



World Food Programme
Programme Alimentaire Mondial
Programa Mundial de Alimentos
برنامج الأغذية العالمي

Executive Board
Second regular session
Rome, 16–20 November 2020

Distribution: General

Agenda item 4

Date: 16 November 2020

WFP/EB.2/2020/4-D/Rev.1

Original: English

Policy issues

For information

Executive Board documents are available on WFP's website (<https://executiveboard.wfp.org>).

Compendium of policies relating to the WFP strategic plan

Introduction

1. At its 2010 second regular session the Executive Board requested the Secretariat to produce a compendium of WFP policies relating to the strategic plan, to update the compendium annually and to present it as an information paper at the Board's second regular session each year. This document is an updated version of the compendium of policies presented to the Board at its 2019 second regular session.
2. As requested by the Board, the compendium is updated annually to reflect any changes in the policies listed in it. The policies listed in this document will be reviewed and revised as necessary, taking into consideration the current strategic plan and the policy on country strategic plans (CSPs) and ensuring that WFP is in line with the 2030 Agenda for Sustainable Development and the Sustainable Development Goals (SDGs).
3. Following the presentation of a synthesis of evidence and lessons from WFP's policy evaluations (2011–2019) at the Board's 2020 annual session (WFP/EB.A/2020/7-D), WFP reconfirmed its commitment to managing a corporate policy framework. In line with this commitment, and with WFP's prioritization of programme excellence, the compendium of policies has the aim of providing a coherent policy framework that supports the delivery of CSPs in a streamlined and simplified way.
4. This year, in response to recommendation five of the synthesis report, the compendium has been reorganized to reflect the various thematic categories (shown as subheadings in the following table) within which policies fall, thereby forming an overall framework of policies. Work in the thematic areas supports the implementation of the strategic plan and achievement of its objectives.
5. Only corporate policies that have been approved by the Board are listed under each category heading. It should therefore be noted that the compendium is not an exhaustive list of all the instruments that WFP uses to design, deliver and monitor its operations.

Focal points:

Mr D. Kaatrud
Director
Programme – Humanitarian and Development
Division
tel.: 066513-2203

Ms D. Yohendran
Programme Policy Officer
Programme – Humanitarian and Development
Division
tel.: 066513-6561

6. The Board has welcomed WFP's commitment to streamlining and strategically organizing its corporate policies into a policy framework that facilitates alignment with and successful implementation of the strategic plan. Long-term efforts will be needed to ensure relevance to the strategic plan; such efforts will be reflected in subsequent versions of the compendium and in updates to the Board.
7. The compendium is presented in two sections. The first section presents a table listing the areas in which policies relevant to the strategic plan are in effect. The second section presents a brief discussion of each policy, including cross-cutting policies, policies that have been superseded and policies that need updating. Information on independent evaluations of policies is also provided in line with the workplan of the Office of Evaluation presented to the Board in an annex to the WFP management plan for 2021–2023. Administrative, financial and human resource issues are not covered.

List of policy areas and documents¹

Drivers of food and nutrition insecurity		
	2013	Peacebuilding in transition settings <i>WFP's Role in Peacebuilding in Transition Settings (WFP/EB.2/2013/4-A/Rev.1)</i>
	2002	Urban food insecurity <i>Urban Food Insecurity: Strategies for WFP (WFP/EB.A/2002/5-B)</i>
	2017	Climate change <i>Climate Change Policy (WFP/EB.1/2017/4-A/Rev.1)</i>
	2017	Environment <i>Environmental Policy (WFP/EB.1/2017/4-B/Rev.1)</i>
Principles		
	2000	Participatory approaches <i>Participatory Approaches (WFP/EB.3/2000/3-D)</i>
	2004	Humanitarian principles <i>Humanitarian Principles (WFP/EB.A/2004/5-C)</i>
	2006	Humanitarian access <i>Note on Humanitarian Access and its Implications for WFP (WFP/EB.1/2006/5-B/Rev.1)</i>
	2012	Humanitarian protection <i>WFP Humanitarian Protection Policy (WFP/EB.1/2012/5-B/Rev.1)</i>
	2015	Gender <i>Gender Policy (2015–2020) (WFP/EB.A/2015/5-A)</i>

¹ The table lists policies relevant to the WFP Strategic Plan (2017–2021) that are currently in effect, the years in which the policies were adopted and the titles and symbols of documents describing those policies.

Programmatic instruments and frameworks		
	2016	Country strategic plans <i>Policy on Country Strategic Plans (WFP/EB.2/2016/4-C/1/Rev.1)</i>
	2008	Vouchers and cash transfers <i>Vouchers and Cash Transfers as Food Assistance Instruments: Opportunities and Challenges (WFP/EB.2/2008/4-B)</i>
	2009	Capacity development <i>WFP Policy on Capacity Development (WFP/EB.2/2009/4-B)</i>
	2010	HIV and AIDS <i>WFP HIV and AIDS Policy (WFP/EB.2/2010/4-A)</i>
	2011	Disaster risk reduction and management <i>WFP Policy on Disaster Risk Reduction and Management (WFP/EB.2/2011/4-A)</i>
	2012	Social protection and safety nets <i>Update of WFP's Safety Nets Policy (WFP/EB.A/2012/5-A)</i>
	2013	School feeding <i>Revised School Feeding Policy (WFP/EB.2/2013/4-C)</i>
	2017	Nutrition <i>Nutrition Policy (WFP/EB.1/2017/4-C)</i>
	2015	Building resilience for food security and nutrition <i>Policy on Building Resilience for Food Security and Nutrition (WFP/EB.A/2015/5-C)</i>
	2015	South-South and triangular cooperation <i>South-South and Triangular Cooperation Policy (WFP/EB.A/2015/5-D)</i>
	2006	Economic analysis <i>The Role and Application of Economic Analysis in WFP (WFP/EB.A/2006/5-C)</i>
Emergencies and operations		
	2005	Definition of emergencies <i>Definition of Emergencies (WFP/EB.1/2005/4-A/Rev.1)</i>
	2018	Emergency preparedness <i>Emergency preparedness policy – Strengthening WFP emergency preparedness for effective response (WFP/EB.2/2017/4-B/Rev.1)</i>
	2004	Emergency needs assessment <i>Emergency Needs Assessments (WFP/EB.1/2004/4-A)</i>
	2006	Targeting in emergencies <i>Targeting in Emergencies (WFP/EB.1/2006/5-A)</i>
	2003	Food aid and livelihoods in emergencies <i>Food Aid and Livelihoods in Emergencies: Strategies for WFP (WFP/EB.A/2003/5-A)</i>
	2006	Food procurement in developing countries <i>Food Procurement in Developing Countries (WFP/EB.1/2006/5-C)</i>
	2019	Local and Regional Food Procurement policy <i>Local and regional food procurement policy WFP/EB.2/2019/4-C</i>
	2005	Exiting emergencies <i>Exiting Emergencies (WFP/EB.1/2005/4-B)</i>

Corporate		
	2014	Corporate partnership <i>WFP Corporate Partnership Strategy (2014–2017) (WFP/EB.A/2014/5-B)</i>
	2014	Workforce management <i>WFP People Strategy: A People Management Framework for Achieving WFP's Strategic Plan (2014–2017) (WFP/EB.2/2014/4-B)</i>
	2015	Enterprise risk management <i>Enterprise Risk Management Policy (WFP/EB.2/2018/5-C)</i>
	2015	Evaluation <i>Evaluation Policy (2016–2021) (WFP/EB.2/2015/4-A/Rev.1)</i>
	2015	Fraud and corruption <i>Anti-Fraud and Anti-Corruption Policy (WFP/EB.A/2015/5-E/1)</i>
	2018	Oversight <i>WFP Oversight Framework (WFP/EB.A/2018/5-C)</i>

Summary discussion of policies

Drivers of food and nutrition insecurity

8. Recently, increasing numbers of people have become food-insecure as a result of demographic trends such as urbanization, conflict-induced crises, extreme weather events related to climate change and environmental degradation. This category includes the policies through which WFP addresses certain drivers of food and nutrition insecurity. As stated in the introduction, it is not an exhaustive list of all WFP work to address those drivers but rather only the corporate policies that have been approved by the Executive Board.

WFP's role in peacebuilding in transition settings

9. A 2014 update on WFP's peacebuilding policy (WFP/EB.2/2014/4-D) provides information on progress made and lessons learned during early implementation of the policy. Under its current policy on peacebuilding in transition settings (WFP/EB.2/2013/4-A/Rev.1), WFP's engagement in peacebuilding activities is organized into three tiers according to the setting in which they take place:
- All programming in conflict and post-conflict settings should, as a minimum, do no harm and be conflict-sensitive, meaning that in carrying out its programmes WFP should not become caught up in or contribute to tensions or violence.
 - In settings where no peace process endorsed by the United Nations is in place but there are opportunities to support local reconciliation, WFP can support local-level peacebuilding. This could involve activities such as strengthening social cohesion through assistance to communities experiencing tensions (such as those between internally displaced persons or refugees and host communities) or enhancing access to contested natural resources (such as land and water) through food assistance for asset activities.
 - In settings where there is a peace process endorsed by the United Nations WFP can support broader national efforts to promote peace, particularly government-led efforts that address hunger. WFP's assistance could include providing food as part of a disarmament, demobilization and reintegration process, thereby supporting the state's delivery of services and thus potentially helping to build state performance and legitimacy.
10. There is a clear policy that peacebuilding should not become WFP's overriding priority in any country. WFP must be guided by humanitarian principles, and addressing hunger needs must be its entry point. WFP supports the principle of United Nations coherence and recognizes that in certain high-risk environments it requires a carefully calibrated approach.

