (NGOs) in Lebanon and the Syrian Arab Republic.
3. Sudan remained WFP's largest programme, with US\$1 billion allocated to feeding 4.3 million people in 2006. Needs were unlikely to decline in Darfur, where 70 percent of the population were food-insecure and security was still an issue; US\$200 million was needed for food pre-positioning in 2007. Other programmes were feeding 214,000 refugees in Chad and 3.6 million drought-affected people in Kenya. WFP had been unable to obtain access to 65,000 mt of food for its Eritrea emergency operation (EMOP) and was seeking arbitration. Logistics and security problems meant that WFP could reach only 500,000 of 875,000 planned beneficiaries in the Democratic Republic of the Congo (DRC). The Democratic People's Republic of Korea (DPRK) EMOP for 1.9 million people was severely underfunded and risked closure in February 2007. More funds were also needed for the Philippines, where 250,000 out of 2 million displaced people were being fed, for Afghanistan, where drought and existing problems had left 3–4 million people at risk and for the drought insurance experiment in Ethiopia. Operations in Southern Africa were feeding 3.5 million people a month, which would have increased by 800,000 in December 2006; mass starvation had been avoided. Worldwide, WFP school feeding programmes had fed 22 million schoolchildren.
4. WFP had improved staff deployment and rapid response to emergencies through the Immediate Response Account (IRA), the United Nations Office for the Coordination of Humanitarian Affairs (OCHA), and humanitarian depots in Ghana, Italy, Dubai and Ireland. Multilateral, flexible and untied contributions from donors were essential to this, and were especially welcomed. WFP was extending its donor base, particularly among Board members and emerging donors and in the private sector.
5. Risk assessment and results-based management (RBM) were being mainstreamed on an increasing scale. WFP was more visible, largely through free publicity and good-will ambassadors; in 2006, US\$2.7 billion had been raised – 50 percent more than in 2002. The high-level panel had endorsed the United Nations reform process and the cluster approach, with WFP as a lead agency; it had emphasized the need for more partnerships and increased inter-agency collaboration, particularly among the Rome-based agencies on information sharing with regard to countries with severe food deficits.



6. The Board expressed its warm appreciation of WFP's achievements under the Executive Director and pledged its continued support in the future. Board members praised his vision, energy and commitment, noting particularly that his leadership had always brought out the best in WFP's staff. The Board welcomed the information about the second Global Staff Survey and the work being done to address the issues it had identified. A number of donations were announced by Board members, for which WFP was deeply grateful.
7. Board members looked forward to reform of the United Nations system, especially with a view to improving the efficiency of delivering aid in a unified multilateral system such as the cluster approach, which had been successfully used in several contexts. Some Board members recognized that WFP's work would be best supported by flexible financing, particularly in the form of untied multilateral cash donations, and agreed on the usefulness of the Central Emergency Response Fund (CERF) and the importance of attracting private-sector funding. The need to enhance the capacities of governments to remove structural causes of hunger was stressed, for which public and private investment would be needed. New partnerships would be a vital element in these changes, complementing enhanced collaboration among the Rome-based organizations.
8. Board members urged WFP to seek flexible, innovative ways of handling emergencies and longer-term humanitarian needs; opinion was divided on the Ethiopian drought insurance project, but WFP was congratulated on the innovation. Approaches to address poverty, such as microcredit schemes that would enable vulnerable groups to feed their families, were suggested. Board members stressed the importance of accountability and transparency.
9. Some Board members requested information as to how WFP assessed appeals from potential beneficiary governments to launch operations and how it gauged a country's own capacity to handle the response or share the burden with WFP. The work of the Secretariat in improving the technical and institutional quality of emergency needs assessment was recognized; Board members noted the need to evaluate outcomes from the viewpoint of beneficiaries.
10. Responding to the Board, the Executive Director emphasized that under the United Nations reform, changes, partnerships and increased collaboration should occur only when they increased efficiency and cost-effectiveness; additional bureaucracy would hamper WFP's rapid response capacity. WFP was already active in the cluster approach, as in Lebanon, but more NGO involvement was needed. Some food and nutrition emergencies were not sudden-onset events; for example, WFP's humanitarian response mandate could include support to sub-Saharan Africa's 20 million AIDS orphans through the most effective instruments on offer from donors.
11. The Executive Director thanked Board members for the contributions announced by several Representatives during the meeting, and stressed the particular value of untied, multilateral donations. In conclusion, he thanked the Board for their words of appreciation, and stressed that he accepted them on behalf of all his colleagues in WFP.



