

برنامج  
الأغذية  
العالمي



Programme  
Alimentaire  
Mondial

World  
Food  
Programme

Programa  
Mundial  
de Alimentos

**Executive Board  
Annual Session**

**Rome, 22 – 25 May 2000**

## **Executive Board**



Distribution: GENERAL  
**WFP/EB.A/2000/10**  
26 October 2000  
ORIGINAL: ENGLISH

## **SUMMARY OF THE WORK OF THE ANNUAL SESSION OF THE EXECUTIVE BOARD, 2000**

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 document WFP/EB.A/2000/9.

This document is printed in a limited number of copies. Executive Board documents are available on WFP's WEB site ([http://www.wfp.org/eb\\_public/EB\\_Home.html](http://www.wfp.org/eb_public/EB_Home.html)).



## TABLE OF CONTENTS

	Page
<b>ANNUAL REPORTS</b>	
Annual Report of the Executive Director: 1999 (2000/EB.A/1)	1
Annual Report of the Executive Board to ECOSOC and the FAO Council on Its Activities: 1999 (2000/EB.A/2)	1
<b>POLICY ISSUES</b>	
Emerging Issues Relevant to WFP (2000/EB.A/3)	2
Implementation of the Enabling Development Policy: Interim Progress Report (2000/EB.A/4)	3
WFP Principles and Methods of Monitoring and Evaluation (2000/EB.A/5)	4
Report of the Working Group on Governance (2000/EB.A/6)	5
<b>FINANCIAL AND BUDGETARY MATTERS</b>	
Rating System of the Criteria for the Selection and Appointment of the WFP External Auditor (2000/EB.A/7)	6
Pledging Target (2001—2002) (2000/EB.A/8)	6
<b>EVALUATION WORK PLAN: 2000–2001</b>	
Evaluation Work Plan: 2000–2001 (2000/EB.A/9)	6
<b>ADMINISTRATIVE AND MANAGERIAL MATTERS</b>	
Report on Post-delivery Losses for the Period 1 October 1998–30 September 1999 (2000/EB.A/10)	7
Composition of WFP International Professional Staff and Higher Categories—Personnel Statistics Report as at 31 December 1999 (2000/EB.A/11)	7





---

## ANNUAL REPORTS

### Annual Report of the Executive Director: 1999 (2000/EB.A/1)

1. The Board welcomed the use of the common format for the Annual Report and thanked the Secretariat for providing the Board with a well-structured and informative report.
2. The Board congratulated the Executive Director on her appointment as Special Envoy of the Secretary-General on the Drought in the Horn of Africa and noted that the appointment signifies recognition by the international community of the excellent work carried out by the Executive Director and WFP.
3. The Board paid tribute to those WFP staff members who lost their lives in 1999, in their efforts to save those of so many others.
4. The Board highlighted some issues of particular significance:
  - The efforts made by WFP to increase and expand its resource mobilization to include private-sector donors and non-traditional WFP donor countries;
  - The need to ensure continued and increased availability of development resources;
  - The use of the Immediate Response Account (IRA) to respond flexibly to emergency needs;
  - The importance of multilateralism;
  - Continued efforts to ensure the security of WFP staff;
  - The Secretary-General's reform programme and the need to avoid duplication of efforts at the field level;
  - The progress on inter-agency coordination and the importance of coordination at the field level;
  - The importance of partnerships with other United Nations agencies through the Common Country Assessment and the United Nations Development Assistance Framework (CCA/UNDAF) process; with the Bretton Woods institutions; and with NGOs;
  - The need to implement the recommendations of world conferences and summits.
5. The Board also recommended that future annual reports place greater emphasis on development activities in order to ensure that the importance of these activities is brought to the attention of donors.

### Annual Report of the Executive Board to ECOSOC and the FAO Council on its Activities: 1999 (2000/EB.A/2)

6. The President informed the Board that the Secretariat had brought to the attention of the Bureau that the statutory follow-up to ECOSOC and General Assembly resolutions was included in the Annual Report of the Executive Director. That report and the decisions and recommendations of the Board for the same year constituted a summary of the work of WFP for that year. The separate document that used to be issued on the activities of the Board was duplicative in its contents. The Bureau sought the advice of the Legal Counsel



who concurred that the requirements under the General Regulations would be fulfilled and that the need for a separate document could be obviated.

