



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

Executive Board

First regular session

Rome, 28 February–2 March 2022

Distribution: General

Agenda item 4

Date: 18 January 2022

WFP/EB.1/2022/4-D

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 strategic plan

Introduction

1. At its 2010 second regular session, WFP Executive Board requested the Secretariat to prepare an annual update of its compendium of WFP policies relating to the strategic plan, as an information paper for the Board and for governance purposes. The annual update includes new policies and policy updates and reflects progress and challenges and evaluation findings. It provides an opportunity to discuss with the Board any changes and gaps in existing policies, taking into consideration global and organizational changes and collective efforts to ensure that WFP is best supporting nations to meet emergency needs and achieve the Sustainable Development Goals (SDGs).
2. 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 that includes the compendium of policies as a key component. In line with this commitment and WFP's drive towards programme excellence, the compendium of policies aims to provide a normative framework that guides the delivery of country strategic plans (CSPs) in a streamlined and simplified way. Moreover, in the decision to approve the WFP strategic plan for 2022–2025, the Board noted its expectation that it would receive an analysis of policy documents that need to be adapted to ensure implementation of the strategic plan; this document seeks to provide that analysis.
3. While WFP's individual policy topics do not mirror the structure of the WFP strategic plan for 2022–2025, this year's update arranges the policies in the following four categories to facilitate the Board's review: i) drivers of food and nutrition insecurity; ii) principles; iii) strategic outcomes and cross-cutting priorities; and iv) enablers and corporate policies.
4. As outlined below, several key policies are currently being evaluated or are in the process of being updated to provide an effective entry point for fully reflecting the strategic plan and adapting the policy framework. The Executive Board plan of work for the next two years

Focal points:

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

Ms. D. Yohendran
Policy and programme officer
Programme – Humanitarian and Development
Division
tel.: 066513-4561

includes policy updates on gender, country capacity strengthening, school feeding, South-South and triangular cooperation and cash-based transfers (CBTs). Also, ongoing or planned evaluations of peacebuilding, disaster risk reduction and resilience, nutrition and HIV/AIDS, climate change and supply chain will inform policy changes. Further, the planned evaluation of WFP's CSP policy will help WFP to strengthen coherence and integration across programme activities (as one of the principles of the plan). As this work moves forward, there will be many opportunities for Board members to engage on the evolving policy framework.

5. The Board's forthcoming review of WFP's "policy on policies", which updates a 2011 paper on WFP's policy formulation process, will also provide an opportunity to discuss key elements required for effective policy development (including among other things coherence, partnerships and evidence) and to agree on essential steps in the overall policy formulation process such as evaluation, the Board's role, the need for regular updates and the process for decommissioning policies. A first informal consultation on the policy on policies is planned for early 2022.
6. This paper includes a table listing corporate policies under the Board's purview, followed by a summary of each policy, its status and related evaluation information. This includes adjustments to the schedule of evaluations of certain policies in line with the workplan of the Office of Evaluation (OEV) presented to the Board in the WFP management plan for 2022–2024. Administrative and financial policies and directives that are within the purview of management to approve are not included, nor are programmatic strategies and guidelines. As such, the compendium of policies is not an exhaustive list of all the instruments that WFP uses to support the design, delivery and monitoring of its programmes and operations.

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>
	2017	Climate change <i>Climate Change Policy (WFP/EB.1/2017/4-A/Rev.1)</i>
	2006	Economic analysis <i>The Role and Application of Economic Analysis in WFP (WFP/EB.A/2006/5-C)</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>

¹ The table lists policies that are currently in effect, the years in which the policies were adopted and the titles and symbols of documents describing the policies.

Strategic outcomes and cross-cutting priorities		
	2005	Definition of emergencies <i>Definition of Emergencies (WFP/EB.1/2005/4-A/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>
	2005	Exiting emergencies <i>Exiting Emergencies (WFP/EB.1/2005/4-B)</i>
	2018	Emergency preparedness <i>Emergency preparedness policy – Strengthening WFP emergency preparedness for effective response (WFP/EB.2/2017/4-B/Rev.1)</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>
	2008	Vouchers and cash-based transfers <i>Vouchers and Cash Transfers as Food Assistance Instruments: Opportunities and Challenges (WFP/EB.2/2008/4-B)</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>
	2002	Urban food insecurity <i>Urban Food Insecurity: Strategies for WFP (WFP/EB.A/2002/5-B)</i>
	2011	Disaster risk reduction and management <i>WFP Policy on Disaster Risk Reduction and Management – Building Food Security and Resilience (WFP/EB.2/2011/4-A)</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>
	2019	Local and regional food procurement <i>Local and regional food procurement policy (WFP/EB.2/2019/4-C)</i>
	2009	Capacity development <i>WFP Policy on Capacity Development – An Update on Implementation (WFP/EB.2/2009/4-B)</i>
	2015	South–South and triangular cooperation <i>South–South and Triangular Cooperation Policy (WFP/EB.A/2015/5-D)</i>
	2020	Protection and accountability <i>WFP protection and accountability policy (WFP/EB.2/2020/4-A/1/Rev.2)</i>
	2015	Gender <i>Gender Policy (2015–2020) (WFP/EB.A/2015/5-A)</i>
	2017	Nutrition <i>Nutrition Policy (WFP/EB.1/2017/4-C)</i>
	2010	HIV and AIDS <i>WFP HIV and AIDS Policy (WFP/EB.2/2010/4-A)</i>
	2017	Environment <i>Environmental Policy (WFP/EB.1/2017/4-B/Rev.1)</i>
	2016	Country strategic plans <i>Policy on Country Strategic Plans (WFP/EB.2/2016/4-C/1/Rev.1)</i>

Enablers and corporate policies ²		
	2021	Workforce management <i>WFP people policy (WFP/EB.A/2021/5-A)</i>
	2018	Enterprise risk management <i>2018 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>
	2021	Fraud and corruption <i>Revised anti-fraud and anti-corruption policy (WFP/EB.A/2021/5-B/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

7. As emphasized in the strategic plan for 2022–2025, the key drivers of hunger and malnutrition – new wars and unresolved conflicts, the global climate crisis and recurrent economic shocks – are also opportunities for renewed action and learning.