POLICY ISSUES

Ending Child Hunger and Undernutrition Initiative: Global Framework for Action (2006/EB.2/2)

12. The Secretariat presented a strategy document on a global initiative that aimed to end child hunger and undernutrition within a generation. A revised strategy and draft workplan would be presented at the United Nations Children's Fund (UNICEF) Board meeting in January 2007 and to the First Regular Session of the WFP Board in February 2007. WFP and UNICEF would help to focus world attention on the issue and on possible solutions, and assist national governments in analysis, priority-setting and actions to scale up the initiative.
13. The Board commended the Executive Director for initiating the Ending Child Hunger and Undernutrition Initiative (ECHUI). Recognizing the huge scale of the task ahead, it requested clarification of some points. The Secretariat confirmed that aspects of the strategy were already being introduced in several countries.
14. ECHUI would not affect the normal work of WFP country offices, nor would it entail reallocation of WFP funds; provision of food aid by WFP would be through existing programmes only. Partners would include United Nations agencies, NGOs, donors, development banks, private-sector organizations and civil society. Interventions promoted by ECHUI would be based on country-by-country analysis and evidence of what worked and would be integrated into existing structures. The workplan would include capacity-building needed to ensure sustainability. WFP's vulnerability analysis and mapping experience and country presence would help to guide community-level targeting. WFP's expected annual contribution to a Rome-based ECHUI secretariat was between US\$500,000 and US\$750,000 provided from non-PSA sources.
15. At the Board's First Regular Session in 2007, the Secretariat would provide more detail on WFP's ECHUI role and budget for 2007–2008 and the composition of the Partners Group, and would provide a timetable for the workplan during 2007–2008. Some Board members requested that these developments be reflected in the draft decision.

Strengthening Emergency Needs Assessments: Second Progress Report on the Implementation Plan (2006/EB.2/3)

16. The Secretariat presented the document "Strengthening Emergency Needs Assessments: Second Progress Report on the Implementation Plan". The Board expressed its approval of the improvements in accountability and transparency of assessment practice, development of standardized methods and guidance for assessments, inclusion of market and nutrition analysis in the assessments, improved baseline information and enhanced tools for distinguishing chronic from acute food insecurity. In 2007, priority would be given to consolidating and mainstreaming the improvements.
17. Work still needed to be done to evaluate the accuracy of assessments by tracking food-security indicators over the course of interventions, to evaluate the links between assessment findings and programming decisions and to make assessments comparable between countries. WFP country directors were responsible for undertaking assessments before making decisions on programming. The inclusion of market analysis in the assessments enabled WFP to know more clearly when cash rather than food responses



were appropriate. The results of a study by the Overseas Development Institute on the links between assessments and programming decisions were expected soon.

18. In response to the Board's concern regarding the need for a broader financing structure for assessments, the Secretariat explained that funding for assessments usually came from direct support costs (DSC), which could be a problem for smaller country offices. The IRA could be used in sudden-onset situations, but funding from Headquarters was required where an assessment had been contested or where more data, specialist input or independent studies were needed; there were funding gaps for the Headquarters fund for 2007. The Secretariat expressed appreciation for the financial and technical support for the Strengthening Emergency Needs Assessment Capacity (SENAC) project from the European Union, Germany, Canada, the United Kingdom and Denmark.
19. Emergency needs assessment staff positions were to be submitted for mainstreaming. Training had been offered to 400 WFP and partner staff as of October 2006. Denmark had funded initial work to enhance the assessment capacity of governments.
20. WFP was extending its partnerships in relation to needs assessments compared with a 2006 target of conducting 75 percent of assessments with United Nations and NGO partners; the current figure was 83 percent. WFP was collaborating with partners on food security baselines through SENAC and was seeking to develop with the International Food Policy Research Institute (IFPRI) a universal proxy indicator for food security based on diet diversity, food frequency and food sources.
21. The Board welcomed WFP's work on improving emergency needs assessment, including its efforts to adapt the emergency food-security assessment (EFSA) approach to country situations; Board members encouraged the inclusion of national officials in future training and urged WFP to continue and expand partnerships.

RESOURCE, FINANCIAL AND BUDGETARY MATTERS

Third Progress Report on the Implementation of International Public Sector Accounting Standards (2006/EB.2/4)

22. The Secretariat presented this report, which included the changed wording to General Regulations, General Rules and Financial Regulations required to make WFP compliant with International Public Sector Accounting Standards (IPSAS) from 1 January 2008. The main change was the move from biennial to annual financial statements. These changes had been endorsed in October 2006 by the FAO Finance Committee and the Advisory Committee on Administrative and Budgetary Questions (ACABQ).
23. The Board congratulated WFP on its rapid action, reiterating its support for IPSAS application to improve WFP's financial transparency, efficiency and monitoring. In response to requests by Board members for clarification regarding the move to annual financial reporting while retaining a biennial budget cycle, the Secretariat explained that budgets, which reflected the Management Plan, were management tools, while financial reporting reflected actual results and was open to audit; the Secretariat reiterated its commitment to issuing regular comparisons between budgeted and actual expenditures and would provide further analysis of the issue at the 2007 First Regular Session of the Board.
24. The Board adopted the decision, with the understanding that the Bureau would examine the budget cycle issue with the External Auditor and the Audit Committee.