7. The Board therefore decided that the Annual Report of the Executive Board to ECOSOC and the FAO Council would, henceforth, consist of the following:
  - A covering note (containing the decision taken by the Board with respect to the Annual Report of the Executive Director);
  - The Annual Report of the Executive Director (including a section on the statutory follow-up to ECOSOC and General Assembly resolutions, under a common format with the other funds and programmes); and
  - The Board's decisions and recommendations for the same year.

## POLICY ISSUES

### Emerging Issues Relevant to WFP (2000/EB.A/3)

8. The Board considered the three issues presented in the paper: working with the military, disease and food insecurity, and communications, and noted their relevance to WFP.
9. The Board suggested that in future there should be prior consultation between the Secretariat and the Board on the identification of topics to be included in the Emerging Issues paper.
10. The key points relating to each issue were as follows:
  - **Working with the Military:**
    - a) The Board decided at its Third Regular Session, in October 1999, (decision 1999/EB.3/25, with reference to Looking Forward: Humanitarian Policy Concerns for WFP-WFP/EB.3/99/9-B) that WFP should address the topic of interface between military, peacekeeping and humanitarian actors using a consultative approach.
    - b) The Legal Counsel clarified that discussion on WFP's operational cooperation with the military was within the Board's mandate. This position was challenged by some delegations.
    - c) The Board underlined the importance of WFP working within the United Nations framework, with full respect for state sovereignty and the need to work in a neutral and impartial way.
    - d) Several representatives appreciated WFP's pragmatic approach. They noted that military support could be beneficial for the timely and effective delivery of food, provide vital logistics assistance, improve access to vulnerable groups and enhance staff security. They further noted that the issue was not whether WFP should work with the military, but rather how and in which situations. These were questions that required further discussion. They encouraged WFP to make clear distinctions between the different types of cooperation or liaison it has with military and civil defence entities and to participate actively in discussions in international fora, particularly with regard to the Oslo Guidelines.
    - e) Other representatives stressed that the issue of use of the military in humanitarian operations and its cooperation with international humanitarian agencies fell within



the competence of the United Nations Security Council. Accordingly, cooperation with the military in a humanitarian operation can be recognized as lawful only upon a relevant decision of the United Nations Security Council and with the explicit consent of the government of an interested country—recipient of international humanitarian aid. In this context, those representatives were of the view that WFP had no authority to make its own decisions on cooperation with the military in concrete areas or to elaborate any guidelines of cooperation with the military as proposed by the Secretariat. They voiced their general disagreement with the recommendations and proposals contained in the paper on this issue. They denounced the concept of "humanitarian intervention" which they felt justified the use of foreign armed forces to intervene into the internal affairs of a sovereign state, and destroy its economy and infrastructure. They stated their strong objections to any further involvement of the Executive Board into discussion of the issue of cooperation with the military.

- **Disease and Food Insecurity.** The Board noted the significant human and economic damage caused by HIV/AIDS and tuberculosis, and agreed that WFP, in collaboration with other relevant partners, should explore specific areas of effective intervention consistent with its mandate such as ensuring completion of health treatment through food incentives.
- **Communications.** The Board underlined the importance to WFP and its partners of ratifying the Tampere Convention. The Board noted that, should there be consideration of enhancing WFP's role in providing communications support to operating partners, there would be need for further discussion within the Board.

### Implementation of the Enabling Development Policy: Interim Progress Report (2000/EB.A/4)

11. The Board welcomed the first interim progress report, presented for its information, on implementing the Enabling Development policy. Several representatives requested more details on the implementation, although most thought it too early in the process to consider outcomes. A few representatives mentioned that results from implementing the policy could only be seen in the long term.
12. The Board found the report generally well prepared and that it addressed most of the aspects of the policy that had been emphasized. It also noted that implementation of the policy was reflected in the development documents that had been presented to it for approval the previous week at the Second Regular Session. Representatives suggested that future reports include analyses of constraints encountered in implementing the policy, as well as an indication of changes needed to further proceed with the implementation. Many found the annexes clear and easy to follow.
13. Several representatives noted the importance of emphasizing targeting within the framework of vulnerability analysis and mapping (VAM), which was paramount in the selection of beneficiaries. The Secretariat informed the Board that a Canadian grant was assisting the VAM Unit to prepare a targeting methodology, and to assist countries in preparing Country Strategy Outlines and Country Programmes in order to ensure appropriate targeting at the design stage.
14. In emphasizing that programme support guidelines should be related to food security, and that representatives of beneficiaries should participate actively in order to ensure a successful outcome, the Board also reiterated the importance of coordination with other



United Nations partners and in particular with Rome-based agencies. Partnerships, national strategies and withdrawal strategies should also be addressed in the policy's implementation. Equally important were issues such as targeting based on nutritional criteria, a results-based approach and the cost-effectiveness of projects.