11. Since the policy was adopted in 2013, the number of violent conflicts globally has not declined. The Secretary-General made addressing this rapid deterioration a priority and tasked the United Nations system with delivering his vision for crisis prevention. In 2016 WFP signed "The Peace Promise,"² which comprises the Sustaining Peace Agenda, the Agenda for Humanity and the SDGs. In addition, the Secretary-General called on United Nations bodies to reform their ways of working and take an integrated and collaborative approach to delivering new, better outcomes for the people in greatest need.
12. In response to this demand for change and in accordance with the broader context of United Nations reform and the strengthening of the humanitarian-development-peace nexus (the "triple nexus"), WFP is reviewing its current and future contributions to peace as laid out in the 2013 policy. In June 2020, WFP adhered to the recommendation on the nexus issued by the Development Assistance Committee of the Organisation for Economic Co-operation and Development (OECD-DAC), which obliges the organization to ensure that all interventions are, at a minimum, conflict-sensitive and "draw on a suitable analysis of the conflict context, understand the interaction between the intervention and the context, and act upon this understanding to minimise negative impacts and, where possible and appropriate, maximise positive effects."³
13. Since 2018, WFP and the Stockholm International Peace Research Institute (SIPRI) have collaborated in a knowledge partnership aimed at defining what WFP's contribution to peace is, how it could expand and develop, how it could be measured, and whether WFP programmes are inadvertently entangled in conflict. The research involved four country case studies, with findings captured in a synthesis report shared with the Executive Board in June 2019. It provided an understanding of some of the ways in which WFP programming can support peace and identified an urgent need to strengthen conflict sensitivity. The partnership with SIPRI is now in its second phase, which continues until the end of 2022 and involves additional country case studies aimed at expanding the evidence base and exploring more fully the thematic areas that have emerged as priorities and that require dedicated research efforts. This will provide a basis for generating more ambitious and far-reaching conclusions and recommendations related to WFP's main programmes. Some of the thematic focus areas identified jointly with SIPRI are stabilization, cash, measurement, gender and climate change.
14. Strengthening conflict analysis to identify conflict-related risks and possible mitigation measures has become a priority. Guidance for conflict analysis is being developed and support provided to country offices during the design phase of their country strategic plans (as in the Democratic Republic of the Congo) or during implementation (as in Ethiopia, Iraq, Libya and Zimbabwe). To inform work in various programmatic areas and to complement the research carried out with SIPRI, examples of how WFP could work at the humanitarian-development-peace nexus and theories of change articulating how WFP could contribute to prospects for peace are being captured, complementing SIPRI's research. Training modules are being developed and, to enhance the support provided to country offices, a network of peace and conflict sensitivity advisers is being established at the regional level, through the appointment of advisers at the regional bureaux in Cairo, Dakar and Nairobi. A system for measuring contributions to peace is also being designed, involving considerable work on theories of change that link WFP activities in all sectors to peace outcomes and the reduction of tensions.

² The Peace Promise is a set of commitments endorsed by 30 United Nations entities and non-governmental organizations, which was launched at the World Humanitarian Summit May 2016.

³ OECD. 2020. *DAC Recommendation on the Humanitarian-Development-Peace Nexus*, OECD/LEGAL/5019, commitment 3a. <https://legalinstruments.oecd.org/public/doc/643/643.en.pdf>.

15. While conflict sensitivity is not a cross-cutting priority in the current strategic plan, the definitions of the gender, protection and accountability functions highlight aspects of conflict sensitivity as priorities. Enterprise risk management work on risks to populations and social sustainability safeguards has uncovered a need for greater analysis of such risks.
16. An evaluation of the policy on peacebuilding in transition settings will be launched in early 2021 for submission to the Board at its 2022 annual session. The evaluation will focus on the quality of the policy and the operations and activities that are in place to implement it. It will also evaluate the results achieved and the factors that have enabled or inhibited their achievement.
17. On 3 October 2020, the Nobel Peace Prize was awarded to WFP. In announcing the award, the Norwegian Nobel Committee recognized WFP “for its efforts to combat hunger, for its contribution to bettering conditions for peace in conflict-affected areas and for acting as a driving force in efforts to prevent the use of hunger as a weapon of war and conflict.” The Secretariat will work with the Board and WFP’s partners to identify how to build on the opportunities presented by the award in ways that increase the visibility of and support for conflict-affected populations.

Urban food insecurity

18. Urban poverty, food insecurity and malnutrition affect many cities in the countries where WFP works. As urbanization continues worldwide, these challenges are likely to become more acute in the foreseeable future, as highlighted by the ongoing COVID-19 crisis.
19. To address these problems, WFP and its partners will need to consider the various sets and balances of factors that affect the food and livelihood security of poor people in urban areas. These factors include increased dependency on markets and purchasing power to meet basic food needs; greater reliance on human, social and financial capital for livelihoods in urban areas than in rural livelihoods; precarious and informal jobs with low wages; limited child care options, which affect women’s participation in the workforce; legal obstacles, including insecure land and housing tenure; inadequate access to basic services including safe water, sanitation and health care; weakening of social networks, which often extends beyond the geographic boundaries of communities; and population density, which results in the concentration of risks in small areas, amplifying the scale of crises and accelerating their spread in urban environments.
20. To help people move out of poverty, food assistance programmes in urban areas will continue to focus on supporting government safety nets, especially when economic conditions decline. Lessons learned from past and ongoing programmes will be essential to the further development and definition of WFP’s programmes in urban settings:
 - There is a need for robust multisector context analysis for better understanding of vulnerability in urban contexts.
 - Targeting in heterogeneous urban settings is challenging.
 - Complementary programming, systems-level thinking and partnerships are important in facilitating adequate responses to poor service delivery in informal urban settlements.
 - The challenges of partnering and ensuring national and subnational ownership in highly politicized urban environments must be taken into account.
 - There is a need for well-planned exit strategies that foster the construction and national ownership of food assistance and social protection infrastructure that reduces vulnerability to future shocks and stresses.

21. Major changes in the external landscape in recent years have been accelerated and exacerbated by the COVID-19 crisis, altering conditions in urban settings. WFP has also evolved significantly, particularly through an increasing shift from food aid to food and essential needs assistance in urban areas as part of efforts to “leave no one behind”; improved capabilities in assessment and targeting in urban settings, beneficiary management and assurance practices and tools for cash-based transfer programmes; and strengthened support for national social protection measures.
22. The COVID-19 pandemic has had a particularly strong impact on urban populations, leading to increased requests from countries for WFP’s support and inducing WFP to adapt its approaches to absorb corporate lessons from programming in urban settings. In response to recent advances in WFP’s capabilities in urban programming, and an increase in the demand for those capabilities, WFP is activating a corporate urban programming workstream. The workstream will include the identification and development of the knowledge, tools and partnerships needed to meet current and near-future urban food security needs. A global urban strategy will be developed to coincide with the launch of the next plan, informing and reflecting WFP’s latest strategic direction, new research, experience, partnerships and progress in relevant global processes such as the New Urban Agenda, the 2030 Agenda for Sustainable Development and the SDGs, and the World Humanitarian Summit.
23. WFP policies approved prior to the policy formulation document from 2011, which mandated a policy evaluation from four to six years following policy implementation, will be reviewed in the light of recent strategic evaluations and future updates to the policy framework to determine whether they should be included in the OEV workplan.

Climate change

24. In the face of climate-related risks to food security and nutrition and the urgent need to adapt to the adverse effects of climate change, WFP’s mandate and services have never been more relevant. WFP is being asked to respond to a growing number of climate disasters alongside demands to support efforts to deal with other complex hazards.
25. WFP’s climate change policy (WFP/EB.1/2017/4-A/Rev.1) defines how WFP will contribute to national and global efforts to prevent climate change from undermining work to end hunger and malnutrition. It provides WFP staff with guiding principles and programmatic options for managing climate risks in food systems and contributing to climate action. WFP will use this framework to identify the vulnerability of food-insecure populations and their adaptation priorities, to guide the use of food assistance in addressing climate-related vulnerability and to leverage innovative tools, approaches and partnerships to strengthen the resilience and coping capacities of the most vulnerable food-insecure populations.
26. The goal is to support the most vulnerable food-insecure communities and governments in building their resilience and capacities to address the impacts of climate change on hunger, in line with the WFP Strategic Plan (2017–2021). To achieve this, WFP focuses on three main objectives, working with partners to maximize complementary capacities while incorporating these objectives into its CSPs. The three objectives are:
 - To support the most vulnerable people, communities and governments in managing and reducing climate-related risks to food security and nutrition and adapting to climate change.
 - To strengthen local, national and global institutions and systems to prepare for, respond to and support sustainable recovery from climate-related disasters and shocks.

- To integrate enhanced understanding of the impacts of climate change on food security and nutrition into local, national and global policy and planning, including South-South cooperation, to address the impacts of climate change on food security and nutrition.
27. In addition, while focusing on climate change adaptation and addressing loss and damage from climate extreme events, WFP also recognizes the potential co-benefits of programmes, in terms of greenhouse gas emission reductions and carbon sequestration, and the importance of achieving climate neutrality, as reflected in WFP's environmental policy.
 28. WFP actions will support implementation of the Paris Agreement on climate change and the 2030 Agenda and achievement of the SDGs, particularly SDG 2 on achieving zero hunger, SDG 17 on partnerships and SDG 13 on climate action.
 29. The Office of Evaluation will consider the inclusion of an evaluation of the climate change policy in the evaluation workplan, taking into account utility considerations and available resources.

Environment

30. Achieving food security and ending hunger require healthy natural ecosystems and sustainable use of natural resources. Many food-insecure populations bear the consequences of degraded land and forests, scarce water, biodiversity loss, polluted soils, water and air and unmanaged waste. These environmental factors have impacts on human health and limit the availability, accessibility, utilization and stability of food.
31. WFP recognizes that care of the environment is essential to food security and sustainable development. The WFP environment policy (WFP/EB.1/2017/4-B/Rev.1) commits WFP to developing mechanisms for systematically identifying, avoiding and managing risks to the environment arising from WFP's activities. It also recognizes that WFP's food assistance activities can generate environmental benefits and commits WFP to pursuing such benefits while seeking to avoid harm.
32. Guided by a set of overarching principles, the policy supports WFP in:
 - progressively enhancing the environmental sustainability of its activities;
 - protecting the environment;
 - increasing resource efficiency and minimizing its carbon footprint;
 - aligning its actions with good international practice and global standards for environmental sustainability; and
 - strengthening the capacity of partners to plan and implement environmentally sound activities for food security and nutrition.
33. The policy commits WFP to developing planning and implementation tools, including environmental standards that lay out essential protection measures and minimum expectations, a screening and categorization process for identifying and managing environmental risks and an environmental management system consistent with standard ISO 14001 of the International Standards Organization.
34. The policy and its tools apply to programme activities and support operations, spanning emergency humanitarian and long-term development activities. Flexibility to deal with varying operational demands is being built into implementation procedures.
35. The Office of Evaluation will consider the inclusion of an evaluation of the environment policy in the evaluation workplan, taking into account utility considerations and available resources.

Principles

36. As a leading humanitarian agency, WFP abides by the core humanitarian principles of humanity, neutrality, impartiality and independence and the foundations for effective humanitarian action. This section covers WFP policies that illustrate the programmatic principles used in the design and delivery of operations.