Progress Report on Implementation of the External Auditor's Recommendations on 2004–2005 Operations (2006/EB.2/5)

25. The Secretariat reported that WFP had implemented 17 of the 45 recommendations of the External Auditor. The Secretariat was committed to achieving a much improved implementation rate by the end of 2006.
26. The Board welcomed the report, commending WFP on its work in implementing the audit recommendations. At the Board's request, the Secretariat explained how WFP established achievable deadlines for implementing the recommendations. The Board endorsed the recommendations of the ACABQ and the FAO Finance Committee on the need for a review by the External Auditor of the status of implementation of the audit recommendations.
27. The External Auditor expressed his willingness to include his comments on WFP's implementation of the audit recommendations in future progress reports. He was wary, however, of prioritizing recommendations but would consider other ways of assigning degrees of urgency to them. Changes to the format of the report would be made in consultation with the Audit Committee and the Bureau.

Programme of Work of the External Auditor for the Biennium 2006–2007 (2006/EB.2/6)

28. The External Auditor presented his programme, which included a selection of the topics suggested by the Board, the Bureau and the External Auditor, and expressed his willingness to be flexible in accommodating changing circumstances at WFP and worldwide.
29. In welcoming the programme, Board members requested greater monitoring of WFP's cost structures. The External Auditor emphasized that all audit areas already touched on efficiency and cost-effectiveness; he and the Bureau would consider ways of providing more information on cost structures. In response to questions by Board members, the External Auditor explained that the move to IPSAS would certainly affect auditing, mainly through the adoption of annual financial statements.

WEST AFRICA REGIONAL PORTFOLIO

Country Programme – Chad 10478.0 (2007-2010) (2006/EB.2/7)

Country Programme – Guinea 10453.0 (2007-2011) (2006/EB.2/8)

Draft Country Programme – Senegal 10451.0 (2007–2011) (2006/EB.2/9)

Report on the Follow-Up to the Evaluation of the WFP Response to the Crisis in Niger in 2005 (2006/EB.2/10)

30. The Regional Director presented an overview of the work of the West Africa Bureau (ODD). He emphasized the alarming extent of malnutrition in the Sahel and of the nutritional emergency in the northern Sahel. He reported on WFP's work with UNICEF to combat malnutrition. WFP had modified or prepared a series of new protracted relief and



recovery operations (PRROs) in the region and needed US\$40 million over the next 12 months to implement them. He provided an update on the West Africa Coastal PRRO: the return of internally displaced people (IDPs) in Liberia was complete; voluntary repatriation of Liberian refugees was expected to be completed by June 2007. The PRRO was extended and would require US\$13 million.

31. He also informed the Board of the updating of UN/WFP contingency plans for Côte d'Ivoire and Burkina Faso, Ghana, Guinea, Liberia and Mali. OCHA had stipulated WFP as lead agency for the inter-agency contingency plan. WFP assessments had been completed and an emergency team was ready for deployment. Regarding operations in Chad, the ongoing conflict had produced many more IDPs. It had been determined that the most needed immediate response for the IDPs was seed distribution, which was being implemented with the Food and Agriculture Organization of the United Nations (FAO). An additional US\$18 million was required for the operation to aid refugees whose nutritional status was serious.
32. The regional coordination structure for the Sahel Alliance for Education was being strengthened and WFP was developing a joint work plan with UNICEF and the United Nations Educational, Scientific and Cultural Organization (UNESCO). Donor support was crucial to ensure that all elements of the Essential Learning Package reach vulnerable children. WFP was following the situation of avian flu, which had affected Nigeria first and spread to other countries where flocks were decimated and consumption of poultry had fallen drastically. There was concern that birds migrating from Europe for the winter could bring more cases.
33. The Regional Director presented the draft country programme (CP) for Senegal 2007-2011. It was targeted geographically and built round, education and children's development, and prevention of malnutrition and food crises. Local purchase options were limited because of the limited tonnage produced by Senegal and WFP's desire to avoid distorting local markets; nonetheless, WFP was improving contacts with local suppliers should conditions become conducive for local purchase. The Government had outlined its extensive programmes to promote agriculture and contribute to poverty reduction.
34. The Regional Director also presented "Report on the Follow-up to the Evaluation of the WFP Response to the Crisis in Niger in 2005". The document outlined the measures WFP had already taken and those it proposed to take, while taking into consideration: (i) the main findings and recommendations of the Niger after-action review; (ii) the subsequent Niger evaluation; (iii) internal introspection and iv) availability of funding for approved projects. The Regional Director explained how WFP was working with partners to strengthen early warning systems, needs assessments and contingency plans. WFP was working with the Permanent Inter-State Committee on Drought Control in the Sahel (CILSS) and others to ensure that issues of indebtedness, livestock and markets functions were incorporated into food security analysis. There was a need for concerted long-term commitment from all stakeholders to avoid future crises. WFP was working with FAO and the International Fund for Agricultural Development (IFAD) on ways to increase regional rural production, with UNICEF in the social sectors and with CILSS and the Famine Early-Warning System Network (FEWS-NET) on food security issues and needs assessment methods.
35. The Government of Niger explained its plans for development projects aimed at avoiding future food crises, including a large irrigation programme, a free healthcare programme for children, protection of grazing lands and rebuilding of national security stocks. Members of the Board noted the insufficiency of development aid and recognized that the problems of the Sahel were real and required long-term solutions. It would be a



challenge for governments, the United Nations system, donors and other stakeholders to find the most effective and cost-efficient mechanism to deal with the many issues affecting food security across the Sahel. WFP was urged to focus its attention on the needs of the most vulnerable groups.