Peacebuilding in transition settings

8. WFP's policy on peacebuilding in transition settings (WFP/EB.2/2013/4-A/Rev.1) underlines that all programming in conflict and post-conflict settings should, as a minimum, do no harm and be conflict-sensitive. In settings where there is no peace process endorsed by the United Nations, but where there are opportunities to support local reconciliation, WFP can support local-level peacebuilding by strengthening social cohesion through assistance for communities experiencing tensions or enhancing access to contested natural resources through food assistance for assets 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.
9. The policy acknowledges that peacebuilding should not become WFP's overriding priority in any country: WFP is guided by humanitarian principles, and addressing hunger needs is its entry point. WFP supports the principle of coherence throughout the United Nations system and recognizes that in certain high-risk environments this requires a carefully calibrated approach. The 2014 update on WFP peacebuilding policy (WFP/EB.2/2014/4-D) provides information on progress made and lessons learned during early implementation of the policy.
10. Since the policy was adopted in 2013, the number of violent conflicts around the world has increased. The Secretary-General has tasked the United Nations system with delivering on his vision for crisis prevention. In 2016, WFP signed "The Peace Promise", which comprises the Sustaining Peace Agenda, the Agenda for Humanity and the SDGs. In addition, Security Council resolution 2417, adopted in 2018, focuses political attention on challenges related to hunger and conflict and condemns the starving of civilians as a method of warfare and the people and groups who wilfully block humanitarian access or impede efforts to move relief supplies.
11. In response to these initiatives and the call to strengthen 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.

² The WFP Corporate Partnership Strategy (2014–2017) (WFP/EB.A/2014/5-B) is not included in this compendium because it was mainstreamed into WFP's work in 2017 and therefore discontinued as a stand-alone strategy.

12. WFP is building an evidence base on the ways in which its programming can support peace and strengthen conflict sensitivity through partnerships with research institutes. WFP is developing guidance on conflict analysis and provides support to country offices during the design and implementation of their CSPs. Training modules and a network of peace and conflict sensitivity advisers will enhance this support for country offices. A system for measuring contributions to peace is also being designed.
13. An evaluation of the policy on peacebuilding in transition settings is under way and will be submitted for consideration at the Board's 2023 first regular session. The evaluation will focus on the quality of the policy and the operations and activities in place for implementing it. It will also evaluate the results to which the policy has contributed, seeking to explain why and how those results occurred.

Climate change

14. In the face of the climate crisis and its threat to food security and nutrition, WFP's mandate and services have never been more relevant. The WFP 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. The goal is to support the most vulnerable food-insecure communities and countries in building their resilience and capacities to address the impacts of climate change on hunger and malnutrition. WFP will work with partners to maximize complementarities and will incorporate three objectives into its CSPs:
 - 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; and
 - 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, in order to better address the impacts of climate change on food security and nutrition.
15. WFP actions support the implementation of the Paris Agreement on climate change, the 2030 Agenda and the SDGs, particularly SDG 2 on achieving zero hunger, SDG 17 on partnerships and SDG 13 on climate action. While focusing on climate change adaptation and addressing loss and damage from climate disasters, WFP also recognizes the potential benefits of programmes that foster greenhouse gas emission reduction and carbon sequestration.
16. The implementation plan for the climate policy focuses on building internal and partner capacities in climate action, providing programme and policy support to governments and scaling up climate risk financing instruments. Operationalization of the policy has also included the development and dissemination of guidance, training and knowledge management products and the strengthening of synergies between climate action and emergency preparedness. Support for governments is centred on international policy engagement, climate risk analysis, technical assistance for the development of climate finance proposals and the integration of climate action into CSPs.
17. OEV will commission an evaluation of the climate change policy in early 2022.

Economic analysis

18. In 2006 the Board considered 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. 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.
19. At the strategic, programmatic and operational levels, economic analysis fosters understanding of how markets can help households to meet their essential needs and achieve food security. This includes 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.
20. Economic analysis informs the design of WFP's programmes by assessing 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. Economic analysis also supports local and global policy development, provides WFP and its partners with the knowledge 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.
21. As the policy was approved prior to 2011, OEV will consult with management on whether and when to include an evaluation of it in the OEV workplan.

Principles

22. WFP is committed to the core humanitarian principles of humanity, neutrality, impartiality and independence. This section covers WFP policies on the principles that guide WFP's work.

Participatory approaches

23. The participation of affected populations improves the design and implementation of WFP programmes and thus enhances the programmes' achievement of food security objectives. WFP integrates such participation into all phases of the programme cycle.
24. 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 and 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.
25. WFP's experience has shown that participatory approaches are equally relevant in emergencies and development contexts. However, the constraints that are characteristic of emergency situations can differ from those in development.

26. In 2011, with WFP's endorsement of the Inter-Agency Standing Committee's commitments on accountability to affected populations,³ 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.
27. WFP followed a participatory approach in the development of its protection and accountability policy (WFP/EB.2/2020/4-A/1/Rev.2), which was approved by the Board at its 2020 second regular session, the development of its social protection strategy and the rollout of its disability inclusion road map (WFP/EB.2/2020/4-B). 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.
28. As the policy was approved prior to 2011, OEV will consult with management on whether and when to include an evaluation of it in the OEV workplan.

Humanitarian principles

29. At the request of the 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.
30. 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.

³ See

https://interagencystandingcommittee.org/system/files/legacy_files/IASC%20Principals%20commitments%20on%20AAP%20%28CAAP%29March%202013.pdf.

31. 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.
32. 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.
33. 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) during the period 2004–2017 was presented to the Board at its 2018 annual session.⁴

Humanitarian access

34. 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.
35. 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.
36. 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.
37. 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. The report includes eight recommendations that inform evolving practice within WFP and in coordination with its partners.

Strategic outcomes and cross-cutting priorities

38. The magnitude and complexity of today's shocks and stressors require programmes that first and foremost meet urgent needs while seizing opportunities to build resilience and address the root causes of vulnerability. While the specific activities selected to achieve a strategic outcome depend on the country context and complementarity with a broad set of partners, the strategic outcomes are grounded in the policies listed in this section. WFP's commitment to maximizing programme effectiveness by addressing its cross-cutting

⁴ 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).

priorities is also grounded in the policies described in this section. WFP's strategic plan and normative framework are articulated at the country level through the CSPs, the policy for which is included in this section.

Definition of emergencies

39. At its 2005 first regular session, the Board endorsed the recommendations on the definition of emergencies (WFP/EB.1/2005/4-A/Rev.1) 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".
40. Emergency situations include:
 - earthquakes, floods, locust infestations, health crises and similar unforeseen events;
 - human-caused emergencies that force people to leave their homes as refugees or internally displaced persons 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 shock, 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.
41. The policy was included in the strategic evaluation of WFP's capacity to respond to emergencies, completed in 2020 (WFP/EB.1/2020/5-A).