Participatory approaches

37. The participation of affected populations improves the design and implementation of WFP programmes and thus enhances their achievement of food security objectives. WFP integrates participation into all phases of the programme cycle.
38. WFP has a direct role in the extent to which affected populations participate in decision making and the process by which they do so. While participation is tailored to context, WFP works to ensure that decision making is inclusive, actively involves representative community structures and does not discriminate against marginalized groups. WFP's approach links top-down and bottom-up planning by actively involving communities with other stakeholders who influence processes that affect the lives of the people it serves. This emphasis on broad-based participation moves decision making closer to the most vulnerable members of affected communities through the decentralization of power and support for representative civil society organizations.
39. WFP's experience has shown that participatory approaches are as relevant in emergencies as they are in development. However, the constraints that are characteristic of emergency situations can differ from those in development.
40. In 2011, with WFP's endorsement of the Inter-Agency Standing Committee's commitments on accountability to affected populations,⁴ participation became a key component of WFP's approach to such accountability, which aims to ensure that programme design, implementation, monitoring and evaluation are informed by and reflect the views of affected people. WFP endorsed the 2017 updates to the commitments on accountability to affected populations.
41. WFP is following a participatory approach to the updating of its 2012 humanitarian protection policy (which will be called the protection and accountability policy), updating and developing relevant tools and guidance, rolling out a disability inclusion roadmap, prioritizing the collection of inputs from the field, developing a community engagement strategy and strengthening partnerships. Focusing on consultation, information provision and the gathering of feedback from stakeholders, WFP's strategy for protection and accountability to affected populations ensures that its programming is relevant, dynamic and responsive to feedback.
42. WFP policies approved prior to the adoption of the policy formulation document from 2011, which mandated a policy evaluation from four to six years following policy implementation, will be reviewed in the light of recent strategic evaluations and future updates to the policy framework to determine whether they should be included in the OEV workplan.

⁴ See https://interagencystandingcommittee.org/system/files/legacy_files/IASC%20Principals%20commitments%20on%20AAP%20%2528CAAP%2529March%202013.pdf.

Humanitarian principles

43. At the request of the Executive Board, in 2004 WFP produced a summary of its core humanitarian principles:
- *Humanity.* WFP will seek to prevent and alleviate human suffering wherever it is found, and will respond with food assistance when appropriate. It will provide assistance in ways that respect life, health and dignity.
 - *Neutrality.* WFP will not take sides in a conflict and will not engage in controversies of a political, racial, religious or ideological nature. Food assistance will not be provided to active combatants.
 - *Impartiality.* WFP's assistance will be guided solely by need and will not discriminate on the basis of ethnic origin, nationality, political opinion, gender, race or religion. Assistance will target the people and groups most at risk, following assessment of the different needs and vulnerabilities of women, men and children.
44. The summary also listed the following foundations for effective humanitarian action:
- *Respect.* WFP will respect local customs, traditions and the sovereignty of the State in which it is working, upholding internationally recognized human rights.
 - *Self-reliance.* WFP will provide assistance in ways that support livelihoods, reduce vulnerability to future food scarcity and avoid fostering dependency.
 - *Participation.* WFP will involve women and men beneficiaries whenever possible in all activities and will work closely with governments to plan and implement assistance.
 - *Capacity-building.* WFP will strengthen the capacity of affected countries and local communities to prevent, prepare for and respond to humanitarian crises.
 - *Coordination.* WFP will provide assistance with the consent of affected countries and, in principle, on the basis of appeals by affected countries.
45. The summary also set out two standards:
- *Accountability.* WFP will keep donors, host country governments, beneficiaries and other relevant stakeholders informed of its activities and their impact through regular reporting.
 - *Professionalism.* WFP will maintain the highest standards of professionalism and integrity among its international and national staff.
46. The strategic plan for 2014–2017 added operational independence as a fourth humanitarian principle that would guide WFP's work:
- *Independence.* WFP will provide assistance in a manner that is operationally independent of the political, economic, military or other objectives that any actor may hold with regard to areas where the assistance is being provided.

47. A summary report on the evaluation of WFP's policies on humanitarian principles and access in humanitarian contexts during the period 2004–2017 was presented to the Board at its 2018 annual session.⁵ The evaluation found that crucial factors affecting WFP's performance on humanitarian principles and access included its mandate, organizational culture, relationships with partners, host governments and non-state actors, institutional capacity and security management. It made eight recommendations, including that WFP pay increased attention to humanitarian principles, significantly increase its investment in the dissemination of its policies and strengthen staff competencies.

Humanitarian access

48. The primary responsibility for providing humanitarian assistance in a crisis lies with the state concerned. If it cannot respond, its government or the United Nations Secretary-General may ask for WFP's assistance in the form of food assistance or logistics support. To assess the situation and transport, deliver and monitor its food assistance, WFP must have safe and unhindered access to those in need. Humanitarian access is a precondition for humanitarian action.
49. There is no standard WFP approach to access: every case is situation-specific and demands flexibility and creativity to balance needs and safety issues. Ensuring safe and sustained access requires sound situation analysis and security management, adherence to international law and humanitarian principles, coordination and partnerships among stakeholders, strong engagement with community and local actors and advocacy at various levels.
50. While humanitarian coordinators lead advocacy for access, WFP often builds community acceptance and negotiates permission for its own operations to ensure that timely assistance can be delivered across borders and conflict lines, especially when food insecurity is a major element of a crisis or when WFP is working on behalf of other humanitarian actors, for example, as the logistics cluster lead. In all cases WFP ensures that governments and other parties are informed of and in agreement with its activities.
51. A summary report on the evaluation of WFP's policies on humanitarian principles (WFP/EB.A/2004/5-C) and humanitarian access (WFP/EB.1/2006/5-B/Rev.1) was presented to the Board at its 2018 annual session.⁶ The report includes eight recommendations, including that WFP pay increased attention to humanitarian principles, significantly increase its investment in the dissemination of its policies and strengthen staff competencies.

Humanitarian protection

52. WFP has a responsibility to ensure that its programmes do not expose to harm the people they are assisting but rather contribute to their safety, dignity and integrity. WFP's commitments in this regard are outlined in WFP's humanitarian protection policy" (WFP/EB.1/2012/5-B/Rev.1), which makes humanitarian protection an integral element of WFP's work.
53. The policy calls for staff capacity to understand and respond to protection concerns; context and protection risk analysis; integration of protection into programme design and implementation; incorporation of protection into programme tools; management of information on protection; and partnerships for integrating protection.

⁵ WFP. 2018. [Summary evaluation report on WFP's policies on humanitarian principles and access in humanitarian contexts during the period 2004–2017](#) (WFP/EB.A/2018/7-C).

⁶ *Ibid.*

54. In 2014, an internal review of the implementation of the protection policy highlighted that important progress had been made but also identified a number of obstacles to further progress. These findings were confirmed in an independent evaluation of the protection policy, which included a review of the rollout of mechanisms for accountability to affected populations presented to the Executive Board at its 2018 annual session (WFP/EB.A/2018/7-B). The evaluation resulted in a number of recommendations: the development of a new protection policy; the integration of protection considerations into corporate risk management; the strategic use of partnerships to achieve protection aims; the strengthening of staff capacities; the strengthening of analyses of contexts and protection issues; and the development of a new strategy for engagement with affected populations and people in vulnerable situations. These recommendations were largely agreed by management, and WFP is implementing them through an updated policy – the protection and accountability policy – which will be shared with the Board for approval at its 2020 second regular session.
55. The evaluation of the protection policy created new momentum for improving WFP's contribution to protection and led to the development of a protection strategy for 2019–2021 to guide implementation of recommendations from the evaluation. The strategy has the aims of improving data collection and analysis, partnerships and stakeholder engagement, strengthening the integration of protection into risk management activities and ensuring that protection activities are supported by sufficient human resources, strong leadership and a clear policy framework. WFP is engaging the field through robust consultations with the management and staff of regional bureaux and country offices and with beneficiaries and aims to develop sound practical guidance and tools that reflect protection priorities and ensure accountability to affected populations. In 2021, WFP will continue to standardize and roll out its complaint and feedback mechanisms, including through the development of a community engagement strategy. Inclusion of at-risk people and groups, including those with disabilities, is a key component of WFP's approach to protection, which incorporates a focus on population groups that are discriminated against and marginalized. Analysis of the various threats and vulnerabilities that affect various groups will inform programme design and implementation.

Gender

56. With the adoption of the Gender Policy (2015–2020), WFP committed to following a gender-transformative approach to achieving food security and nutrition for all women, men, girls and boys.
57. An evaluation of the policy was presented to the Executive Board at its 2020 annual session. The evaluation found evidence that WFP's food assistance activities were adapted to the specific needs of women, men, boys and girls and that efforts were being made to enhance the equal participation of women and men in the design of programmes – for example, women engaged in decision making regarding asset creation and livelihoods, nutrition and school-based programmes. Other areas of progress include:
- piloting and adaptation of the Inter-Agency Standing Committee (IASC) Gender and Age Marker in 2019;
 - establishment of mechanisms that facilitate WFP's contributions to gender equality and women's empowerment, including WFP's gender action plan, regional gender strategies and implementation of a gender transformation programme in 26 countries, 11 of which have completed the programme;
 - creation of the Gender Results Network with 890 members, 40 percent of whom are men; and

- improvement against the indicators included in the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women – from approaching most of the indicators in 2012 to meeting or exceeding 13 of them by 2019.
58. The evaluation identified areas where more work was needed, which included gender analysis; collection, analysis and tracking of sex and age-disaggregated data; allocation of financial and human resources; and implementation of gender mainstreaming consistently across WFP. To address these challenges, the evaluation tabled eight recommendations: two on setting the strategic direction and resourcing framework for accelerating progress towards the goals of the 2030 Agenda; and six on strengthening the leadership, accountabilities and human resources required to deliver policy objectives, and ensuring that consideration of gender issues is fully mainstreamed into second-generation CSPs. Specifically, the evaluation called for:
- an update of the gender policy;
 - allocation of programme support and administrative budget resources sufficient to allow WFP to implement its gender-related corporate commitments;
 - establishment of a cross-organizational steering group on gender equality and women’s empowerment;
 - enhanced regional and country-level ownership of the updated gender policy and gender action plan;
 - the new human resources accountability framework is informed by an analysis of gender, diversity and inclusion;
 - investment in dedicated, professional gender advisers at headquarters and regional bureaux and establishment of a cadre of experienced gender advisers to work in country offices;
 - incorporation of quantitative and qualitative analyses of WFP’s gender equality activities into the framework and guidance for mid-term reviews and evaluations of first-generation CSPs; and
 - mainstreaming of gender into the mid-term reviews and evaluations of first-generation CSPs and the design and implementation of second-generation CSPs.
59. Management accepted all the recommendations and submitted a management response outlining their implementation.
60. The implementation of WFP’s gender policy is key to achieving its commitments to the 2030 Agenda, the SDGs and United Nations reform. As a cross-cutting issue, gender is relevant to all of WFP’s policies (and other governance documents). The policy is fundamental to successful implementation of the strategic plan because for WFP to deliver on its mandate and strategic goals and objectives, gender considerations must be integrated into all of its work, as recognized by the evaluation.

Programmatic instruments and frameworks

61. To optimize the evolving range of traditional and emerging services offered by WFP, ensure programme excellence and deliver the best possible assistance to beneficiaries, WFP has established programmatic instruments aimed at ensuring an all-encompassing and strategic approach to its operations. Today more than ever the intersection of resilience building, disaster risk reduction and the effectiveness of social protection demonstrates the need for WFP to establish a holistic approach to tackling the root causes of food insecurity. This section covers WFP policies on the programmatic instruments that the organization uses and the frameworks in which it operates.