36. The Regional Director reiterated the extent to which WFP worked with partners, especially with UNICEF on nutrition issues, with CILSS and FEWS-NET on early-warning issues and with United Nations country teams on contingency planning. WFP viewed the crisis in Niger as a “wake-up call” for all stakeholders: the underlying causes of vulnerability had been neglected for too long. Malnutrition was not just a result of lack of food: the Regional Director emphasized the role of lack of clean water and sanitation facilities, limited livelihood opportunities, limited knowledge of pastoralist livelihoods and poor breastfeeding and weaning practices. He urged donors to support WFP’s efforts in addressing the needs of the vulnerable populations in West Africa.

EAST AND CENTRAL AFRICA REGIONAL PORTFOLIO

Country Programme – Ethiopia 10430.0 (2007-2011) (2006/EB.2/11)

**Country Programme – United Republic of Tanzania 10437.0 (2007-2010)
(2006/EB.2/12)**

**Protracted Relief and Recovery Operation for Executive Board Approval –
Burundi 10528.0 (2006/EB.2/13)**

**Protracted Relief and Recovery Operation for Executive Board Approval –
United Republic of Tanzania 10529.0 (2006/EB.2/14)**

37. The Secretariat outlined WFP operations in the East and Central Africa Regional Bureau (ODK): 25 million people would receive 4.9 million mt of food costing US\$2.8 billion – one third of WFP’s total portfolio. Years of conflict and poor harvests had left many areas vulnerable; several consecutive good harvests were needed to establish food security. To avoid pipeline interruptions, WFP needed in-kind pledges by the end of November and cash pledges by the end of December 2006. Assessments were being carried out, and WFP and FAO were leading an initiative to address food vulnerability in the Horn of Africa.
38. In Djibouti, failed rains had left many pastoralists in need of support throughout 2007. Operations in Eritrea had been interrupted by the government’s monetization of 64,000 mt of WFP stocks for its own cash-for-work programmes, infringing WFP rules. After unsuccessful high-level meetings, WFP was initiating formal arbitration to rectify this. Harvests in the highlands of Ethiopia were expected to be good, but 1.7 million pastoralists in the south needed food after flooding and poor harvests. Of 3 million people requiring support in the second half of 2006, WFP had aided 2 million. Joint safety-net programmes with the government had 8 million beneficiaries; a PRRO would assist 750,000 refugees and IDPs from 2007 to 2011.
39. In Kenya, WFP had assisted 3.6 million people affected by drought. One third of the country’s 31 million agro-pastoralists suffered from unpredictable rainfall, unsettled markets and conflict; a further 80,000 refugees were expected from Somalia by the end of



2006. Security in the north of Somalia had improved, but there were new conflicts in the south. The rains had started well and ocean transport had been resumed, but livestock prices were up and the economic, political and social situation was still fragile.

40. Among advances in Uganda, peace negotiations with the Lord's Resistance Army had improved mobility, but cholera and avian influenza outbreaks were preventing refugees from returning to southern Sudan. A small PRRO was being prepared for Rwanda, where 28 percent of the 2.1 million population were food-insecure and there were 40,000 refugees, mainly from the Democratic Republic of the Congo (DRC), where the first elections for nearly 40 years had been held in July 2006. WFP aimed to enhance the targeting and government ownership of operations there, including an expanded PRRO from July 2007. A PRRO in the Republic of the Congo had 200,000 beneficiaries; primary school enrolment had dropped from 90 percent in the 1990s to less than 60 percent in 2005. HIV/AIDS prevalence had reached 10 percent in the south and 3.5 and 5 percent in Brazzaville and Pointe-Noire.
41. The Secretariat presented two PRROs – Burundi and the United Republic of Tanzania – explaining that the circumstances made country PRROs more efficient than regional ones. In September 2006, a ceasefire with rebel forces had formally ended 15 years of conflict in Burundi. Widespread hunger was likely to increase because of crop diseases. Food insecurity was especially high in the north and northeast, where 70 percent of PRRO resources would be directed to three-month rations for returning refugees, food for work and food for education. The Senior Deputy Executive Director informed the Board that the Government of Burundi and the Deputy Special Representative of the Secretary-General in Burundi might ask WFP to support the cease-fire agreement by feeding 3,000 vulnerable people in camps waiting to be demilitarized. The United Republic of Tanzania PRRO would feed 290,000 refugees and other vulnerable people for two years, responding to the unexpectedly slow refugee return rate. The Secretariat expressed its gratitude for the Government of Tanzania's hosting of large refugee populations and for Japan's collaboration.
42. The Board appreciated the regional report and approved the two PRROs, asking for clarification on some points. The Secretariat responded that targeting in Burundi would be closely monitored; food costs were high in the landlocked country, where high security risks made vehicle escorts necessary. Stable production and a growing population meant that conditions would improve slowly – hence the two-year PRRO time frame. Collaboration with the new Government and its ministries had started, and capacity-building was in progress to help the Government to take over operations when WFP exited.