Emergency needs assessment

42. 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.
43. 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.
44. 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 (UNHCR) 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.
45. 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. The policy is 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 on which was presented at the Board's 2020 first regular session.⁵

Targeting in emergencies

46. Targeting must rely on SMART⁶ eligibility criteria, i.e. criteria that are specific, measurable, fair, identifiable, agreed, relevant and valid for a set period of time.
47. 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.
48. 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.
49. 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 of 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.
50. 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.
 - There should be flexibility in adjusting targeting according to context and 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.

⁵ The strategic evaluation covered aspects of WFP's policies on emergency needs assessment, definition of emergencies, exiting emergencies and targeting in emergencies.

⁶ SMART = specific, measurable, attainable, relevant and time-bound.

- 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 should be taken into account.
51. The policy was included in the strategic evaluation of WFP's capacity to respond to emergencies, completed in 2020 (WFP/EB.1/2020/5-A).

Exiting emergencies

52. Decisions as to when and how to exit from an emergency can be as important as the decision to respond to the emergency in the first place. WFP exits from emergencies either by withdrawing resources or by shifting to long-term programmes that protect and improve livelihoods and increase resilience.
53. 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.
54. The policy was included in the strategic evaluation of WFP's capacity to respond to emergencies, completed in 2020 (WFP/EB.1/2020/5-A).

Emergency preparedness

55. WFP's emergency preparedness policy reinforces the organization's commitment to treating each emergency context and response as unique and provides the framework for it 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.
56. 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.
57. 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.
58. The policy was included in the strategic evaluation of WFP's capacity to respond to emergencies, completed in 2020 (WFP/EB.1/2020/5-A).

Food aid and livelihoods in emergencies

59. The policy on food aid and livelihoods in emergencies (WFP/EB.A/2003/5-A) notes that protecting livelihoods is critical to helping people to meet their immediate needs during emergencies and to move towards recovery once shocks have 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 for survival and recovery. The policy emphasizes that food assistance programmes can contribute to the preservation of essential assets, the prevention of negative coping strategies and support for livelihoods during crises.
60. The policy states that, whenever appropriate, WFP will systematically assess and analyse livelihood-related issues in emergencies; strengthen its capacity to design, implement and monitor livelihood interventions when they are deemed appropriate; and build synergies between its emergency and long-term interventions, including by strengthening partnerships with community-based organizations.
61. Since its formulation, the policy has been complemented by a range of additional WFP policies, including those on emergency needs assessment (2004), targeting in emergencies (2006), vouchers and cash-based transfers (2008), disaster risk reduction and management (2011), social protection and safety nets (2012), gender (2015), and building resilience for food security and nutrition (2015). The policy is complemented by the WFP and UNHCR joint strategy on enhancing self-reliance in food security and nutrition in protracted refugee situations (2016).⁷
62. Progress in implementation of the policy on food aid and livelihoods in emergencies was reported at the Board's second regular sessions in 2005, 2006 and 2007.
63. Since the release of the policy in 2003, progress has been made at the corporate and field levels on emergency assessments, analysis and targeting; early warning, emergency preparedness and early response capacity; CBTs and market support; food assistance for assets and food assistance for training schemes in emergency settings; the use of the three-pronged approach to link emergency response and resilience building; self-reliance and livelihood support in displacement settings; and the mainstreaming of gender and disability-related considerations.
64. The policy was included in the strategic evaluation of WFP's capacity to respond to emergencies, completed in 2020 (WFP/EB.1/2020/5-A).

Vouchers and cash-based transfers

65. WFP's policy document, "Vouchers and Cash Transfers as Food Assistance Instruments: Opportunities and Challenges" (WFP/EB.2/2008/4-B), provides the framework for the organization's work on CBTs. An update on the implementation of the policy, conducted in 2011 (WFP/EB.A/2011/5-A/Rev.1), and the findings of an external audit of WFP's use of CBTs, presented in 2013 (WFP/EB.A/2013/6-G/1), provide further direction to WFP's CBT operations.
66. Following a 2015 evaluation of the CBT policy covering the period 2008–2014 (WFP/EB.1/2015/5-A), WFP updated its CBT guidance and tools, enhanced the development of internal capacity for CBT programmes and formalized standards and mechanisms through an assurance directive aimed at ensuring that the right assistance reaches the right beneficiaries at the right times and locations.

⁷ Available at <https://docs.wfp.org/api/documents/WFP-000009706/download/>.

67. The conditions under which WFP operates have evolved significantly, along with the CBT programmes themselves, providing new opportunities for enhancing food security and creating lasting change for people. The effectiveness of CBTs, their ability to give people choice and flexibility in meeting essential needs, including during emergencies, and the benefits that CBTs bring to local economies are well-documented. CBT programmes can be designed to facilitate financial inclusion, support women's economic empowerment, enhance social cohesion and increase returns on investment. Through its expertise and systems, WFP is also providing governments with support in implementing or enhancing their own government-to-person payment systems and programmes.
68. As a result of this transformation, WFP has initiated an update to the CBT policy. Aligned with the strategic plan for 2022–2025, the forward-looking policy will articulate how WFP conceptualizes and facilitates the use of CBTs to contribute to the achievement of zero hunger by 2030. The updated policy will be presented to the Board for approval at its 2023 annual session.

Social protection and safety nets

69. In October 2004, the Board approved the policy document entitled "WFP and Food-based Safety Nets: Concepts, Experiences and Future Programming Opportunities" (WFP/EB.3/2004/4-A). In 2012, the Board took note of an update of this policy (WFP/EB.A/2012/5-A), which WFP had prepared in response to evolving global and internal conditions and the results of a 2011 strategic evaluation of WFP's role in social protection and safety nets (WFP/EB.A/2011/7-B).
70. The 2012 policy update outlined WFP's roles and comparative advantages in supporting national safety nets, clarified safety net concepts and their relevance to WFP's activities, identified emerging issues and set out priorities, opportunities and challenges for the future. Following the update, WFP developed corporate safety net guidelines and an e-learning course for staff and promoted research and fostered knowledge management on safety nets and social protection.
71. In 2018, the updated safety nets policy was subject to an evaluation (WFP/EB.A/2019/7-B), which found that WFP leadership should confirm and sustain WFP's commitment to supporting nationally-led social protection programmes and generated five recommendations aimed at guiding strategic planning, including by ensuring the continued validity and relevance of the safety nets policy through the development of a corporate social protection strategy.
72. In response to the evaluation recommendations, in July 2021 WFP developed and launched its strategy for supporting social protection.⁸ The strategy provides a vision and programmatic framework for WFP's organization-wide work on strengthening national social protection systems and programmes through technical advice and programme delivery on behalf of national actors. WFP's own programmes are also implemented in ways that complement national social protection. Implementation of the strategy involves several workstreams that reflect the main themes of the evaluation recommendations: workforce development, cross-functional technical support and coordination, knowledge and learning, partnerships and monitoring and reporting.