Policy on country strategic plans

62. WFP operates in an increasingly complex world that is marked by protracted humanitarian crises and other global food security and nutrition challenges. Guided by the WFP strategic plan for 2017–2021, WFP's policy on CSPs (WFP/EB.2/2016/4-C/1/Rev.1) responds to these challenges by replacing WFP's programme categories and project documents with CSPs, coherent country portfolios that provide clear "lines of sight" from the resources deployed to the results achieved.
63. The CSP approach seeks to support countries in responding to emergencies and making progress towards zero hunger, operationalize the strategic plan at the country level and enhance strategic coherence, focus, operational effectiveness and partnerships. Combined with new financial and corporate results frameworks, the CSP framework demonstrates the potential for improving the quality of WFP's assistance by identifying the organization's specific contributions in a country; establishing the basis for effective partnerships, including with the other Rome-based agencies; increasing effectiveness and efficiency in emergency response and integrating it into a broader framework for zero hunger; aligning WFP's contributions with national SDG targets and national and United Nations plans; reducing transaction costs; and enhancing performance reporting and accountability.
64. CSPs cover a period of up to five years and are based on country-led national zero hunger strategic reviews or similar analyses aimed at catalysing country action towards the achievement of SDG 2 through jointly agreed strategic outcomes. In accordance with United Nations development system reform requirements, WFP is progressively aligning the cycles and contents of its CSPs with the new United Nations sustainable development cooperation frameworks (UNSDCFs), drawing on the analytical foundation provided by common country analyses. In settings where the development of a national zero hunger strategic review or similar country-led analysis is not feasible or has not been completed, WFP will operate through an interim CSP covering a period of up to three years.
65. As documented in the strategic evaluation of pilot CSPs presented to the Executive Board at its 2018 second regular session (WFP/EB.2/2018/7-A), adopting the CSP as the framework for the planning, management and delivery of WFP interventions is considered a significant step forward in implementing the 2030 Agenda. In line with recommendations from the strategic evaluation, and building on experience with implementation of the first generation of CSPs (concluded in November 2019), WFP is proactively engaged in the United Nations development system reform process. In the spirit of enhanced coherence and effectiveness across the United Nations development system, WFP incorporates United Nations reform efforts into its approach to second-generation CSPs, which informs the development of the next WFP strategic plan, covering the period 2022–2026.

Vouchers and cash-based transfers

66. The cash-based transfer (CBT) policy, "Vouchers and Cash Transfers as Food Assistance Instruments: Opportunities and Challenges" (WFP/EB.2/2008/4-B), was written in 2008 when the CBT modality was being widely tested as a viable alternative to in-kind assistance. An update on implementation of the policy was presented at the 2011 annual session of the Executive Board (WFP/EB.A/2011/5-A/Rev.1), and the findings of an external audit of WFP's use of CBTs were presented at the 2013 annual session (WFP/EB.A/2013/6-G/1).

67. Following a 2015 evaluation of the cash and voucher policy during the period 2008–2014 (WFP/EB.1/2015/5-A), it was recommended that WFP update and disseminate CBT manuals and guidance and proceed with capacity development rather than update the CBT policy. This recommendation was implemented through a process of extensive and comprehensive capacity development for WFP staff. The CBT e-learning course and the cash and vouchers manual were also made available to partner governments and non-governmental organizations (NGOs), empowering the wider CBT community of practice.
68. CBTs now account for nearly 40 percent of all WFP assistance provided to beneficiaries worldwide and are used in responses to emergencies and protracted crises, in development programmes and, increasingly, in national social protection and safety net systems.
69. The multiplier effects of CBTs on markets and communities, stemming from the empowerment of beneficiaries, are well established and country offices using CBTs are supported by mature cross-functional process models and normative guidance, including needs and sectoral capacity assessments that facilitate informed decision making. Headquarters, regional bureaux and many country offices have well-established organizational structures and trained personnel to support the use of CBTs.
70. In continuing to institutionalize the use of CBTs, WFP will prepare a CBT assurance directive that formalizes its commitments to beneficiaries, donors and partners and to ensuring that the right assistance reaches the right beneficiaries at the right time and location. Operational guidance, tools and support that are already available to country offices guide the operationalization of the CBT assurance framework in three main areas:
 - identity – unique and reliable beneficiary identities, periodic verification;
 - transfer management – beneficiary selection, payment instruments; and
 - payments – selection and performance of financial service providers, cooperating partners and retailers, payment instructions, reconciliation; and three overarching controls – segregation of duties, data analytics and beneficiary feedback.
71. WFP policies approved prior to the adoption of the policy formulation document from 2011, which mandated a policy evaluation from four to six years following policy implementation, will be reviewed in the light of recent strategic evaluations and future updates to the policy framework to determine whether they should be included in the OEV workplan.

Capacity development

72. WFP's 2009 policy on capacity development (WFP/EB.2/2009/4-B) updates the 2004 policy document, "Building Country and Regional Capacities",⁷ by outlining a more systematic approach to strengthening national institutions in order to help end hunger. It acknowledges that country capacity strengthening is complex and that the achievement of international and national development targets hinges on increasing and transforming the capacities of individuals, organizations and societies to reach development objectives. It recognizes the importance of engaging in stakeholder-driven and context-specific responses when supporting national systems and services for food security and nutrition.

⁷ WFP/EB.3/2004/4-B.

73. The 2009 policy has provided a relevant guide to WFP's work in support of progress towards the goals of the 2030 Agenda. However, to accelerate implementation of the capacity strengthening agenda throughout WFP's programmes and to respond to recommendations and findings from a 2017 evaluation of the 2009 policy⁸ and a 2017 internal audit of WFP's country capacity strengthening and to lessons learned from implementation of the Integrated Road Map and the mid-term and final evaluations of CSPs around the world, WFP will formulate a new corporate strategy for country capacity strengthening in 2020 and will update the policy in 2021.
74. To that end, WFP is carrying out a situation analysis of its capacity strengthening work. The findings of the analysis will guide development of the new strategy with the aims of ensuring consistent delivery of high-quality capacity strengthening programming globally and identifying synergies with related areas in WFP's "saving lives" agenda (such as emergency preparedness and response and vulnerability analysis and mapping) and its "changing lives" agenda (such as social protection, school feeding, nutrition and food systems programmes), in line with the pillars of WFP's medium-term programme framework for the COVID-19 response.⁹
75. The new strategy will outline a corporate action plan for supporting progress towards the SDGs through country capacity strengthening at all levels and in all areas of WFP's comparative advantage and engagement. It will promote a "whole of society" approach and will guide WFP in designing and delivering effective country capacity strengthening that engages a wide range of actors in sustainable systems strengthening.
76. The strategy will inform development of the second generation of WFP CSPs and will be flexible so that it can accommodate various operational settings and regional and national priorities and optimize WFP's evolving offer of traditional and emerging services. The strategy will refine the conceptual model that underpins in-country engagement strategies and will describe methodologies and tools that can be used to design and deliver capacity strengthening coherently throughout WFP's global portfolio.
77. The strategy will also outline ways of enhancing the capabilities of WFP staff in capacity strengthening as a discipline; creating robust knowledge management that generates evidence and facilitates coherent communication on the role and contributions of WFP's capacity strengthening work in countries' progress towards the SDGs; and securing sustainable resources for future capacity strengthening efforts and objectives.

HIV and AIDS

78. HIV remains one of the world's most serious challenges: in 2018 the number of people living with HIV was 37.9 million, of whom 1.7 million were children under 15, 1.7 million became newly infected and 770 000 died of AIDS-related causes. Of the 479 million people affected by humanitarian emergencies in 2016, 2.6 million were people living with HIV. Of these, 1.9 million (73 percent) were in sub-Saharan Africa.¹⁰ Emergency and humanitarian circumstances can increase vulnerability to HIV transmission and compromise the health of people living with HIV because increased food and nutrition insecurity and the overall disruption of social services during an emergency make it more difficult for people to adhere to treatment and may drive them to adopt risky coping mechanisms.

⁸ WFP/EB.1/2017/6-A/Rev.1.

⁹ WFP. 2020. *Responding to the development emergency caused by COVID-19: WFP's medium-term programme framework*. <https://docs.wfp.org/api/documents/WFP-0000117124/download/>.

¹⁰ Bennett, R. 2018. *Estimation of people living with HIV (PLHIV) affected by humanitarian disasters in 2016*, p. 5. UNHCR. https://www.unaids.org/sites/default/files/media_asset/unaids-data-2018_en.pdf UNAIDS. 2018. UNAIDS data 2018. https://www.unaids.org/sites/default/files/media_asset/unaids-data-2018_en.pdf.

79. WFP's current policy on HIV and AIDS (WFP/EB.2/2010/4-A) supersedes its 2003 policy (WFP/EB.1/2003/4-B). Updates on WFP's implementation of the current policy were presented at the Executive Board's 2014, 2017 and 2018 annual meetings (WFP/EB.A/2014/5-D, WFP/EB.A/2017/5-E and WFP/EB.A/2018/5-H).
80. Under the division of labour of the Joint United Nations Programme on HIV/AIDS,¹¹ WFP is responsible for ensuring that consideration of food and nutrition issues is integrated into all responses to HIV. WFP co-convenes work on HIV-sensitive social protection with the International Labour Organization and work on HIV in humanitarian contexts with the Office of the United Nations High Commissioner for Refugees. WFP addresses HIV through diverse entry points and partnerships in line with the SDGs. WFP's HIV/AIDS programming therefore accords with the SDGs; the UNAIDS strategy for 2016–2021, "On the Fast-Track to end AIDS";¹² the new post-2015 global tuberculosis strategy and its targets;¹³ and WFP's strategic plan.
81. As a co-sponsor of the joint programme, WFP has contributed to joint responses to HIV/AIDS for many years. In 2017, it maintained its holistic and gender-responsive approach to HIV programming, leveraging its context-specific entry points and partnerships to provide food and nutrition support to vulnerable people living with HIV, thereby ensuring their inclusion, including during humanitarian emergencies; support for pregnant women and girls receiving prevention of mother-to-child transmission services; school meals and other activities addressing the needs of children and adolescents while promoting school attendance and reducing risk-taking behaviour; support for HIV-sensitive social safety nets in several regions; technical support for governments and national partners, including work with national HIV/AIDS councils; and support for supply chains to prevent shortages of HIV treatment and prevention commodities in humanitarian settings and fragile contexts, working with partners that include the Global Fund to Fight AIDS, Tuberculosis and Malaria. This prioritization is explained in detail in a 2018 update on WFP's response to HIV and AIDS.
82. WFP will continue to contribute to ending AIDS by linking and integrating HIV and AIDS responses within food and health systems and social protection schemes, in accordance with its nutrition policy for 2017–2021. WFP will continue to adapt its work and delivery platforms so that they remain relevant, equitable and effective in building the capacities of government counterparts. WFP will also continue to pursue gender-transformative approaches and advocate the empowerment of individuals and communities in order to address and respond to stigma and discrimination in all HIV and tuberculosis interventions. In view of the increasing frequency and impact of emergencies, WFP will advocate effective and comprehensive integration of HIV and AIDS responses into multisectoral cluster responses for vulnerable people.
83. An evaluation of WFP's HIV and AIDS policy was planned for 2019 subject to the availability of funding. As resources were not received and as an evaluation of the nutrition policy is also due in 2021, OEV has proposed to carry out a strategic evaluation of nutrition and HIV/AIDS starting in 2021 for consideration by the Board at its 2022 annual session.