Ethiopia Drought Insurance Updates and 2007 Weather Risk Management Workplan (2006/EB.2/15)

43. The Secretariat presented the Ethiopia drought insurance update and 2007 weather risk management workplan. Phase I of the project had indicated that it would be feasible to pool drought risks on global markets in the context of its Strategic Objective to protect livelihoods in developing countries. The Board was asked to authorize the Secretariat to prepare a workplan for phase II, which would then be presented to counterparts such as the World Bank and donors, who would be invited to carry the project forward.
44. Board members requested information on the potential impacts of drought insurance and expressed concern about expected costs, equity issues and sustainability. Some members asked whether WFP's mandate included taking on a macroeconomic role; they expressed



concern that the weather insurance scheme would be donor-driven, that it would fail to provide incentives to farmers and would not distinguish transitory from longer-term food insecurity. Others suggested the scheme be linked to safety-net features; they did not object to the draft decision, but suggested engaging the Board in a broader discussion on the strategy.

45. There were doubts among Board members about the weather index and the reliability of drought indicators for capturing the vulnerability of individual farmers to shorter droughts; the scheme might not support local capacity and could undermine established crisis-management structures. Other alternatives might be more effective in reducing vulnerability.
46. There was, however, praise for WFP in that it had considered financial products that could protect developing countries from the effects of emergencies; the pilot project had generated interest in institutions such as the World Bank and the United Kingdom Department for International Development (DFID). Some suggested considering insurance options to cover water supply and animal health.
47. There were calls for support for the phase II proposal, for an integrated emergency framework to protect livelihoods and for a more detailed description of the programme including a summary of the discussion and encouragement for WFP to help to identify other organizations that might wish to participate.
48. The Secretariat acknowledged the Board's concerns: it was asking for authorization only to prepare a proposal as outlined in paragraph 14 of the paper. Following further discussion, the Secretariat proposed an alternative draft decision which was amended and adopted after detailed discussions among the Lists.

SOUTHERN AFRICA REGIONAL PORTFOLIO

Country Programme – Mozambique 10446.0 (2007-2009) (2006/EB.2/16)

Draft Country Programme – Zambia 10447.0 (2007–2010) (2006/EB.2/17)

Budget Increases to PRRO – Southern Africa 10310.0 (2006/EB.2/18)

49. The Regional Director presented the situation for the Southern Africa Bureau (ODJ). The regional PRRO covered seven countries facing the “triple threat” of food insecurity, HIV/AIDS and weakened capacity for governance. There had been good harvests in most countries, but the lean season was starting; pipeline breaks were a possibility in most countries. In Mozambique, rations had been reduced and lack of funding could affect field-level agreements with NGOs due to expire in December. The peak number of WFP beneficiaries in 2006 had been 4.3 million, half that of 2005. Assistance provided nutrition supplements for antiretroviral treatment and food for tuberculosis (TB) patients, pregnant women and orphans. WFP's main problem was handling major variations in volumes of food to be delivered. Cash had to be available for local and regional purchases: WFP encouraged donors to confirm their funding. Host governments in the region were providing more assistance. The Regional Director also presented “Budget Increase to Protracted Relief and Recovery Operation Southern Africa 10310.0” and “Draft Country Programme–Zambia 10447.0 (2007–2010)”.



50. Members of the Board questioned whether the Zambia CP was the most effective way of addressing hunger and requested information on participation of beneficiaries and plans to ensure sustainability. Board members encouraged WFP to improve coordination among United Nations organizations and to build on country-managed structures, to adapt programmes to national systems and mainstream benefits, and to build capacities with a view to handing operations over to governments. The Board encouraged WFP to improve vulnerability information systems and to keep the effects of El Niño in mind. The Board noted that the large scale of regional PRROs could constrain donors with spending caps for single programmes, and encouraged WFP to request further funding through country PRROs.
51. The Secretariat assured the Board that it would take into account the forthcoming review of food aid. The Zambia country director provided additional information on beneficiary participation and plans to make the country programme sustainable; he assured the Board that its comments would be taken into account in the final version of the Zambia CP. The Secretariat would consider country PRROs rather than extending the regional PRRO.

ASIA REGIONAL PORTFOLIO

Country Programme – Bangladesh 10410.0 (2007-2010) (2006/EB.2/19)

Protracted Relief and Recovery Operation for Executive Board Approval – Myanmar 10066.3 (2006/EB.2/20)

52. The Regional Director of the Asia Bureau (ODB) presented the Myanmar PRRO that would start in January 2007 for three years, benefiting 1.6 million people. Problems continued as a result of limited access for farmers to markets and for the international community to areas of work; the United Nations system was negotiating access with the Government. There was discussion between the Government of Japan and the United Nations on the possible use of the Human Security Fund.
53. In Afghanistan there were difficult political, logistics and security conditions aggravated by a severe drought, which had led to new requirements of US\$70 million. The 2006–2008 PRRO was to cost US\$441 million, of which 37 percent had been resourced; WFP had received US\$10 million from CERF.
54. In DPRK there had been a decrease in WFP aid, suspension of bilateral food aid from the Republic of Korea and reduction in aid from China. Monitoring was possible but still limited; government policy would determine whether WFP had adequate access. Under current conditions, it was impossible to confirm that all WFP aid was reaching the intended beneficiaries. The representative of the DPRK Government stated that there had been improvements in monitoring conditions. The European Commission announced it had approved €8 million for health, water, sanitation and flood contingency projects in the DPRK but questioned whether coping mechanisms had been taken into account when determining food aid needs. WFP responded that access problems had limited assessment missions.
55. The Government of Cambodia had fully repaid the value of the 2004 food diversion. Severe funding shortfalls had led WFP to cut staff and could lead to the closure of operations. The Government of Australia announced that Australia had donated



US\$4 million to the WFP programme there and encouraged other governments to do the same.