⁸ WFP. 2021. *World Food Programme Strategy for Support to Social Protection*.

School feeding

73. WFP's 2013 revised school feeding policy (WFP/EB.2/2013/4-C) has guided school feeding activities since 2014 and superseded WFP's 2009 school feeding policy (WFP/EB.2/2009/4-A). Priorities include direct implementation of school feeding operations and related capacity strengthening in country settings; advocacy and partnership; and the provision of support and guidelines for WFP staff.
74. In early 2020, WFP launched a ten-year school health and nutrition strategy based on a comprehensive review of evidence on supporting schools through school feeding programmes, lessons learned and best practices and consultations with internal and external partners.⁹ WFP has identified about 73 million children living in extreme poverty and in need of urgent action in 60 countries. During the United Nations Decade of Action on delivery of the SDGs (2020–2030), WFP will work with governments, FAO, the United Nations Children's Fund, other United Nations bodies, research institutes, regional organizations and other partners to ensure that all primary schoolchildren have access to good-quality meals in school, accompanied by an integrated package of health and nutrition services. Leveraging its expertise, tools and systems, WFP will support countries in achieving their human capital objectives through increased investments in nutrition, high-quality learning, gender equality and healthy growth.
75. Synergies between school feeding programmes and social protection will be enhanced in CSPs through the integration of school feeding programmes into broader social protection systems. CSPs will focus on the contribution of school feeding to addressing micronutrient deficiencies, overweight and obesity; the fostering of lifelong healthy eating habits; and the promotion of equity and inclusion, including for children with disabilities and adolescent girls.
76. A strategic evaluation of the contribution of school feeding activities to the achievement of the SDGs (WFP/EB.A/2021/7-B) concluded that the school feeding strategy for 2020–2030 sets out an ambitious and transformative agenda and serves as an update of the school feeding policy as well as an implementation plan. The strategy highlights, and has begun to address, some of the systemic constraints to strengthening national school feeding systems. The evaluation recommended that WFP focus on organizational readiness, better integrate school feeding into its next strategic plan and carry out a formal update of the school feeding policy and strategy that is informed by guidance on and standards for school feeding in humanitarian settings and fostering nationally-owned programmes and gender transformation and equity. The evaluation also recommended that WFP develop a resource mobilization plan; secure predictable minimum financial resources and adequate human resources for implementation of the strategy; and engage in more effective monitoring, evaluation and learning.

Urban food insecurity

77. Poverty, food insecurity and malnutrition affect many urban areas in countries where WFP works. As urbanization continues worldwide, these challenges are likely to become more acute in the foreseeable future, as highlighted by the coronavirus disease 2019 (COVID-19) crisis.
78. WFP and its partners will further examine the factors that have an impact on the food and livelihood security of poor people in urban areas. Those factors include increased dependence on markets and purchasing power to meet basic food needs; greater reliance on human, social and financial capital for livelihoods than in rural areas; precarious and informal jobs with low wages; limited childcare options; legal obstacles, including insecure

⁹ WFP. 2020. [A Chance for every Schoolchild: Partnering to scale up School Health and Nutrition for Human Capital – WFP School Feeding Strategy 2020–2030](#).

land and housing tenure; inadequate access to basic services including safe water, sanitation and health care; weakened social networks; and population density.

79. Food assistance programmes in urban areas will continue to focus on supporting government safety nets, particularly when economic conditions decline. Defining and developing WFP's programmes in urban settings requires robust multisector context analysis for better understanding of vulnerability in urban settings; targeting in heterogeneous urban settings; complementary programming, systems-level thinking and partnerships that facilitate adequate responses to poor service delivery in informal urban settlements; and well-planned exit strategies that foster local and national ownership of food assistance and social protection infrastructure while reducing vulnerability to future shocks and stresses.
80. WFP is activating a corporate urban programming workstream, including the identification and development of the knowledge, tools and partnerships needed to meet current and imminent urban food security needs. A global urban strategy will be developed in 2022, informing and reflecting WFP's strategic plan, new research, best practices, partnerships and progress in the New Urban Agenda of the United Nations Conference on Housing and Sustainable Urban Development, the 2030 Agenda for Sustainable Development and the SDGs and the Agenda for Humanity of the World Humanitarian Summit. This also builds on WFP and partner experience gained during the COVID-19 emergency and the socioeconomic response.
81. As the policy was approved prior to 2011, OEV will consult with management on whether and when to include an evaluation of it in the OEV workplan.

Disaster risk reduction and management

82. 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 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.
83. The policy calls for WFP to:
 - 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; and
 - promote partnerships and emphasize participatory approaches with governments, vulnerable communities, United Nations bodies, civil society, non-governmental organizations, research institutions and private sector organizations.

84. These cross-cutting priorities are reflected in WFP's contribution to the United Nations plan of action on disaster risk reduction for resilience¹⁰ and the annual report of the Secretary-General on implementation of the Sendai Framework for Disaster Risk Reduction 2015–2030, 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 United Nations sustainable development cooperation frameworks 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 Inter-Agency Standing Committee 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.
85. An evaluation of WFP's disaster risk reduction and management policy together with its 2015 resilience policy (WFP/EB.A/2015/5-C) was commissioned in 2021 and will start early in 2022.

