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Compendium of policies relating to the strategic plan

Introduction

1. At its 2010 second regular session, the WFP Executive Board requested that the Secretariat prepare an annual update of the compendium of WFP policies relating to the strategic plan as an information paper for the Board. The annual compendium includes new policies and updated information on ongoing policies and reflects progress, challenges and evaluation findings related to each policy. In 2023, the compendium is presented with an analysis of potential policy gaps that will help to ensure that WFP's set of policies is fully aligned with the strategic plan for 2022–2025.
2. The policy compendium and accompanying analysis of potential policy gaps provide an opportunity for strategic exchange between the management and the Board on recent and ongoing developments in WFP's normative framework and areas where additional work may be required to ensure that WFP's body of policies remains relevant and effective in the current global and organizational context.
3. This year's compendium coincides with the culmination of a period of active policy formulation. As outlined in this paper, several key policies have been developed or updated in 2023, including those on aviation, cash transfers and South–South and triangular cooperation. The two-year programme of work for 2024–2025 includes policy updates on climate change, resilience, school feeding and the policy formulation process. It also includes planned or ongoing evaluations of the policies on emergency preparedness, enterprise risk management, the environment and local and regional food procurement.
4. This paper includes a table listing corporate policies under the Board's purview, followed by a summary of each policy, its status and related information from evaluations. While reference may be made to administrative and financial directives, as well as strategies and guidelines, whose approval is within the purview of management, the focus of the compendium is on the set of existing policies. As such, it is not an exhaustive list of all the

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instruments that WFP uses to support the design, delivery and monitoring of its programmes and operations.

5. The compendium arranges the policies in the following four categories to facilitate the Board's review: drivers of food and nutrition insecurity; principles; strategic outcomes and cross-cutting priorities; and enabler and corporate policies.

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>
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>
2017	Emergency preparedness <i>Emergency preparedness policy – Strengthening WFP emergency preparedness for effective response (WFP/EB.2/2017/4-B/Rev.1)</i>
2023	Aviation <i>WFP aviation policy (WFP/EB.1/2023/4-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>
2023	Cash policy <i>Cash policy (WFP/EB.A/2023/5-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>

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 (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 policy <i>Local and regional food procurement policy (WFP/EB.2/2019/4-C)</i>
2022	Country capacity strengthening <i>Country capacity strengthening policy update (WFP/EB.A/2022/5-A)</i>
2023	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>
2022	Gender <i>WFP gender policy 2022 (WFP/EB.1/2022/4-B/Rev.1)</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*	
2021	Workforce management <i>WFP people policy (WFP/EB.A/2021/5-A)</i>
2018	Oversight <i>WFP oversight framework (WFP/EB.A/2018/5-C)</i>
2018	Enterprise risk management <i>2018 enterprise risk management policy (WFP/EB.2/2018/5-C)</i>
2021	Revised Fraud and corruption <i>Revised anti-fraud and anti-corruption policy (WFP/EB.A/2021/5-B/1)</i>
2022	Evaluation <i>WFP evaluation policy 2022 (WFP/EB.1/2022/4-C)</i>

* The WFP corporate partnership strategy (2014–2017) (WFP/EB.A/2014/5-B) has not been included in this compendium because it was mainstreamed into WFP's work in 2017 and therefore discontinued as a standalone strategy.

Summary discussion of policies

Drivers of food and nutrition insecurity

- 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. The drivers also

provide entry points for WFP's programming, new partnerships and the generation of evidence.

WFP's role in peacebuilding in transition settings

7. An evaluation of the peacebuilding policy in transition settings (WFP/EB.2/2013/4-A/Rev.1) was conducted between 2021 and 2022 and subsequently endorsed by the Board at its first regular session in February 2023. The evaluation concluded that "overall, the policy can be considered well-formulated with realistic and practical principles that can guide the organization in its approach to conflict sensitivity and contribution to peace".
8. WFP's policy underlines that all programming in conflict and post-conflict settings should, as a minimum, do no harm and be conflict sensitive. In settings where no peace process endorsed by the United Nations is in place, but where there are opportunities to support local reconciliation, WFP can support local-level peacebuilding. That could involve activities such as strengthening social cohesion by providing assistance to communities experiencing tensions or enhancing access to contested natural resources 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.
9. The policy asserts 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, that requires a carefully calibrated approach. The 2014 update on WFP's peacebuilding policy (WFP/EB.2/2014/4-D) provides information on progress made and lessons learned during early implementation.
10. In line with recommendations from the evaluation, WFP has developed a conflict sensitivity mainstreaming strategy that details how the organization will fulfil its commitments and enhance the conflict sensitivity of its programmes, operations and staff at all levels. Guidance on the mainstreaming of conflict sensitivity into programme and functional areas will be accompanied by short training modules, capacity building, on-demand support for regional bureaux and country offices in strengthening WFP's capacities for conflict analysis and conflict risk management, and, resources permitting, the establishment of peace and conflict advisors in all regional bureaux.

Climate change

11. In the face of the climate crisis – and the risks that it presents to food security and nutrition, along with the urgent need to adapt to the adverse effects of climate change – WFP's mandate and services have never been more relevant. 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 on ending 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 governments in building their resilience and capacity to address the impacts of climate change on hunger and malnutrition.
12. WFP actions support the implementation of the Paris Agreement on climate change and the 2030 Agenda and achievement of the Sustainable Development Goals (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 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.