¹¹ Available at: https://www.unaids.org/sites/default/files/media_asset/UNAIDS-Division-of-Labour_en.pdf.

¹² Available at: http://www.unaids.org/sites/default/files/media_asset/20151027_UNAIDS_PCB37_15_18_EN_rev1.pdf.

¹³ The Sixty-Seventh Session of the World Health Assembly. 2014. *Draft global strategy and targets for tuberculosis prevention, care and control after 2015*. Available at: http://apps.who.int/gb/ebwha/pdf_files/WHA67/A67_11-en.pdf?ua=1.

Disaster risk reduction and management

84. WFP's policy on disaster risk reduction and management (WFP/EB.2/2011/4-A) focuses on building resilience and capacity among the most vulnerable people, communities and countries in order to reduce the risk of disasters, thereby protecting lives and livelihoods in vulnerable settings and preventing hunger and malnutrition. The policy is reflected in the strategic plan and policies on climate change, gender, the environment, social protection and safety nets, and building resilience for food security and nutrition.
85. The policy emphasizes that disaster risk reduction cuts across emergency response, recovery and development with targeted preparedness for, and mitigation and prevention of, disasters – taking gender roles and considerations into account.
86. In particular, the policy calls for WFP to do the following:
- Focus disaster risk reduction work on food assistance, targeting the most vulnerable households, communities and countries before, during and after disasters.
 - Invest in food security and vulnerability analysis and emergency preparedness to inform the selection of tools for and maximize the effectiveness of emergency responses.
 - Support governments in developing disaster risk reduction policies, plans and programmes that encompass food security.
 - Take into account the impacts of climate change, conflict and other drivers of food insecurity and direct particular attention to women and children when implementing disaster risk reduction and resilience activities.
 - Promote partnerships and emphasize participatory approaches with governments, vulnerable communities, United Nations agencies, civil society, NGOs, research institutions and private-sector organizations.
87. These cross-cutting priorities are reflected in WFP's contribution to the annual report of the Secretary-General on implementation of the Sendai Framework for Disaster Risk Reduction 2015-2030, and the United Nations Plan of Action on Disaster Risk Reduction for Resilience,¹⁴ with implementation focused on the following activities:
- analysis of disaster risks and vulnerabilities, including the detection, monitoring and forecasting of disaster hazards and their consequences;
 - institutional capacity assessments for disaster risk reduction, based on participation in UNSDCFs and other inter-agency processes;
 - facilitation of stakeholder consultations, capacity strengthening workshops, publications and social media campaigns on disaster risk reduction and related themes;
 - development of national disaster preparedness frameworks and adoption and enhancement of the IASC approach to emergency preparedness and response;
 - facilitation of preventive and anticipatory action through climate risk insurance schemes and forecast-based financing programmes; and
 - food assistance for assets interventions focused on nature-based solutions and infrastructure for disaster risk reduction.

¹⁴ United Nations. 2017. *United Nations Plan of Action on Disaster Risk Reduction for Resilience: Towards a Risk-informed and Integrated Approach to Sustainable Development*. https://www.preventionweb.net/files/49076_unplanofaction.pdf.

88. The Office of Evaluation will consider the inclusion of an evaluation of the policy on disaster risk reduction alongside the climate change policy, taking into account utility considerations and available resources.

Social protection and safety nets

89. The WFP Strategic Plan (2017–2021) states that “WFP will work to strengthen countries’ capacities to provide social protection measures that protect access to adequate, nutritious and safe food for all.”
90. In October 2004, the Board approved the document entitled “WFP and Food-Based Safety Nets: Concepts, Experiences and Future Programming Opportunities” (WFP/EB.3/2004/4-A). At its 2012 annual session the Board took note of the document entitled “Update of WFP’s Safety Nets Policy” (WFP/EB.A/2012/5-A), which WFP had prepared in response to evolving global and internal environments and the results of a 2011 strategic evaluation of WFP’s role in social protection and safety nets (WFP/EB.A/2011/7-B).
91. The update outlined WFP’s roles and comparative advantages in supporting national safety nets, clarified social protection and safety net concepts and their relevance to WFP’s activities, identified emerging issues and set out priorities, opportunities and challenges for the future.
92. Following the update of the policy, WFP developed corporate safety net guidelines accompanied by an e-learning course for staff, promoted research, enhanced technical skills and fostered knowledge management on safety nets and social protection.
93. From 2015 to 2018, WFP collaborated with the Institute of Development Studies (IDS) to identify areas of social protection where WFP could add value in supporting governments and published a joint publication: “Occasional Paper N°25: Social Protection and the World Food Programme”. In the past few years, WFP has expanded its collaboration with the major actors on social protection such as the World Bank Group and the European Union Directorate General for European Civil Protection and Humanitarian Aid Operations on shock-prone and fragile contexts and linking humanitarian response to social protection.
94. In 2018, the update of WFP’s safety nets policy was subject to an evaluation (WFP/EB.A/2019/7-B), which found that WFP leadership should confirm and sustain its commitment to supporting nationally led social protection programmes and generated five recommendations aimed at guiding strategic planning. In response to these recommendations, WFP is developing a new corporate strategy for social protection, which adopts a social protection systems approach and will include a knowledge management component accompanied by a new monitoring, evaluation and reporting framework; and efforts to strengthen staff capacity for social protection and mechanisms for cross-functional coordination.

School feeding

95. Since the establishment of WFP, school feeding has been part of its mission.¹⁵ The strategic plan for 2017–2021, in paragraph 49, reiterates that WFP will “support hunger-related safety nets, such as school meals programmes, and productive safety nets”.
96. Superseding WFP’s 2009 school feeding policy (WFP/EB.2/2009/4-A), the 2013 revised school feeding policy” (WFP/EB.2/2013/4-C) states that WFP’s overarching vision is to continue to advocate the universal adoption of school meals programmes as a safety net that helps increase children’s access to education and learning opportunities and strengthens their health and nutrition status.

¹⁵ See A/RES/1714 (XVI), annex, sect. I, para. 10 (b)).

97. In 2019, with a view to improving implementation of the 2013 policy and achieving its goals, WFP embarked on a comprehensive review of its support for schools through school feeding programmes. This included a review of evidence, lessons learned and best practices, and extensive consultations with internal and external partners. The process resulted in WFP's first 10-year school health and nutrition strategy, which was launched in early 2020.¹⁶
98. During the Decade of Action on delivery of the SDGs (2020–2030), WFP will work with governments and other partners to ensure that all primary schoolchildren have access to good-quality meals in school, accompanied by a broad integrated package of health and nutrition services. Building on its six decades of experience, WFP will advocate globally and nationally to ensure that school health and nutrition are prioritized. WFP has identified about 73 million children living in extreme poverty and in need of urgent action in 60 countries. Through its school health and nutrition strategy, WFP will also help to promote equity and inclusion, including for children with disabilities.
99. WFP will build on its existing operations in countries and leverage its expertise, tools, systems and partnerships to support countries in achieving their human capital objectives through increased investments in nutrition, high-quality learning, gender equality and healthy growth. WFP does not aim to meet the needs of all 73 million primary schoolchildren directly or on its own. It will take a context-specific approach, adapting its role to the situation in each country, in partnership with other key players, including governments, United Nations agencies, private sector entities, international financial institutions and non-governmental organizations.
100. In CSPs, synergies between school feeding programmes and social protection will be enhanced, particularly through the integration of school feeding programmes into broader social protection systems. WFP continues to implement school feeding programmes in times of crisis and distress as an effective means of providing essential safety nets to affected children and their families while contributing to the prevention of malnutrition and encouraging school attendance.
101. In countries that have achieved nearly universal access to education WFP pursues nutrition-sensitive approaches to school meals to address hunger and malnutrition in all forms and accelerate progress toward SDG 2. In CSPs, WFP school meals programmes put a strong focus on micronutrient deficiencies, overweight and obesity and the promotion of lifelong healthy eating habits. To some extent, WFP school meals programmes use special approaches for adolescent girls and pre-primary schoolchildren.
102. A strategic evaluation of school feeding is being carried out and will be presented at the Executive Board's 2021 annual session. It includes an assessment of the relevance of WFP's work on school feeding in the light of the 2030 Agenda and the strategic plan and the degree to which WFP is equipped to deliver effective, efficient and sustainable school feeding programmes and its new strategy; the extent to which the expected results of the 2013 school feeding policy have been achieved; the extent to which WFP has contributed to sustainable national school feeding programmes; and the partnership approaches that it has put in place at the global and country levels.

¹⁶ WFP. 2020. *A chance of every schoolchild – WFP school feeding strategy 2020–2030*. <https://www.wfp.org/publications/chance-every-schoolchild-wfp-school-feeding-strategy-2020-2030>.

Nutrition

103. At its 2017 first regular session, the Executive Board approved a new nutrition policy covering the period 2017–2021 (WFP/EB.1/2017/4-C), which supersedes the previous nutrition policy (WFP/EB.1/2012/5-A), covering the period 2012–2014, and a number of other documents.¹⁷
104. The current policy builds on the recommendations of the previous nutrition policy and reinforces WFP's commitment to addressing malnutrition as a primary means of achieving SDG 2. The policy aligns WFP with SDG target 2.2, aiming to contribute to the elimination of all forms of malnutrition – including overweight and obesity – through both direct implementation of nutrition programmes and technical assistance to governments with regard to nutrition solutions developed by countries themselves.
105. The policy simultaneously considers the availability of, access to, demand for and consumption of nutritious foods – with a goal of adequate and healthy diets for vulnerable people of all ages. Efforts are guided by evidence of where the greatest impact can be made, such as by targeting the first 1,000 days of life (from conception to a child's second birthday) and by investing in the nutrition of adolescent girls. The policy also confirms that addressing nutrition in emergencies is a central priority.
106. In June 2017, the Board took note of the implementation plan for the nutrition policy (WFP/EB.A/2017/5-C), which was presented for consideration at the Board's 2017 annual session. Building on priority archetypes identified at the regional level, the implementation plan identifies four policy priorities: improving the management of acute malnutrition; preventing stunting; aligning with national plans for nutrition; and working in partnership on nutrition from the field to the global levels. The policy and plan emphasize improving and, in certain cases, expanding programming. Means of enhancing nutrition results include widespread integration of social behaviour change and communication, greater support for food fortification, leveraging all WFP interventions to address the underlying causes of malnutrition through nutrition-sensitive programming, strengthening capacities within WFP and among partners and building evidence, among others.
107. The implementation plan was developed to align with, complement and draw on CSPs. For CSPs that are still in progress, it will provide guidance on the nutrition priorities and programming that could be included in them. The plan also outlines a strategy for headquarters in supporting regional and country-level action and in offering global leadership on nutrition.
108. The Board took note of an update on the implementation plan of the nutrition policy (WFP/EB.2/2017/4-D) at its 2017 second regular session. The update included a costing plan that indicated that USD 70 million was required at the regional level while USD 22 million was required at headquarters for the development and dissemination of guidance, provision of technical support, enhancement of analytical tools for nutrition and improved support for nutrition in emergencies and risk mitigation at headquarters. Field-based costs have been developed from the regional level and consist of investments in staffing, partnership, capacity strengthening, programmatic development and nutrition situation analysis. The costs of implementing nutrition programmes in the field are included in country strategic plans and country portfolio budgets and are not reflected in the costing plan.