Building resilience for food security and nutrition

86. WFP's 2015 policy on building resilience for food and nutrition guides its resilience building approach: through partnerships and integrated programme packages, the most vulnerable people are enabled to absorb the effects of shocks and stressors, adapting and transforming their lives to achieve sustainable food security and nutrition. WFP's entry points for resilience enhancement are not dependent on a single initiative, but on a range of programme activities, approaches and packages, functions and initiatives.
87. A resilience building approach starts with how strategies and programmes are conceived, requiring 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.
88. WFP is rolling out several integrated resilience programmes, based on the local context and capacities. Impact evaluations are being conducted on some of these programmes to review their impacts and the contribution that some of their main components make to resilience building. The 2019 strategic evaluation of WFP support for enhanced resilience identified opportunities to enhance resilience at the corporate level, for example by clarifying concepts and guidance and dismantling "silos" at WFP to promote cross-functional integration in the design, implementation and reporting of programmes with resilience outcomes. To address many of the evaluation's recommendations, a resilience building blocks initiative spanning WFP headquarters and regional bureaux was established to develop an internal common

¹⁰ United Nations. 2017. [United Nations Plan of Action on Disaster Risk Reduction for Resilience: Towards a Risk-informed and Integrated Approach to Sustainable Development](#).

vision of WFP's contribution to enhancing resilience capacities, and a consistent approach to the design and monitoring of resilience programmes. The resulting resilience toolkit will be rolled out in 2022.

89. An evaluation of the disaster risk reduction and management policy (WFP/EB.2/2011/4-A) and the resilience policy was commissioned in 2021 and will start early in 2022.

Local and regional food procurement

90. WFP has steadily increased the share of food procurement it carries out locally and regionally.¹¹ In response to a request by the Board at its 2018 annual session, a consultative process involving Board members and other internal and external stakeholders led to the development of a local and regional food procurement policy that was approved by the Board at its 2019 second regular session (WFP/EB.2/2019/4-C). The policy sets out three of WFP's strengths and complementarities with the other Rome-based agencies and other actors:

- 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.

91. The policy sets out guiding principles for sustainably increasing WFP's purchase of food at the local and regional levels. It also outlines how WFP will leverage 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. The policy promotes further integration between WFP's procurement and programme functions in order to leverage local and regional procurement, strengthen the livelihoods and resilience of smallholder farmers and enhance food system performance at the local and regional levels.

92. The policy will be implemented in two phases: the transition phase (2020–2022) includes developing and testing the systems and tools required for effective operationalization of the policy; and the mainstream and sustain phase (2023–2027) will entail mainstreaming the systems and models introduced by the policy into WFP business processes while maintaining the efficiency and sustainability of WFP's procurement capacity. Since December 2020, implementation of the policy has been piloted in 11 countries: El Salvador, Guatemala, Honduras and Nicaragua; Ethiopia, Uganda and the Sudan; and Mozambique, the United Republic of Tanzania, Zambia and Zimbabwe.

93. OEV will consider evaluating the policy between 2023 and 2025, taking into account utility considerations and available resources.

Capacity development

94. WFP's 2009 policy on capacity development (WFP/EB.2/2009/4-B) updates the 2004 policy document, "Building Country and Regional Capacities", outlining a shift from ad hoc responses to a more systematic approach to strengthening nationally-owned sustainable

¹¹ WFP's 2006 policy on food procurement in developing countries stressed that, all other things being equal and considering donor funding criteria, preference is to be given to suppliers from developing countries. The 2006 policy was decommissioned with the approval of the local and regional food procurement policy in 2019, but WFP has maintained that commitment.

capacities and solutions for addressing hunger. It acknowledges that country capacity strengthening is a multi-level and multi-year undertaking and that the achievement of international and national development targets hinges on increasing and transforming the capacities of individuals, organizations and societies to achieve social change. It also recognizes the importance of engaging in stakeholder-driven and context-specific responses when supporting locally-owned capacities to address hunger and malnutrition.

95. The 2009 policy has provided relevant guidance for WFP's work in support of progress towards the goals of the 2030 Agenda. Since 2009 there has been increasing demand from national governments for WFP to provide technical expertise. The COVID-19 pandemic has accelerated the increasing trends in locally-led, adaptive and flexible technical assistance. To meet the increasing demand effectively – while also addressing the recommendations and findings from a 2017 evaluation of the policy (WFP/EB.1/2017/6-A/Rev.1) and an internal audit – WFP will update the policy beginning in 2022. To that end, and in line with a recommendation from a synthesis of evidence and lessons on country capacity strengthening from decentralized evaluations (WFP/EB.A/2021/7-C), WFP is undertaking a situation analysis and country-level survey of its capacity strengthening work around the world with a view to learning from that work. The findings of the analysis will guide the development and systematic delivery of high-quality capacity strengthening programming.
96. The updated policy will refine and reaffirm the conceptual approach to 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 guide WFP in designing and delivering effective country capacity strengthening work that engages a wide range of actors in a sustainable manner and facilitates the achievement of zero hunger. The updated policy will describe methods and tools that can be used to design and deliver capacity strengthening coherently throughout WFP's portfolio of programming.
97. The updated policy will be rolled out with the aim of enhancing the capacity strengthening capabilities of WFP by establishing a systematic approach to learning; generating and sharing knowledge and innovation for national actors in partnership with other organizations; facilitating coherent communication and advocacy on the role and contributions of WFP's capacity strengthening work in countries' progress towards the SDGs; and securing sustainable and long-term resources for future capacity strengthening efforts and objectives.

South–South and triangular cooperation

98. WFP's South–South and triangular cooperation (SSTC) policy (WFP/EB.A/2015/5-D) supports the 2030 Agenda and the Sendai Framework for Disaster Risk Reduction 2015–2030 by leveraging the knowledge and innovation available in the Global South. In facilitating the sharing of expertise, knowledge, technologies and resources among two or more developing countries, WFP leverages SSTC to strengthen national stakeholders' capacity and enhance multi-stakeholder partnerships to promote food security, improve nutrition and strengthen resilience. An evaluation of the policy (WFP/EB.2/2021/6-A) was presented for consideration at the Board's 2021 second regular session. The evaluation recognizes that since 2015 WFP has broadened and systematized its engagement in SSTC at the global, regional and country levels, helping to solidify its role as a trusted partner for host governments and other United Nations bodies.
99. WFP adopted its SSTC policy in 2015 in response to growing demand. The policy provides a set of guiding principles for WFP engagement in SSTC: 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. The policy also outlines six priorities, including partnering with regional and subregional organizations in order to

spur intra-regional SSTC collaboration; enhancing links with local research institutions and non-governmental organizations in building the evidence base for zero hunger activities; and integrating and aligning WFP's SSTC work with broader United Nations system-wide SSTC initiatives.