15. One representative requested more information on the workshops mentioned in the paper. The Secretariat reported that the regional workshops had included reviews of the regional development portfolios for their compatibility with the Enabling Development policy, and that principles of the policy were also influencing the recovery strategies of Protracted Relief and Recovery Operations (PRROs). The success of the review and reorientation of the development portfolio with improved beneficiary targeting and increased focus on the social sector, was reflected in the Board's discussions over the past year of development projects, Country Strategy Outlines and Country Programmes.
16. The President summed up the discussion by noting that:
  - a) the Board welcomed and supported the interim progress report;
  - b) comments by the Board would be taken into account in preparing future progress reports; and
  - c) the Secretariat should maintain the aim of evaluating all ongoing Country Programmes.

#### WFP Principles and Methods of Monitoring and Evaluation (2000/EB.A/5)

17. The Board expressed satisfaction with the document presented by the Secretariat and deemed that the proposed course of action would contribute substantially to the improvement of WFP's monitoring and evaluation capacity. Representatives generally regarded the document as a valuable initial step and asked to be kept informed of progress in developing further the monitoring and evaluation principles, methods and guidelines.
18. Representatives made a number of suggestions for refining the approach proposed in the document. It was noted that monitoring must be seen as more than an accountability tool, and that there was a need to emphasize more strongly its second role as a management tool for the identification of areas where adjustments were warranted.
19. With regard to evaluations, representatives expressed their appreciation of the proposed division of labour between the Office of Evaluation and country offices, with the latter taking on the responsibility for individual project evaluations, allowing the former to focus on Country Programmes and large operations as well as cross-cutting issues and themes. Some representatives felt that the role of regional offices with regard to evaluations needed to be better defined.
20. It was acknowledged that, as some 80 percent of WFP resources was being channelled to relief assistance, this sector should receive special attention with regard to evaluations. Existing humanitarian standards should be reviewed and incorporated as required in the WFP evaluation guidelines.
21. Several representatives expressed their support for joint evaluations with other agencies and with donors. The Secretariat confirmed that this type of cooperation would continue and that the concept of joint evaluations would be further explored with donors. A number of representatives indicated their willingness to collaborate in future evaluations.
22. Several comments related to the aggregation of evaluation findings and the identification of best practices, and their incorporation into the design of new interventions. Representatives stressed the need for evaluation recommendations and lessons to be





available at an early stage of project preparation. They also proposed the inclusion of a "recommendations and lessons considered" section in each programme, operation and project document. It might be feasible to use the annual presentation of the evaluation work plan to keep the Board regularly informed.

23. The Board emphasized the need to demonstrate to the various stakeholders that evaluations are not to be seen as a threat but as one more tool available for improving operations. Some means of achieving this, such as workshops, were mentioned. The Secretariat confirmed its plan to work for such a change in the WFP evaluation culture.

### Report of the Working Group on Governance (2000/EB.A/6)

24. The Board congratulated the Chairman and the members of the Working Group for carrying out an exhaustive and broadly open consultative process. It recognized and appreciated the fact that the Working Group had spared no effort to take into account all the views expressed by participants during the consultations that took place in the course of the past year.
25. The vast majority of Board members supported all the recommendations contained in the Report and looked forward to reviewing the new governance tools in due course. Many Board members welcomed the recommendations for a greater delegation of authority based on sound accountability and results-based objectives. The Board welcomed all the recommendations aimed at improving the functions, processes and structures of governance (recommendations k) to w) of the report).
26. However, the Board recognized that a few members would prefer to continue the informal consultative process regarding some recommendations in the strategic and accountability framework and the process for the transformation of the governance tools. Therefore, in the interest of consensus, the Board endorsed recommendations k to w and recommended that the Bureau constitute a successor Working Group to consider further recommendations a) to j) and related paragraphs of the Report.
27. The Secretariat welcomed the document and the Board's efforts to render WFP more effective and efficient and stated that it would present to the Board information on financial and legal implications that may arise from the implementation of the recommendations contained in the Report.

## FINANCIAL AND BUDGETARY MATTERS

### Rating System of the Criteria for the Selection and Appointment of the WFP External Auditor (2000/EB.A/7)

28. The Board expressed its desire that the procedures presented in document WFP/EB.A/2000/5-A be strictly adhered to. The Board was informed that eligible External Auditors need not obtain clearance from representatives' regional groups.
29. The Board approved the time frame and rating system presented by the Bureau.