¹⁷ "Food for Nutrition: Mainstreaming Nutrition in WFP" (WFP/EB.A/2004/5-A/1 and Corr.1), "Micronutrient Fortification: WFP Experiences and Ways Forward" (WFP/EB.A/2004/5-A/2); "Nutrition and Emergencies: WFP Experiences and Challenges" (WFP/EB.A/2004/5-A/3); and "Reaching Mothers and Children at Critical Times of Their Lives" (WFP/EB.3/97/3-B).

109. The Office of Evaluation will commission a strategic evaluation on nutrition and HIV/AIDS in 2021 for submission to the Board at its 2022 annual session.

Building resilience for food security and nutrition

110. Development gains can be quickly lost through the effects of natural disaster, economic crisis, disease pandemics or conflict; they can also be undermined by the cumulative effects of stressors over time. WFP's 2015 policy on building resilience for food security and nutrition (WFP/EB.A/2015/5-C) guides the organization's work in strengthening the capacity of the most vulnerable people to absorb, adapt and transform in the face of shocks and stressors in order to achieve sustainable food security and nutrition. WFP's entry points for resilience enhancement are not ascribable to a single initiative, but to a range of programme activities, approaches and packages, functions and initiatives.
111. The 2015 resilience-building policy bridges the humanitarian-development divide and adopts holistic strategies, including crisis, recovery and long-term development activities that are risk-informed and designed to protect women, girls, men and boys, communities and systems from acute deprivation when a crisis occurs. The policy reflects the fact that many of WFP's past operations have included elements of resilience building and emphasizes that a fundamental shift is being made in the design, implementation and management of programming. For example, the policy on building resilience builds on the collaborative approach to resilience defined by the Rome-based agencies, which emphasizes the need to strengthen the resilience of food production systems and the livelihoods of rural poor, vulnerable and food-insecure people.
112. A resilience-building approach starts with the way that strategies and programmes are conceived, which requires a deep understanding of risk, the collective actions needed to reduce it and the opportunities for women, men and children to build their capacity to better absorb and adapt to shocks and stressors. WFP supports resilience building by aligning its activities with the plans and actions of governments and partners in the understanding that enhancement of the capacity to absorb, adapt and transform in the face of shocks and stressors requires significant collaboration over long periods.
113. A strategic evaluation of WFP's support for enhanced resilience was presented to the Executive Board at its 2019 first regular session (WFP/EB.1/2019/7-A). The evaluation took a formative approach using a theory of delivery framework to assess WFP's capacity to contribute to enhanced resilience. It identified significant opportunities for enhancing resilience through various aspects of the organization, including the adoption of a "convergence approach" and attention to layering to ensure that individuals graduate from extreme poverty. The evaluation highlighted the need to continue to strengthen WFP's organization-wide approach to building resilience by clarifying the concept of resilience, providing clear guidance to support WFP's work on resilience and by breaking down the "silos" at WFP in order to promote cross-functional and thematic integration in the design and implementation of, and reporting on, programmes designed to strengthen resilience.
114. The evaluation concluded that WFP has the foundations for and a high-level strategic commitment to supporting the enhancement of resilience in order to ensure that individuals and communities can withstand shocks. This, however, needs to be grounded in operational realities and combined with improved guidance, measurement and systems if WFP is to make a significant contribution to strengthening the resilience of food-insecure women, men, boys and girls.

South-South and triangular cooperation

115. South-South and triangular cooperation (SSTC) is recognized as a key means of implementing the 2030 Agenda and the Sendai Framework for Disaster Risk Reduction 2015–2030 in accordance with SDG 17. In facilitating the sharing of expertise, capacities, knowledge, technologies and resources among two or more developing countries, WFP contributes to achieving greater impact on SDG 2 by supporting developing countries in sharing and scaling up nationally owned and locally tested hunger solutions and promoting national ownership of food security and nutrition. SSTC is also critical in helping countries strengthen country capacities to bridge the development-humanitarian peace nexus. WFP has stepped up its approach to brokering SSTC to support national governments in achieving progress on food security and nutrition and has responded to the growing country demand for its support in brokering South-South cooperation by adopting a policy on SSTC (WFP/EB.A/2015/5-D) in 2015. South-South cooperation is critical for WFP and its host governments in their efforts to access and mobilize the expertise, technologies and financial resources that already exist in developing countries. In order to reach the remaining 815 million people affected by chronic food deprivation worldwide the knowledge and innovation to be found in developing countries are indispensable. There has been a sharp increase in the number of WFP country offices engaging in these types of partnerships with their host governments, from 48 percent in 2014 to 73 percent in 2018, and the upward trend continues. SSTC features in 94 percent of WFP CSPs and interim CSPs. WFP's network of centres of excellence increased in 2019 and now includes centres in Brazil, China and Côte d'Ivoire. WFP's SSTC policy builds on its existing engagement in SSTC and is based on the following guiding principles: focus on the most vulnerable people and communities to promote local ownership; ensure inclusiveness and balance; facilitate learning and innovation; strengthen country systems and capacities; emphasize complementarity; add value; and build on existing structures.
116. Supporting SSTC enables WFP to support national efforts in the following areas:
- enhancing country capacity by complementing other forms of WFP technical assistance;
 - maximizing resources (in kind or cash);
 - promoting the scaling up of locally tested innovations; and
 - engaging countries as advocates and agents for change towards a world of zero hunger.
117. In doing so, WFP:
- facilitates the sharing of experience, knowledge, skills, information and practices for achieving zero hunger;
 - encourages innovations and the scaling up of innovative food security practices;
 - enhances SSTC engagement with developing countries that have experience to share (e.g. through WFP's centres of excellence);
 - partners with regional and subregional organizations to spur intraregional SSTC collaboration;
 - enhances links with local research institutions and NGOs to build the evidence base for zero hunger activities; and
 - integrates and aligns its work with broader United Nations system-wide SSTC initiatives.

118. SSTC should be seen as complementary to North–South cooperation and as one mechanism in a portfolio of mechanisms for enhancing WFP’s engagement with host governments and complementing WFP’s own technical assistance and capacity strengthening support to host governments in key programmatic areas such as school feeding, nutrition, smallholder support, resilience building and emergency preparedness. An evaluation of the South–South and triangular cooperation policy was begun in 2019 and findings will be presented to the Executive Board in February 2021.
119. Implementation of WFP’s SSTC policy gained further momentum in 2019 and 2020, including through WFP’s engagement as an SSTC “broker for progress” on SDG 2 at the Second High-level United Nations Conference on South–South Cooperation, held in Buenos Aires in March 2019; the strengthening of WFP’s partnership with China on the launch and implementation of WFP’s global South–South field pilot initiative (with technical support from the WFP centre of excellence in China), which aims to create benefits for the most vulnerable people in five pilot countries, in line with the principles outlined in the policy; and the launch of a corporate SSTC task force on strengthening the coordination of SSTC by optimizing the strong links among technical assistance, partnerships and innovation that SSTC fosters, as outlined in the policy.
120. WFP’s progress on implementation of the SSTC policy has been systematized and is published in the WFP annual performance report for 2019 (WFP/EB.A/2020/4-A, paragraphs 225–227). The SSTC Policy is currently being evaluated, and it is expected that a summary evaluation report will be presented to the Executive Board at its 2021 second regular session.

Economic analysis

121. In 2006 the Executive Board considered a document on the role and application of economic analysis at WFP (WFP/EB.A/2006/5-C), which stresses the importance of economic analysis coupled with analysis of nutrition, social, political, gender and environmental issues as essential for a full understanding of the causes and effects of hunger. WFP’s economic analysis is an integral part of food security analysis, supports the design and implementation of countries’ strategies and activities for achieving zero hunger by 2030 and contributes to the development of local economies.
122. At the strategic, programmatic and operational levels, economic analysis is necessary in fostering understanding of how markets can help households to meet their essential needs and achieve food security. It does this through analyses of global and local markets, prices and exchange rates, food production, household incomes and expenditures and other economic variables that directly or indirectly affect the food and nutrition security of people who are hungry and poor.
123. Economic analysis informs the design of WFP’s programmes and facilitates the assessment of the feasibility, risks and impact of WFP interventions. It results in improved WFP operations through analysis of the economic factors that contribute to household food insecurity at the macro and micro levels; assessments that inform the choice of appropriate assistance modalities; continuous monitoring and analysis of trends in food prices and exchange rates; and analysis of operational impact, effectiveness, etc. Economic analysis also supports local and global policy development, provides WFP and its partners with knowledge that they need for evidence-based decision making and the provision of technical support to governments, and informs the alignment of WFP operations with national development policies and poverty reduction efforts.
124. WFP policies approved prior to the adoption of the policy formulation document from 2011, which mandated a policy evaluation from four to six years following policy implementation, will be reviewed in the light of recent strategic evaluations and future updates to the policy framework to determine whether they should be included in the OEV workplan.

Emergencies and operations

125. Worldwide, WFP is the frontline agency when an emergency strikes, using its expertise and capacity to deliver life-saving assistance, build resilience and ensure sustainable exit strategies. Through better preparation, WFP strives to deliver humanitarian assistance rapidly and cost-effectively to the people who need it most. WFP also aims to strengthen local economies, smallholder livelihoods and the sustainability of food systems by pursuing local food procurement whenever possible. This section covers policies relevant to operations and the design and implementation of emergency programmes.
126. Emergency-response-related policies prior to 2011 will be reviewed in the light of the recent strategic evaluation of WFP's capacity to respond to emergencies (WFP/EB.1/2020/5-A) and future updates to the policy framework to determine whether they should be included in future policy or strategic evaluations.