100. Since 2015 there has been a sharp increase in the number of WFP country offices engaging in SSTC with their host governments, including through WFP's network of centres of excellence in Brazil, China and Côte d'Ivoire. Implementation of WFP's SSTC policy has gained further momentum in the last three years, including through the organization's engagement as an SSTC "broker for progress" towards SDG 2 at the Second High-level United Nations Conference on South-South Cooperation, in 2019; strengthening of the partnership with China on WFP's global South-South field pilots in five countries; the consolidation of WFP's global SSTC function, with a "helpdesk" delivering SSTC support services to the field; and enhanced collaboration with other United Nations entities, particularly the other Rome-based agencies, on SSTC-related work in line with the United Nations system-wide strategy for SSTC for 2022-2025.
101. The recommendations from the evaluation will inform WFP's updated SSTC policy, which will be presented to the Board in 2023.

Protection and accountability

102. At its 2020 second regular session, the Board approved WFP protection and accountability policy (WFP/EB.2/2020/4-A/1/Rev.2). This update of WFP's humanitarian protection policy for 2012 (WFP/EB.1/2012/5-B/Rev.1) responds to evolving needs and addresses recommendations from a 2018 evaluation of the policy. Protection is understood as activities that aim to prevent, reduce, mitigate and respond to the risks and consequences of violence, coercion, deprivation and abuse for persons, groups and communities.
103. WFP is committed to preventing and responding to protection risks associated with hunger in all settings and to achieving successful protection outcomes for the people it assists. WFP's proximity to affected populations gives it the capacity and the responsibility to support positive protection outcomes. The policy is framed under three pillars: human rights, peace and security and development. WFP seeks to integrate protection considerations with accountability to affected populations. Ensuring such accountability throughout WFP programmes and operations is central to organizational efforts to meet food needs in a safe, accountable and dignified manner that respects the integrity of the people served. Translating policy into action will require putting affected populations at the centre of programme planning and delivery and ensuring that their voices influence WFP decisions and actions. This will strengthen WFP's ability to support and promote people's own capacity to address the risks to which they are exposed.
104. Successful protection outcomes rely on many actors. In many situations, WFP delivers food assistance directly; in others, it seeks to strengthen existing systems or takes part in advocacy coalitions. The protection and accountability to affected populations policy enables WFP to better define protection risks and needs and the role that it can play most effectively, in partnership, in all the settings in which it works.
105. In the first half of 2021 WFP developed tools and frameworks for the roll-out and implementation of the policy. Those tools and frameworks include a protection and accountability action plan covering the six WFP regions, a global community engagement strategy that incorporates the accountability dimensions of the policy, and a toolkit and handbook for regional bureaux and country offices on entry points in the WFP programming cycle for embedding and strengthening consideration of the protection risks faced by affected populations.

106. OEV will consider evaluating the protection and accountability policy between 2024 and 2026, taking into account utility considerations and available resources.

Gender

107. With the adoption of its gender policy for 2015–2020 (WFP/EB.A/2015/5-A), WFP committed to following a gender-sensitive and, where appropriate, gender-transformative approach to the achievement of food security and nutrition for all women, men, girls and boys. The gender policy calls for a twin-track approach of mainstreaming and targeted interventions.
108. An evaluation of the policy was presented to the Board at its 2020 annual session (WFP/EB.A/2020/7-B). The evaluation concluded that the policy was relevant and recognized that WFP had made progress in both programming results and organizational gender parity. The evaluation called for strengthening the centrality of gender equality and women's empowerment in humanitarian, development and peace outcomes; greater emphasis on the intra-household dynamics affecting food security and nutrition; adequate resourcing and more robust accountability; enhanced results, monitoring and reporting mechanisms, and consistency and quality in gender analysis and programme design; better collection, analysis and tracking of sex- and age-disaggregated data; and consistent implementation of gender mainstreaming throughout WFP.
109. Major areas where progress was noted are the full adoption of the gender and age marker to measure the integration of gender into CSPs; the establishment of a high-level corporate steering committee on gender equality and women's empowerment; the roll-out of gender transformation programmes in 34 countries; the creation of the Gender Results Network with 965 members; improvement against the indicators in the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women; the mainstreaming of gender in the mid-term reviews and evaluations of first-generation CSPs; and the design and implementation of second-generation CSPs. WFP continues to build its evidence base for gender work, with key studies, research and evaluation reports, including a gender and cash study exploring how cash-based interventions support gender equality and women's empowerment, a study exploring how food assistance for assets can support women's empowerment and nutrition, and a report on the gender equality for food security measure, a globally applicable instrument that examines the interconnectedness of disempowerment and empowerment and food insecurity and security.
110. Implementation of the gender policy is key to the achievement of WFP's commitments to the 2030 Agenda, the SDGs and the objectives of United Nations development system reform. As a cross-cutting issue, gender is relevant to all of WFP's policies (and other governance documents) and is one of the four cross-cutting priorities outlined in the strategic plan for 2022–2025. An update to the gender policy will build on the 2015–2020 policy, address the recommendations of the evaluation and create a vision and objectives in which WFP plays a more progressive role alongside its partners in promoting gender equality and women's empowerment. The update, scheduled for review at the Board's 2022 first regular session, is fully aligned with the strategic plan, the protection and accountability to affected populations policy, the people policy and the prevention of sexual exploitation and abuse policy. Achievement of the objectives of the gender policy is fundamental to successful implementation of the strategic plan: as recognized in the evaluation, for WFP to deliver on its mandate and strategic goals and objectives, gender considerations must be integrated throughout the organization.

Nutrition

111. At its 2017 first regular session the Board approved a nutrition policy covering the period 2017–2021 (WFP/EB.1/2017/4-C) and superseding the previous nutrition policy (WFP/EB.1/2012/5-A), covering the period 2012–2014.

112. Building on the previous policy's recommendations, the current policy reinforces WFP's commitment to addressing all forms of malnutrition – including overweight and obesity – as a primary means of achieving SDG 2 through direct implementation of WFP programmes and country capacity strengthening in nutrition.
113. The policy 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 and by an approach that takes into account needs throughout the life cycle and promotes human development by providing support during the 8,000 days of childhood and adolescence. The policy also recognizes the centrality of “leaving no one behind” in averting all forms of malnutrition, which requires reaching the most nutritionally vulnerable women, men, girls and boys, giving special attention to people living in extreme poverty, refugees and internally displaced persons, persons living with disabilities, elderly people, and people living with HIV and tuberculosis, among others.
114. Assisting vulnerable groups in meeting their nutrition needs is at the core of WFP's mandate, and WFP places the prevention of malnutrition at the centre of a continuum of care. With its partners WFP implements life-saving treatment and prevention programmes and supports governments in improving access to healthy diets through nutrition-sensitive approaches, including by leveraging national social protection systems. WFP also plays a key role in strengthening food systems for better nutrition, with a focus on food supply chains, food fortification and consumer behaviour.
115. A strategic evaluation of nutrition and HIV/AIDS, which includes an assessment of the 2017 nutrition policy, is under way and due to be presented for consideration at the Board's 2023 first regular session.