56. In Timor-Leste, the new peacekeeping mission had arrived; there was a US\$9.6 million funding shortfall for WFP aid to IDPs and for its PRRO. In Sri Lanka, the security situation had deteriorated: there were restrictions on access to some populations in need, which was making their situation worse. WFP had redirected resources and had organized two special operations for emergency preparedness and for air operations to support the humanitarian community. Recovery from the tsunami was progressing, but there were continuing needs in Aceh. WFP had established shipping operations to accelerate recovery, financed by the World Bank Multi-Donor Trust Fund, but underuse by partners had caused unit costs to rise.
57. The Regional Director outlined continuing programmes for victims of the South Asia earthquake and for people affected by drought in Nepal, and an assessment in Mongolia that determined there was not a need for food aid there. WFP was to work with the nascent Asia Philanthropist Trust, which was to raise private funds to support WFP's work. ODB was developing information and communications technology (ICT) capacities for emergencies (i) to allow WFP staff to work remotely and (ii) to create redundancy in the system so that it would continue to work. It was developing a food-quality management system for preventing food losses.
58. In response to Board concern about lack of resources for the EMOP in Mindanao, Philippines, the Regional Director described WFP's EMOP in the context of the peace-building effort: the President of the Philippines and the Resident Coordinator had launched the WFP operation, which was to give beneficiaries a stake in the peace agreement.

MIDDLE EAST, CENTRAL ASIA AND EASTERN EUROPE REGIONAL PORTFOLIO

Country Programme Egypt 10450.0 (2007-2011) (2006/EB.2/21)

Country Programme Yemen 10435.0 (2007-2011) (2006/EB.2/22)

Summary Report of the Evaluation of PRRO Tajikistan 10231.0 (2006/EB.2/23)

59. The Regional Director outlined ODC operations, stressing that most food emergencies resulted from conflict rather than natural disasters and that some WFP activities were severely underfunded. The unexpected conflict in Lebanon had added responsibilities to the already significant programmes to feed 9 million people in other parts of the region. Through the IRA and CERF, WFP had been operating within five days, feeding 800,000 people in Lebanon and Lebanese displaced people in the Syrian Arab Republic. Donor support had been prompt and generous: the first in-kind donation had come from the Government of Lebanon. WFP had closed its operation in Lebanon at the beginning of November in view of the positive outcome of a needs assessment and on agreement with the Government.
60. Beneficiary numbers in Palestine were up by 20 to 30 percent; conditions in Gaza and elsewhere were alarming. Growing violence in Iraq was eroding livelihoods and had



displaced 300,000 people in the past month. Georgia and Kyrgyzstan – where there was no WFP office – also faced security risks; there was concern in Algeria about refugees. ODC was focusing on re-targeting assistance to the most vulnerable people, building local capacities and phasing out. Operations in the Syrian Arab Republic and Jordan would be phasing out by the end of 2007 and in Armenia, Georgia and Tajikistan by the end of 2008.

61. The Secretariat presented the evaluation of PRRO Tajikistan 10231.0, with the aim of informing an extension-in-time to June 2007 and the prioritization of activities in view of dwindling resources. The Board supported the evaluation recommendations and the draft decision. More details were requested with regard to the Government's contribution to implementation of the PRRO and to WFP's role in national capacity-building work. Responding to Board queries, the Secretariat confirmed that the recommendations were made by the evaluation team and discussed with the country office, the project team and the Government; the Government had not yet responded. Capacity-building had been limited by lack of resources, particularly staff. Local governments participated in activities, contributing food and transport, which offered good prospects for project sustainability.
62. The Board warmly commended the work of the Regional Director and her colleagues.