Definition of emergencies

127. At its 2005 first regular session the Executive Board endorsed the recommendations set out in a document on the definition of emergencies (WFP/EB.1/2005/4-A/Rev.1), which defines emergencies as "urgent situations in which there is clear evidence that an event or series of events has occurred which causes human suffering or imminently threatens human lives or livelihoods and which the government concerned has not the means to remedy; and it is a demonstrably abnormal event or series of events which produces dislocation in the life of a community on an exceptional scale".
128. Emergency situations include:
- earthquakes, floods, locust infestations, health crises and similar unforeseen events;
 - human-made emergencies that force people to leave their homes as refugees or internally displaced people or that cause other distress;
 - food shortages or food insecurity resulting from slow-onset events such as drought, crop failure, pests and diseases affecting people or livestock;
 - restricted access to food resulting from economic shocks, market failure or economic collapse; and
 - complex situations in which a government or the Secretary-General of the United Nations requests the support of WFP.

Food aid and livelihoods in emergencies

129. Progress in the implementation of the policy on food aid and livelihoods in emergencies was reported on at the Executive Board's 2005, 2006 and 2007 second regular sessions.¹⁸
130. Protecting livelihoods is critical in helping people to meet immediate needs during emergencies and to transition towards recovery once a shock has passed. The premise of WFP's policy is that people will go to great lengths to protect their livelihoods as well as their lives. People affected by crises are not merely passive recipients of assistance; they rely primarily on their own capabilities, resources and networks to survive and recover. However, many of the coping strategies adopted to meet immediate food needs can undermine people's health and well-being and erode their ability to meet their food needs in the long term.¹⁹

¹⁸ WFP/EB.2/2005/4-E, WFP/EB.2/2006/4-B/Rev.1 and WFP/EB.2/2007/4-C.

¹⁹ See "Enabling Development" (WFP/EB.A/99/4-A), paragraphs 34 *et seq.*

131. WFP can help to protect livelihoods by providing food for people whose livelihoods are threatened in order to prevent negative coping strategies; targeting women to enable them to meet the nutritional needs of themselves and their families; and supporting programmes for improving community infrastructure and providing opportunities for income generation, for example through food assistance-for-assets activities. It is important that women and men participate equally in identifying food-assistance-for-assets and food--assistance-for-training activities in view of their different needs and that the benefits of livelihood programmes contribute to social cohesion.

Emergency preparedness

132. WFP's emergency preparedness policy reinforces the organization's commitment to treating each emergency context and response as unique and provides the framework for WFP to adjust its ways of working to an increasingly complex operational environment. It further strengthens corporate tools and guidance, including early warning systems, staff capacity building and an emergency response package.
133. The policy strengthens WFP's ability to respond to emergencies in an efficient, effective and timely manner. It informs WFP's work with national and local governments, regional bodies and local communities and consolidates and expands mutually beneficial partnerships with civil society entities and the private sector.
134. The policy is grounded in core principles that emphasize the need to reinforce ownership of and responsibility for preparedness among national stakeholders, with support from WFP when requested, and within WFP itself. Humanitarian principles will act as the guiding force in all of WFP's actions.
135. The Office of Evaluation will consider the eligibility of an evaluation of the 2017 emergency preparedness policy for inclusion in the OEV workplan taking into account utility considerations and available resources.

Emergency needs assessment

136. In emergency situations, WFP determines whether external food assistance is needed to preserve lives and livelihoods. Emergency needs assessments must be accurate and timely to ensure that people are not left at risk and that humanitarian resources are allocated effectively.
137. Needs assessments gather information regarding:
- the number of people affected by a crisis;
 - the magnitude and location of the crisis;
 - food and nutrition gaps;
 - differences in vulnerability among men, women, children and social groups;
 - local capacities and livelihood systems;
 - household coping capacities in terms of ability to produce or otherwise obtain food;
 - the extent to which food needs can be met through market interventions or existing safety-net programmes; and
 - when livelihoods can be expected to return to normal.

138. Rapid assessment missions, crop and food supply assessment missions with the Food and Agriculture Organization of the United Nations (FAO) and joint assessment missions with the Office of the United Nations High Commissioner for Refugees should take the following points into account:
- Pre-crisis information is important – regular assessments of crisis-prone areas improve the quality of emergency assessments.
 - Inadequate knowledge of local and regional markets and economies can be a significant impediment.
 - Assessments must be insulated from political pressures.
 - Assessments should be a regular part of country office responsibilities to ensure that robust information is available before a crisis and for adjusting programmes and targeting during a crisis.
139. WFP's emergency needs assessment policy was evaluated in 2007. A summary report on that evaluation is set out in document WFP/EB.2/2007/6-A. Emergency needs assessment was also referred to in the strategic evaluation of WFP's capacity to respond to emergencies during the period 2011–2018(WFP/EB.1/2020/5.A), the report of which was presented at the Executive Board's 2020 first regular session.²⁰

Targeting in emergencies

140. Targeting must rely on SMART eligibility criteria, i.e., criteria that are specific, measurable, fair, identifiable, agreed, relevant and valid for a period of time.
141. Targeting entails finding the right balance between inclusion errors – when people who can meet their own needs receive food assistance – and exclusion errors – when eligible people who need food assistance do not receive it.
142. Targeting involves the identification of communities and people in need of food assistance, with special consideration for those in systemically marginalized groups, including persons with disabilities, and the selection of delivery and distribution mechanisms that ensure that targeted women, men, girls and boys receive assistance when they need it.
143. In acute emergencies, inclusion errors are more acceptable than exclusion errors. Targeting costs increase in proportion to the level and detail of targeting approaches. WFP should analyse both the benefits and the costs associated with various targeting degrees and approaches, keeping in mind that cost-efficiency for WFP may result in increased transaction or opportunity costs for recipients and may risk undermining social cohesion.
144. As discussed in WFP's current policy document on targeting in emergencies (WFP/EB.1/2006/5-A), the principles of targeting include the following:
- Communities should be consulted and informed regarding targeting criteria, which should be simple and understandable.
 - Targeting is never perfect, so a balance between inclusion and exclusion errors should be sought and a mechanism for households to appeal decisions and receive feedback should be in place.
 - Targeting decisions should be based on a full-resource scenario but objectives should be prioritized in case resources are reduced or delayed; the priorities should be communicated to all stakeholders as soon as possible and efforts made to ensure that they are understood.

²⁰ Aspects of WFP's policies on emergency needs assessment, definition of emergencies, exiting emergencies and targeting in emergencies will be covered by the strategic evaluation.

- There should be flexibility in adjusting targeting according to context and country strategic plan (CSP) objectives; as emergencies evolve and population needs change, targeting processes must also evolve.
- Assessment, monitoring and early warning tools should be used to set targeting parameters and monitor changes during programme cycles.
- Non-targeted areas and households should be monitored to ensure that emerging needs are assessed.
- The costs and benefits of various targeting degrees and approaches, the potential costs of leakage and the costs borne by beneficiaries.

Exiting emergencies

145. Decisions as to when and how to exit from an emergency can be as important as the decision to respond. WFP exits from emergencies either by withdrawing resources or by shifting to long-term programmes that protect and improve livelihoods and increase resilience.
146. Exiting presents opportunities for engaging in early recovery activities but also introduces challenges for the communities involved. A sound exit strategy requires:
- clear criteria for exiting;
 - benchmarks for assessing progress in meeting the criteria;
 - steps for reaching the benchmarks and identification of the people responsible for implementing such steps;
 - the periodic assessment of progress and modifications to minimize risks;
 - a flexible timeline for reaching benchmarks and conducting assessments;
 - triggers such as progress towards objectives, improvement in the humanitarian situation, increased government capacity to meet needs, declining levels of donor contributions and willingness to allocate funding to a recovery programme; and
 - the alignment of long-term objectives with government plans or donor priorities.

Food procurement in developing countries

147. WFP's food procurement policy states that the main objective is to ensure that appropriate food commodities are made available to beneficiaries in a timely and cost-effective manner. The policy prescribes that "other things being equal and considering donor funding criteria, preference is to be given to suppliers from developing countries". When coupled with adequate capacity development, local procurement can help to enhance local capacities in agriculture and food production, handling and storage.
148. A 2006 paper food procurement in developing countries takes stock of the regulatory basis for and trends in WFP food procurement,²¹ including local and regional food procurement from one developing country to be used in another developing country, and concludes that WFP's local and regional food procurement can have a positive impact on local markets.

²¹ WFP. 2006. *Food Procurement in Developing Countries*. <https://www.wfp.org/publications/food-procurement-developing-countries>.

149. In response to a request of the Executive Board in June 2018, a consultative process with Board members and other internal and external stakeholders led to the development of a 'local and regional food procurement policy, that was formally approved at the Board's 2019 second regular session (WFP/EB.2/2019/4-C). The value proposition that underlies the policy implies that WFP will leverage three comparative advantages:
- purchasing power and the opportunity to influence food market development, rural transformation and job creation, particularly at the local level;
 - knowledge of food markets, which makes WFP a partner of choice for both public and private entities interested in developing better integrated and more efficient markets with stronger and fairer links to smallholders and local producers; and
 - convening capacity, which enables WFP to mobilize external partners in support of common objectives and to promote greater integration between its own market-oriented programmes and partners' initiatives.
150. Over the years WFP has steadily increased the share of food procurement it carries out locally and regionally. In 2019 more than half (1.84 million mt) of WFP's total food purchases were sourced through local and regional procurement processes, with an increased amount characterized as "locally grown commodities". In addition, 79 percent of WFP food procurement was undertaken in developing countries.
151. By injecting cash into local economies, local procurement, including pro-smallholder procurement, can significantly strengthen smallholders' livelihoods and the sustainability of food systems, particularly when it is associated with activities that support value chain actors such as farmers, farmer organizations, processor groups, aggregators and traders where required.
152. The local and regional food procurement policy facilitates further integration between WFP's procurement and programme functions in order to leverage local and regional procurement in ways that strengthen the livelihoods and resilience of smallholder farmers and enhance food system performance at the local and regional levels.

Local and regional food procurement policy

153. The 2019 policy on local and regional food procurement proposes a set of guiding principles under which WFP will work to sustainably increase its purchases of food at the local and regional levels. The policy combines programmatic and operational objectives that are coherent with WFP's deployment of its purchasing power to support smallholder farmers and contribute to the achievement of food security by fostering the enhancement of local and regional value chains and food systems.
154. Implementation of the policy started immediately after its approval in November 2019 with the development of a basic framework based on eight components, the engagement of regional bureaux and country offices and the selection of pilot countries. Full implementation will require the development of dedicated methodologies, systems and tools and an update of internal processes, which are expected to be achieved through a participatory approach, with completion in the next several years.
155. The local and regional food procurement policy will be eligible for evaluation as of 2023.

Corporate

156. The following section pertains to policies that outline WFP's organizational behaviour and its ability to achieve corporate goals. It covers WFP policies on corporate tools for supporting and managing the overall operation of the organization.