HIV and AIDS

116. Despite four decades of response, HIV remains a global public health challenge. Worldwide, AIDS-related illness is the leading cause of death among women of reproductive age and accounted for 60 percent of deaths in children under 5 in 2019. In 2020 there were nearly 38 million people living with HIV/AIDS, including 1.5 million with new infections.
117. In emergency and fragile settings, including those involving COVID-19, people living with HIV/AIDS face increased food insecurity, which can force them to adopt risky coping mechanisms to feed themselves and their families and have negative impacts on their adherence to life-saving HIV treatment. Malnutrition also affects the well-being of people living with HIV/AIDS, as inadequate diet and poor nutrition can increase the risk of morbidity and mortality.
118. To address the needs of the most vulnerable WFP uses its operations and technical expertise to strengthen links to national platforms and partners along the saving-lives, changing-lives continuum. WFP continues to integrate food and nutrition programming into national HIV/tuberculosis responses, increasingly leveraging social protection to tackle vulnerabilities and inequalities, in line with the new global AIDS strategy for 2021–2026 of the Joint United Nations Programme on HIV/AIDS (UNAIDS). As a UNAIDS co-sponsor, WFP co-convenes two inter-agency task teams, one on HIV-sensitive social protection with the International Labour Organization, and the other on addressing HIV in humanitarian emergencies with UNHCR.
119. WFP's HIV and AIDS policy (WFP/EB.2/2010/4-A) was approved by the Board in 2010. An update on its implementation is presented to the Board annually. A strategic evaluation of nutrition and HIV/AIDS, which includes an assessment of the policy, is under way and due to be presented for consideration at the Board's 2023 first regular session.

Environment

120. 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.
121. WFP recognizes that care of the environment is essential to food security and sustainable development. The WFP environmental 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.
122. Guided by a set of overarching principles, the policy calls on WFP to progressively enhance the environmental sustainability of its activities, protect the environment, increase resource efficiency and minimize its carbon footprint, align its actions with good international practice and global standards for environmental sustainability, and strengthen the capacity of partners to plan and implement environmentally sound activities for food security and nutrition.
123. The policy commits WFP to the development of 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 Organization for Standardization. The policy and its tools apply to programme activities and support operations, spanning humanitarian and long-term development activities.
124. Since the establishment of the policy, an environmental and social sustainability framework has been developed to establish and maintain a set of core environmental standards, a process for screening and categorizing environmental risk and an environmental management system. In line with the mandate provided by the WFP environmental policy, the framework is designed to limit the potentially negative impacts that WFP may have on the environment, people and communities as a result of its programme activities, support operations and any other action carried out or funded by WFP while progressively increasing the environmental and social sustainability of those activities, operations and actions. In 2021, the framework was established as WFP's principal framework for increasing the environmental and social sustainability of its programme activities, support operations and interactions with partners as an integral part of its normative framework.
125. OEV will consider evaluating the environmental policy in 2022, taking into account utility considerations and available resources.

Country strategic plans

126. Guided by the WFP strategic plan for 2017–2021 and its embrace of the SDGs (in particular SDGs 2 and 17), WFP's policy on CSPs (WFP/EB.2/2016/4-C/1/Rev.1) anchors WFP's country-level support and results in nationally articulated needs and priorities, replacing the previous array of programme categories and project documents with CSPs: coherent country portfolios that provide clear "lines of sight" from the resources deployed to the results achieved.
127. The CSP framework seeks to support countries in responding to shocks and emergencies, enhancing the resilience of vulnerable people, communities and systems and addressing the root causes of food insecurity and malnutrition. The framework allows WFP to contribute to the achievement of SDG 2, on "zero hunger", to operationalize the strategic plan at the

country level and to 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.

128. CSPs cover a period of up to five years and are informed by country-led national "zero hunger strategic reviews" or similar food and nutrition security analyses and assessments; they are designed to catalyse national action towards the achievement of SDG 2 through jointly formulated and agreed strategic outcomes. Building on experience from the rollout of the first-generation of CSPs (which concluded in November 2019), WFP is proactively engaged in the United Nations development system reform process and is progressively aligning the cycles and contents of its CSPs with United Nations sustainable development cooperation frameworks, drawing on the analytical foundation provided by the common country analyses generated by United Nations country teams.
129. The strategic evaluation of pilot CSPs presented to the Executive Board at its 2018 second regular session (WFP/EB.2/2018/7-A) concluded that the CSP framework was a significant step forward with, on balance, positive results. Although the increased transparency and accountability had not led to more flexible and predictable funding, the framework is considered a transformative step towards enabling WFP to contribute to the 2030 Agenda.
130. Considering the maturity of the CSP approach and the evidence and lessons gained from evaluations of first-generation CSPs, an evaluation of the policy on CSPs will be commissioned in 2022, with findings due to be presented to the Board at its 2023 annual session.

Enablers and corporate policies

Workforce management

131. The WFP people policy builds on the WFP people strategy for 2014–2017 (WFP/EB.2/2014/4-B) and is informed by a formal evaluation of the strategy presented at the Board's 2020 first regular session (WFP/EB.1/2020/5-B). The evaluation found several points to be addressed, including issues related to abusive behaviour and inequities among various groups of WFP employees; accountability for good people management; gender equality and workforce diversity; and organizational change based on a full appreciation of the views of all WFP employees.
132. Based on a literature review and rigorous consultation with employees, staff representatives, the Board and other stakeholders, the people policy was developed to provide a blueprint for achieving excellence in people management. The policy sets out WFP's vision for a workforce in which diverse, committed, skilled and high-performing teams selected on merit, operating in a healthy and inclusive work environment and living WFP's values, work with partners to save and change the lives of those that WFP serves.
133. The policy identifies four priority areas for people management and establishes 12 elements that guide the implementation of initiatives in each area. The four priority areas are "nimble and flexible", "performing and improving", "diverse and inclusive" and "caring and supportive"; progress in each area is measured through key performance indicators. WFP policies, strategies and other guidance are to be anchored in the people policy.