LATIN AMERICA AND THE CARIBBEAN REGIONAL PORTFOLIO

Summary Report of the Evaluation of Central America PRRO 10212.0 (2006/EB.2/24)

63. The Regional Director presented WFP's activities in ODP, pointing out that national average statistics did not reflect the inequities in the region: poverty and malnutrition were disproportionately high for indigenous people and those of African descent. WFP's work centred on Strategic Objective 5 by helping governments to have greater impact on the most vulnerable people: projects included support for IDPs in Colombia, factories to produce fortified food in Cuba, school feeding in Honduras and assistance in flood-affected and disaster-prone areas in Suriname. As an example of South-South cooperation, Venezuela had been a donor for programmes in Somalia and Kenya. There were critical shortfalls for operations.
64. The Secretariat presented "Summary Report of the Evaluation of Central America PRRO 10212.0", stressing that only 27 percent of the planned tonnage had been distributed because of under-funding and slow implementation by cooperating partners. The evaluation found that some elements of the regional PRRO complemented the four country programmes, but overlap of beneficiaries had been avoided. Establishing sub-offices had helped by creating closer links to the communities. An increase in the number of beneficiaries had meant that resources had been spread too thinly. An integrated response to the problems in the region had not been achieved because of limited regional planning and monitoring
65. The Board commented that presenting the four countries of the region in a single PRRO evaluation was challenging. It questioned how monitoring could be increased if funds were short. Some members noted that the contribution of governments for implementing the PRRO had not been sufficiently recognized. Other members asked for more frequent updating of vulnerability maps in the region in view of the number of tropical storms and the unpredictable weather. Japan pointed out possible synergies between its bilateral programmes and WFP operations in providing medicines for children in Honduras and a project on disaster prevention in El Salvador. Other members suggested that aid to



Latin American countries was an investment in countries that could eventually become donors.

66. The Secretariat emphasized that local monitors were often a cost-effective approach to improving operations, and called on donors to help make up funding shortfalls.

ORGANIZATIONAL AND PROCEDURAL MATTERS

Biennial Programme of Work (2007–2008) of the Executive Board (2006/EB.2/25)

67. The Secretariat presented this living document, which would change as the Bureau and Board requested additional items for presentation at Board meetings in 2007 and 2008.
68. Board members requested the addition of items that had arisen during the 2006 Second Regular Session. The Secretariat would discuss these with the Bureau; all Board requests would be accommodated.

ADMINISTRATIVE AND MANAGERIAL MATTERS

Review of the Delegation of Authority to the Executive Director (2006/EB.2/26)

69. The Secretariat presented the paper “Review of the Delegation of Authority to the Executive Director”.
70. This reviewed (i) the increased delegation of authority for the approval of PRROs, granted at the Board’s Third Regular Session in 2004, and (ii) the increase in delegation of authority related to approval of budget revisions to development programmes and projects, granted at the Second Regular Session in 2005. The main finding was that the number of approvals related to PRROs by the Board had halved; there had also been a considerable saving in the time spent by the Board on CP revisions. In neither case had the Board lost overall oversight or control. The mechanism of approval by correspondence between Board sessions for PRROs and budget revisions relating to them had not been used, but it was important and likely to be utilized for Afghanistan in the near future.
71. The Board supported the continuation of these delegations. It asked the Secretariat to maintain the current frequency of reporting and requested a further review of delegations of authority to the Executive Director at the Second Regular Session in 2008. The Board re-emphasized that the use of approvals of PRROs between sessions by correspondence should be for urgent cases only. Some members requested that information on PRRO approvals should continue to be included in the Annual Performance Report (APR); there was a request that the Board review 90 percent of the value of new PRROs and PRRO increases in a calendar year.
72. The Secretariat responded that it would have no difficulty in reporting twice a year, but that a target ceiling could contribute to delays in making urgent decisions. It reminded Board members that any PRRO approval was posted on the website the following day. Board members suggested that in addition they be notified by e-mail.
73. Approval of the draft decision was delayed until the wording had been updated to reflect the Board’s wishes.



Comprehensive Human Resources Review (2006/EB.2/27)

74. The Secretariat presented “Comprehensive Human Resources Review” as part of its work to support staff to enable WFP to fight hunger; a balance in terms of gender geographical representation was among its criteria. The review included strategic planning on human resources issues; additional data had been provided following informal discussions held with members of the Board in October.
75. Members of the Board made reference to human resources policies developed by the other Rome-based food agencies and suggested taking them into account when establishing a WFP policy. Some members expressed concern about the gender balance at the management level: trends did not reflect progress, and WFP needed a more proactive approach, particularly in terms of the gender balance from developing countries.
76. The Secretariat informed the Board of its recruiting missions to economically developing countries and publication of employment opportunities in journals, its links with educational institutions and its use of networks. It shared vacancy announcements with the other Rome-based agencies. Many hiring decisions were delegated to managers; staffing needs in emergencies sometimes had to take precedence over established human resources targets. The Secretariat was developing feedback for managers on performance in relation to staffing targets and was considering an evaluation of management roles in promoting diversity in the hiring of staff.
77. Some Board members suggested that a policy paper on human resources be presented to the Board; the Secretariat suggested that the Board note that the change in the Executive Director could affect the production and timing of such a policy paper.