### Pledging Target: 2001–2002 (2000/EB.A/8)

30. The change of scope of the pledging target, which in previous biennia covered development activities only and which for the next biennium will cover the three WFP programme categories (development, protracted relief and recovery operations and



emergency operations) was welcomed by the Board. The development component of the target was found to be low when compared to previous targets.

31. The Board expressed concern on the declining resources for development and encouraged the Secretariat to seek contributions from governments outside traditional donors and multi-year pledges for this programme category. However, in view of the low rate of target achievement in previous biennia as a result of declining resources for development and the correspondence between the proposed target and the approved Strategic and Financial Plan for 2000-2003 (WFP/EB.A/99/5-A/1) and the WFP Biennial Budget for the Period 2000-2001 (WFP/EB.3/99/3-A), the Board found it acceptable. The target of US\$ 2,595,000,000 was endorsed.

---

## EVALUATION WORK PLAN: 2000–2001

### Evaluation Work Plan: 2000–2001 (2000/EB.A/9)

32. The Board endorsed the general thrust of the Evaluation Work Plan: 2000-2001. A number of proposals to refine the approach of the Plan were made.
33. One representative suggested that future evaluation work plans might be presented to the Board “for consideration” rather than “for information” in order to emphasize the importance attached to them by the Board.
34. A suggestion was made for WFP to look particularly at the effectiveness of the transition from relief through recovery to development. Two representatives expressed concern that no stand-alone development projects were included in the Work Plan. The Secretariat referred to work in progress on re-designing Country Programme activities and projects and the need to allow sufficient time to pass before evaluating the new objectives. With these objectives now being redefined in order to adhere to the Enabling Development policy, WFP has decided to focus evaluations on the processes being followed in Country Programmes, which constitute the major part of its work in the development sector.
35. Some concern was expressed regarding the capacity of the Office of Evaluation. The Secretariat explained that available staff and financial resources would obviously determine the number of emergency or PRROs that could be assessed in addition to the mandatory Country Programme evaluations.

---

## ADMINISTRATIVE AND MANAGERIAL MATTERS

### Report on Post-delivery Losses for the Period 1 October 1998-30 September 1999 (2000/EB.A/10)

36. Representatives expressed appreciation for the importance WFP attached to minimizing such post-delivery losses broken down as follows 76 percent recipient country related and 24 percent involving elements originating in donor countries.
37. The Secretariat mentioned recent initiatives by WFP to call to account those responsible—particularly the sending of formal letters to recipient governments and the proposed inclusion in the standard Basic Agreements of a clause requiring monetary



reimbursement for such losses. It was confirmed that WFP also sought reimbursement for donor-related losses.

38. Several representatives drew a distinction between losses occurring as a result of civil strife and more systematic losses in normal development situations. For the former, it was accepted that effective monitoring was impracticable in the face of intimidation. The more systematic losses raised greater concern. It was felt that the proposed reimbursement clause in the revised standard Basic Agreement would strengthen the resolve to contain such losses, although enhanced measures by both WFP and the recipient countries would be appreciated. In that regard, some representatives called upon the Government of Burkina Faso to reimburse to WFP the value of the commodity losses resulting from illicit sales, as well as to initiate vigorous judicial action against Government officials held responsible for the diversions.

#### Composition of WFP International Professional Staff and Higher Categories-Personnel, Statistics Report as at 31 December 1999 (2000/EB.A/11)

39. The Board commended the Secretariat for the report which reflected very clearly the distribution of staff in the various categories of International Professional Staff.
40. While praising the Secretariat for the good results achieved in 1999 in the increase of women in the International Professional Staff category, the Board recognized that it would take some time to achieve the target of 50 percent women.
41. The Board also noted with appreciation the efforts of the Secretariat to increase the representation of staff from economically developing countries in the International Professional Staff category. However some representatives highlighted that some countries (both economically developed and economically developing) were still under-represented. The Board therefore urged the Secretariat to make more efforts to achieve a greater geographical distribution in the composition of WFP staff.
42. The Board expressed its support to the WFP Junior Officers Professional Programme.
43. One representative requested that in future reports, in addition to the breakdown provided on International Professional Staff, a country-by-country breakdown also be provided for new recruits, Junior Professional Officers and United Nations Volunteers.