134. The policy recognizes that all WFP employees have a duty to foster a safe environment free from harassment, sexual harassment, abuse of authority and any form of discrimination, including racism, to contribute to the achievement of WFP's vision and to adhere to and conduct themselves in accordance with the highest ethical standards and with WFP's other administrative issuances. This mutual duty is a core component of the behavioural and performance standards elaborated through 34 mutual commitments for which WFP and its leaders, managers, supervisors and employees will be held accountable.

Enterprise risk management

135. WFP first established an enterprise risk management policy (WFP/EB.2/2005/5-E/1) in November 2005. The policy was updated in May 2015 and more recently in November 2018 at the Executive Board's second regular session.
136. The 2018 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 and accountability can be assigned; to achieve a common understanding of WFP's exposure to risks in relation to its risk appetite in order to articulate the organization's risk profile coherently throughout WFP and to donors and external stakeholders; and to establish a culture in which risk management is linked to the implementation of WFP's strategic plan and considered proactively in operational decision making.
137. The 2018 policy explains the processes for assessing and monitoring risks and "escalating" them to the appropriate level of management for response in line with WFP's risk appetite. Risk appetite statements reflect the intent to manage risks and support managers in analysing, monitoring and responding to risks and establishing relevant performance targets. The policy also defines risk management roles for country directors, regional directors and headquarters directors.
138. Numerous developments since the adoption of the first enterprise risk management policy have contributed to the mainstreaming of risk management into WFP's strategies, CSP design and operations and to an 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 in planning and decision making at all levels of the organization.
139. Since the policy was revised in 2018 it will be considered for evaluation between 2022 and 2024, taking into account utility considerations and available resources.

Evaluation

140. Following the third peer review of WFP's evaluation function by the United Nations Evaluation Group and the Development Assistance Committee, an updated WFP evaluation policy for 2022–2026 will be submitted for approval by the Board at its 2022 first regular session. The updated policy will replace the one approved by the Board in 2015 (WFP/EB.2/2015/4-A/Rev.1).
141. The updated policy reaffirms WFP's commitment to international evaluation principles, norms and standards and continues to strengthen the strategic direction and normative framework for WFP's evaluation function while ensuring that WFP is fit for the future under United Nations development system reform and the 2030 Agenda. The vision underlying the theory of change for the policy is that by 2030 WFP's contribution to achieving zero hunger will be strengthened by a culture of accountability and learning supported by evaluative thinking, behaviour and systems. Contributing to this vision, the goals of the policy are to ensure that evaluation evidence consistently informs decisions on WFP policies, strategies, plans and programmes and that the WFP evaluation function contributes to global

knowledge and supports decision making and the achievement of the SDGs at the global, regional and national levels.

142. The policy will be achieved through the attainment of the following outcomes:

- i) Evaluations are independent, credible and useful: evaluations are embedded in the policy and programme cycle, with all evaluations managed in accordance with United Nations norms and standards and the WFP Evaluation Quality Assurance System.
- ii) Evaluation coverage is balanced and relevant and supports both accountability and learning in line with the coverage norms for evaluations.
- iii) Evaluation evidence is systematically accessible and available to meet the needs of WFP and its partners.
- iv) Capacity to commission, manage and use evaluations is enhanced throughout WFP.
- v) Multistakeholder partnerships contribute to strengthened evaluation practice by humanitarian and development actors and to United Nations coherence.

143. The updated policy will be complemented by an updated evaluation charter. Together, the two documents will constitute the governance framework for the WFP evaluation function within the wider oversight arrangements established by the Board. A new corporate evaluation strategy will set out a phased plan for implementing the policy, the costing of which will be provided in the regular three-year evaluation function workplan presented as an annex to the WFP management plan submitted to the Board every year.

Fraud and corruption

144. WFP's revised anti-fraud and anti-corruption policy (WFP/EB.A/2021/5-B/1) supersedes the previous policy adopted in 2015 (WFP/EB.A/2015/5-E/1). WFP is highly risk-averse with regard to fraud and corruption in its activities and operations and has zero tolerance for inaction in the face of potential fraud or corruption. Accordingly, WFP takes 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 it will take robust action when they occur.

145. The revised policy:

- reiterates WFP's risk appetite position with regard to fraud and corruption, which is that WFP is highly risk-averse with regard to fraud and corruption and has zero tolerance for inaction;
- expands the applicable scope of the policy to include any type of contracted entity or other third party that has a relationship with WFP;
- expands the definition of "fraud and corruption" to include theft, money laundering and financing of terrorism;
- clarifies that the role of accountable manager is held by the relevant office or division director;
- presents the "life cycle" of the fraud risk management process;
- clarifies employee reporting requirements, which state that employees must promptly report any reasonably suspected case of fraud or corruption, or any attempt to commit fraud or corruption, to the Office of the Inspector General and may do so anonymously using the WFP hotline; WFP employees are strongly encouraged also to report to their office and division directors, as appropriate;

- introduces a new responsibility for office and division directors of “escalating” reasonably suspected material cases of fraud and corruption if and when they are informed of an allegation (in line with the risk escalation responsibilities outlined in the enterprise risk management policy); and
 - introduces a feedback loop that requires the Office of Inspections and Investigations, whenever it receives an allegation of fraud or corruption that is not also reported to affected office or division director, to inform that office or division director and the Director of the Enterprise Risk Management Division – at the earliest reasonable time after completion of its preliminary assessment – of any allegation of fraud or corruption that is deemed sufficiently credible to warrant further investigation.
146. OEV will consider evaluating the policy between 2025 and 2027, taking into account utility considerations and available resources.

Oversight

147. At its 2018 annual session the Board approved the WFP oversight framework (WFP/EB.A/2018/5-C).
148. 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.
149. Oversight, as an integral part of the system of governance, provides reasonable assurance that the activities of the organization are fully in accordance with legislative mandates; that the funds provided to the organization are fully accounted for; that the activities of the organization are conducted in the most efficient and effective manner; and that staff and other officials of the organization adhere to the highest standards of professionalism, integrity and ethics.
150. OEV will consider evaluating the oversight framework between 2022 and 2024, taking into account utility considerations and available resources.

Acronyms

CBTs	cash-based transfers
CSP	country strategic plan
FAO	Food and Agriculture Organization of the United Nations
OEV	Office of Evaluation
SDG	Sustainable Development Goal
SSTC	South–South and triangular cooperation
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNHCR	Office of the United Nations High Commissioner for Refugees