SUDAN REGIONAL PORTFOLIO

78. The Sudan Country Director presented the 2007 WFP assistance plan for Sudan, which was projected to total US\$685 million, a slightly lower figure, but still a substantial reduction from US\$746 million in 2006.
79. Of this assistance, 71 percent went to Darfur. General food distribution (GFD) is directed mainly to IDPs; only 10 percent of recovery programmes could be achieved in 2006, so the numbers for 2007 represented more realistic expectations. Security had become a serious problem and helicopters were currently required to transport personnel.
80. In the south, the Comprehensive Peace Agreement continued to hold, but it remained fragile. Efforts to move from Operation Lifeline Sudan operations toward recovery assistance were needed, but constraints included the limited capacity of the new Government of South Sudan, the huge extent of the area and large numbers of spontaneous returnees who were difficult to identify for humanitarian assistance. GFD would be halved in 2007 by cutting the numbers of beneficiaries, limiting assistance to three months per year and tying food distribution to community improvement projects such as food for recovery. IDPs would continue to receive three months of GFD on their return; recovery assistance would be increased. By pre-positioning sufficient food stocks in remote areas before the rainy season, WFP had been able to reduce substantially the number of air drops in 2006. WFP was involved in road repair and de-mining, which had contributed to the decrease in air drops – there were no air drops in Darfur in 2006 – and had helped to halve cereal prices in locations with road access; it had also helped returnees. Transport costs had been reduced from US\$532/mt to US\$480/mt. To make pre-positioning effective, resources had to be secured in time to transport supplies before the April rainy season.



81. In the “Three Areas” transitional zone between north and south and in the south, GFD had been reduced and recovery activities had been increased. A peace agreement in the east had the potential to improve the situation, but malnutrition in the area remained the worst in the country. The size of food rations was being decreased to contain costs.
82. The current EMOP was almost 90 percent funded. The Humanitarian Air Service (HAS) required a further US\$35 million; the roads project was estimated to require US\$40 million in 2007 for maintenance work. Donors were asked to continue their generous support.
83. Board members acknowledged WFP efforts to reduce airlifts and decrease transport costs and encouraged continued efforts to reduce logistics costs.

UNITED NATIONS HIGH COMMISSIONER FOR REFUGEES

84. The Executive Director welcomed guest speaker Mr A. Guterres, United Nations High Commissioner for Refugees. Mr Guterres spoke of the partnership between the Office of the United Nations High Commissioner for Refugees (UNHCR) and WFP as a model for cooperation among other organizations, identifying ECHUI as a special example. He cited climate change and environmental degradation, religious fanaticism, racism, xenophobia and migration resulting from asymmetric globalization as problems that increased numbers of refugees, internally displaced people and migrants. He called attention to the importance of supporting returnees in post-conflict situations, in part so that they would not become illegal migrants.
85. In response to questions from the Board, Mr Guterres defined the role of coordination as avoiding overlaps, filling gaps and getting work done quickly; major actors in each country needed to coordinate, as well as United Nations agencies. He pointed out that the cluster approach could take advantage of many existing mechanisms; WFP’s leadership in the cluster approach set an example. WFP and UNHCR had carried out 19 joint assessment missions in 2006. WFP’s role in protection was also important for UNHCR; Mr Guterres mentioned gender-based violence in relation to food distribution. WFP had also taken a leadership role in bringing grain mills closer to refugees and was in the best position to address the Board’s concerns about the price of milling.
86. Mr Guterres called attention to the importance of empowering women to manage systems. He explained that UNHCR was not involved directly in immigration policy, but it was aware of the need for more opportunities for orderly, dignified flows of migration in response to the emerging global labour market. He praised the levels of solidarity in Africa for refugees from neighbouring countries.
87. In thanking Mr Guterres, the Executive Director encouraged the Board to join them in the field to witness the positive ways in which UNHCR and WFP worked together.



ACRONYMS USED IN THE DOCUMENT

ACABQ	Advisory Committee on Administrative and Budgetary Questions
AIDS	Acquired Immune Deficiency Syndrome
APR	Annual Performance Report
CERF	Central Emergency Response Fund
CILSS	Permanent Inter-State Committee on Drought Control in the Sahel
CP	country programme
DFID	Department for International Development (United Kingdom)
DPRK	The Democratic People's Republic of Korea
DRC	Democratic Republic of the Congo
DSC	direct support costs
ECHUI	Ending Child Hunger and Undernutrition Initiative
EFSA	emergency food-security assessment
EMOP	emergency operation
FAO	Food and Agriculture Organization of the United Nations
FEWS-NET	Famine Early-Warning System Network
GFD	general food distribution
HAS	Humanitarian Air Service
HIV	human immunodeficiency virus
ICT	information and communication technology
IDP	internally displaced person
IFAD	International Fund for Agricultural Development
IFPRI	International Food Policy Research Institute
IPSAS	International Public Sector Accounting Standards
IRA	Immediate Response Account
NGO	non-governmental organization
OCHA	Office for the Coordination of Humanitarian Affairs
ODB	Asia Regional Bureau
ODC	Middle East, Central Asia and Eastern Europe Regional Bureau
ODD	West Africa Regional Bureau
ODJ	Southern Africa Regional Bureau
ODK	East and Central Africa Regional Bureau
ODP	Latin America and Caribbean Regional Bureau
PRRO	protracted relief and recovery operation
PSA	Programme Support and Administrative (budget)
RBM	results-based management
SENAC	Strengthening Emergency Needs Assessment Capacity
TB	tuberculosis



UNESCO United Nations Educational, Scientific and Cultural Organization
UNHCR Office of the United Nations High Commissioner for Refugees
UNICEF United Nations Children's Fund