Corporate partnerships

157. The WFP corporate partnership strategy for 2014–2017 (WFP/EB.A/2014/5-B), approved by the Executive Board in 2014, articulates WFP's partnership approach based on shared goals and the principles of good partnership outlined in the United Nations Global Humanitarian Platform. The partnership approach is now incorporated as a foundation of the partnership pillar of the strategic plan; the principles outlined in the corporate partnership strategy continue to guide the implementation of the strategic plan with regard to partnerships. Furthermore, the corporate partnership strategy provides a high-level framework for identifying and guiding the development of effective partnerships.
158. The evaluation of the corporate partnership strategy (WFP/EB.A/2017/7-B) in 2017 found that while the strategy included a clear vision for partnership, organization-wide ownership of the strategy needed to be improved, financial resources for implementation needed to be increased, existing guidance needed to be disseminated and data collection and reporting needed to be improved. Recommendations included developing a costed action plan for implementing the partnership pillar of the strategic plan for 2017-2021, making partnership action plans mandatory components of CSPs, revising practical tools and supporting regional bureaux and country offices in strengthening their partnership skills.
159. Many country offices have developed partnership action plans that facilitate the alignment of specific partners' engagement with country goals and the WFP activities articulated in CSPs.
160. The establishment of a Strategic Partnerships Division in 2019 has further strengthened support for country offices, particularly in their engagement with host governments and international financial institutions.
161. Partnering in the context of United Nations development system reform, in the inter-agency system and with the other Rome-based agencies continues to be prioritized.
162. With existing and potential donors representing a key subset of WFP partners, recommendations from the 2019 strategic evaluation of funding of WFP's work have provided a framework for shaping WFP's dynamic engagement with donors.

Workforce management

163. WFP's policy framework for the management of its workforce is set out in the "WFP People Strategy: A People Management Framework for Achieving WFP's Strategic Plan (2014–2017)" (WFP/EB.2/2014/4-B). The strategy is a blueprint for reinforcing, building, retaining and recruiting WFP's workforce and creating a more people-centred organization that develops the capabilities of its employees.
164. The people strategy sets out four imperatives, with corresponding objectives, for addressing long-standing issues reported in evaluations and audits. These are as follows:
 - Reinforce a performance mind-set. Embed WFP values and behaviours and refresh performance management to recognize and reward good performance, identifying criteria for success and demanding individual accountability.
 - Build WFP's talent. Develop career frameworks and provide opportunities for learning and growth.
 - Shift the focus. Make the country level the central focus of WFP, and define long-term programming to ensure that national staff – 80 percent of WFP's workforce – are provided with opportunities to continue developing their capacities in response to operational and strategic organizational needs.
 - Equip high-impact leaders. Mobilize senior leaders, enhance leadership and management capabilities and hold senior leaders accountable.

165. An update on implementation of the people strategy was presented at the Executive Board's 2016 first regular session (WFP/EB.1/2016/4-E). An evaluation of the strategy was presented at the Board's 2020 first regular session (WFP/EB.1/2020/5-B).
166. The evaluation found that the people strategy should address concerns with abusive behaviours and inequities between various groups of WFP employees, strengthen accountability for good people management, address gender equality and workforce diversity and drive organizational change based on a full appreciation of the views of all WFP employees. Recognizing both achievements and areas for improvement in relation to each of the strategy's four imperatives, the evaluation concluded that more work needed to be done to bring about real behavioural change.
167. The evaluation recommended that, rather than a new strategy, WFP develop a people policy that sets out the organization's vision of its future workforce and the core values that should shape its workplace culture. The people policy is being developed through wide consultation with employees, the Board and other stakeholders and is to be presented to the Board for approval in 2021. It will provide a blueprint for achieving excellence in WFP's people management, set out WFP's vision of its future workforce and reflect the renewed attention to values that will shape WFP's workplace culture. The policy will build on and consolidate complementary initiatives such as those on workplace culture, gender, diversity and inclusion and wellness. New functional strategies will be developed in line with the new people policy.

Enterprise risk management

168. WFP first established an enterprise risk management policy (WFP/EB.2/2005/5-E/1) in November 2005. The policy was updated in 2015 and more recently in November 2018 at the Executive Board's second regular session.
169. The 2018 enterprise risk management policy establishes a pragmatic, systematic and disciplined approach to identifying and managing risks throughout WFP that is clearly linked to the achievement of WFP's Strategic Objectives. Specifically, WFP's vision for enterprise risk management is to:
 - maintain a consistent risk management framework within which risks can be identified, analysed and addressed at the appropriate level of the organization and accountability can be assigned;
 - achieve a common understanding of WFP's exposure to risks in relation to its appetite for risk in order to articulate the organization's risk profile coherently throughout WFP and to donors and external stakeholders; and,
 - establish a culture in which risk management is linked to implementation of WFP's strategic plan and considered proactively in operational decision making.
170. The 2018 enterprise risk management policy builds on WFP's oversight framework and focuses mostly on the first and second lines of defence. It outlines WFP's risk categorization and updates WFP's risk appetite statements; it also explains the processes for assessing and monitoring risks and "escalating" them to the appropriate level of management for response, in line with risk appetite. Risk appetite statements reflect the intent to manage the risks concerned and support managers in analysing, monitoring and responding to risks and establishing performance targets for their areas of responsibility. WFP's enterprise risk management policy also defines risk management roles for country directors, regional directors and headquarters directors, including the Director of the Enterprise Risk Management Division.

171. Numerous developments since the adoption of the first policy have contributed to the mainstreaming and integration of risk management into WFP's strategies, CSP design and operations and to increased understanding of risk management as an integral part of WFP's internal control environment. These efforts continue as WFP seeks to embed risk management disciplines into planning and decision making at all levels of the organization.
172. As this policy was revised in 2018, it will be considered for an evaluation as of 2022, taking into account utility considerations and available resources.

Evaluation

173. Following the second peer review of WFP's evaluation function by the United Nations Evaluation Group and the Development Assistance Committee,²² the Executive Board at its 2015 second regular session approved a revised WFP evaluation policy for the period 2016–2021 (WFP/EB.2/2015/4-A/Rev.1), which replaced the policy adopted in 2008 (WFP/EB.2/2008/4-A). The current policy reaffirms WFP's commitment to international evaluation principles, norms and standards and sets a new strategic direction and normative framework for WFP's evaluation function, combining centralized and demand-led decentralized evaluation to ensure that WFP is fit for the future under the 2030 Agenda.
174. The policy seeks to:
- embed evaluation at the heart of WFP's culture of accountability and learning, ensuring that evaluation is planned for and evaluation findings and lessons are comprehensively incorporated into all WFP policies, strategies and programmes;
 - inform WFP staff and stakeholders of the purpose of evaluation, its conceptual and normative framework and the roles, accountabilities and standards for evaluation throughout WFP, including coverage, use and human and financial resource requirements;
 - ensure that evaluation coverage norms are applied to WFP's policies, strategies and programmes by the Office of Evaluation for centralized evaluations and by other headquarters divisions, regional bureaux and country offices for decentralized evaluations;
 - enhance capacities for evaluation throughout WFP, with management arrangements that meet the norms and standards of the United Nations Evaluation Group; and
 - develop and model best practices in partnership with other evaluation actors involved in international humanitarian and development work relevant to WFP.
175. In line with the current evaluation policy and evaluation charter, the third peer review of WFP's evaluation function started in 2020, and findings will be presented to the Board at its 2021 annual session.

Fraud and corruption

176. WFP's current anti-fraud and anti-corruption policy (WFP/EB.A/2015/5-E/1) supersedes the previous policy on the subject adopted in 2010 (WFP/EB.2/2010/4-C/1). WFP does not and will not tolerate fraud or corruption in the course of its activities or operations and will take measures to prevent, detect and deter fraud and corruption perpetrated to its detriment by WFP personnel or by cooperating partners, suppliers or other third parties and will take robust action when they occur.

²² WFP/EB.A/2014/7-D.

177. Changes introduced by the policy include:
- greater authority to investigate wrongdoing committed by third parties to WFP's detriment;
 - authority to conduct proactive integrity reviews in high-risk processes and operations;
 - an expanded definition of fraud and corruption to include coercive and obstructive practices in addition to the fraudulent, corrupt and collusive practices that were already covered by the 2010 policy;
 - enhanced obligations on the part of vendors to grant the Office of Inspections and Investigations access to all records, documents and other relevant information; and
 - WFP's first online anti-fraud and anti-corruption training module, which is mandatory for all staff.
178. WFP plans to update the anti-fraud and anti-corruption policy in 2020 for presentation to the Executive Board at its 2021 first regular session. The planned policy update is being led by the Enterprise Risk Management Division and will incorporate emerging best practices in the management of fraud risks. WFP's updated risk appetite statement for fraud and corruption risks, approved at the 2018 second regular session of the Board, is as follows: "WFP is investing in its management side anti-fraud and anti-corruption (AFAC) capability and ongoing employee training to deter and detect potential instances and limit any impacts. WFP commits to investigating substantive reports of violations of the AFAC policy and taking appropriate disciplinary action/sanctions when allegations are substantiated. In addition, WFP will take measures for corrective action, including, but not limited to, recovery of WFP losses".
179. Based on consultations with the current "owner" of the 2015 anti-fraud and anti-corruption policy (the Office of the Inspector General), the Office of Evaluation considered that there was insufficient time to complete an evaluation aimed at informing the policy development process. In 2019, however, the External Auditor conducted a performance audit of fraud detection, prevention and response based on the 2015 policy.

Oversight

180. At its 2018 annual session, the Executive Board approved the WFP oversight framework (WFP/EB.A/2018/5-C).
181. WFP's vision for organizational oversight is that it should drive continuous improvement, reinforce the highest standards of integrity, ethics and professionalism and safeguard stakeholder confidence for the benefit of the people that WFP serves. Oversight activities at WFP promote accountability and transparency and reinforce the accountabilities and internal controls established by its governing bodies and the Executive Director.
182. Oversight, as an integral part of the system of governance, provides assurance that:
- the activities of the organization are fully in accordance with legislative mandates;
 - the funds provided to the organization are fully accounted for;
 - the activities of the organization are conducted in the most efficient and effective manner; and
 - staff and other officials of the organization adhere to the highest standards of professionalism, integrity and ethics.
183. The Office of Evaluation will consider inclusion of an evaluation of the oversight framework in its workplan, taking into account utility considerations and available resources.

Acronyms

AFAC	anti-fraud and anti-corruption
CBT	cash-based transfer
CSP	country strategic plan
FAO	Food and Agriculture Organization of the United Nations
IASC	Inter-Agency Standing Committee
NGO	non-governmental organization
OECD-DAC	Development Assistance Committee of the Organisation for Economic Co-operation and Development
PLHIV	people living with HIV
SDG	Sustainable Development Goal
SIPRI	Stockholm International Peace Research Institute
SSTC	South–South and triangular cooperation