13. The implementation plan for the climate policy focuses on building the capacities of WFP and its partners in climate action, providing programme and policy support to governments and scaling up climate risk financing instruments. The 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 country strategic plans (CSPs).
14. An evaluation of WFP's policies on disaster risk reduction and management and on climate change took place in 2022 and was endorsed by the Board at its annual session in 2023 (WFP/EB.A/2023/7-C). The evaluation recommended an update of the climate change policy "to incorporate recent changes in the external context, convey the evolving cross-cutting nature of WFP climate change actions and reflect lessons learned and new internal priorities". WFP will update its climate change policy, which will be presented to the Board in at its second regular session in November 2024.

Economic analysis

15. In 2006 the Board considered a document on the role and application of economic analysis within 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.
16. At the strategic, programme and operational levels, economic analysis is necessary in fostering an 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.
17. Economic analysis informs the design of WFP's programmes and facilitates the assessment of the feasibility, risks and impact of the organization's 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; analysis of operational impact and effectiveness; and analysis and economic simulations that contribute to early warning and help to assess the food security implications of global shocks, such as the coronavirus disease 2019 (COVID-19) pandemic and the global food crisis, across countries. Economic analysis also supports the development of local and global policies, informs evidence-driven communications and advocacy, provides WFP and its partners with the knowledge they need for evidence-based decision-making and the provision of technical support for governments, and informs the alignment of WFP's operations with national development policies and poverty reduction efforts.
18. As the policy on economic analysis was approved prior to 2011, the Office of Evaluation (OEV) will consult with management on whether and when to include it in the OEV workplan.

Principles

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

Participatory approaches

20. WFP's policy on participatory approaches (WFP/EB.3/2000/3-D) stresses how the participation of affected populations improves the design and implementation of WFP's programmes and enhances their achievement of food security objectives. WFP integrates participation into all phases of the programme cycle.
21. While participation is tailored to the context of the programme or activity concerned, WFP works to ensure that decision-making is inclusive, actively involves representative community structures and does not discriminate against marginalized population groups. WFP's approach combines top-down and bottom-up planning by actively involving communities with other stakeholders who influence processes that affect the lives of the people who WFP serves.
22. WFP's experience has shown that participatory approaches are as relevant in emergencies as they are in development settings. However, the constraints that are characteristic of emergency situations can differ from those in development programmes.
23. In 2011, with WFP's endorsement of the Inter-Agency Standing Committee's commitments to ensuring accountability to affected populations, participation became a key component of WFP's approach to such accountability, which aims to ensure that the design, implementation, monitoring and evaluation of programmes are informed by and reflect the views of affected people. In 2017 WFP endorsed the standing committee's revised commitments and, as a signatory of the Grand Bargain, the organization is committed to the 2021 updated commitment to providing greater support for local leadership and the participation of affected communities, along with longer-term and flexible support for humanitarian responders.
24. WFP followed a participatory approach in the development of its protection and accountability policy, which was approved by the Board at its second regular session in November 2020 (WFP/EB.2/2020/4-A/1/Rev.2); the development of the social protection strategy; and the rollout of the 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 promoting community engagement as part of its efforts to ensure accountability to affected populations ensures that its programming is relevant, dynamic and responsive to feedback.
25. As the policy on participatory approaches was approved prior to 2011, OEV will consult with management on whether and when to include it in the OEV workplan.

Humanitarian principles

26. 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.
27. The summary also lists the foundations for effective humanitarian action: respect, self-reliance, participation, capacity building and coordination.
28. The summary 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 ensure that its international and national staff maintain the highest standards of professionalism and integrity.
29. 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 the areas where the assistance is being provided.
30. 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.¹

Humanitarian access

31. The policy on humanitarian access (WFP/EB.1/2006/5-B/Rev.1) states that humanitarian access is a precondition for principled humanitarian action, and that WFP must have safe and unhindered access to people in need so that it can assess the situation and deliver and monitor its assistance. Obstacles to access include conflict and insecurity, physical constraints and political and bureaucratic impediments. WFP is committed to strengthening its capacity to obtain and maintain humanitarian access, its ability to reach civilians affected by crises, and affected populations access to humanitarian services.
32. While WFP has articulated a corporate approach to maintaining access, there is no standard way of applying that approach: every case depends on the specific situation and demands flexibility and creativity in balancing needs and risks. Ensuring safe and sustained access requires sound situation analysis and risk management, work across functional areas, adherence to international law and humanitarian principles, coordination and partnerships among stakeholders, strong engagement with community and local actors, and advocacy at various levels.
33. While humanitarian coordinators lead advocacy for access, WFP often builds community acceptance of and negotiates permission for its operations in order to ensure that timely assistance can be delivered to people in need, especially when food insecurity is a major element of a crisis or when WFP is working on behalf of other humanitarian actors, including as the logistics cluster lead. In all cases WFP ensures that governments and other parties are informed of and in agreement with its activities.

¹ "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).

34. 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

35. The magnitude and complexity of today's shocks and stressors require that multi-partner and multisectoral programmes, first and foremost, meet urgent needs while seizing opportunities to build resilience and address the root causes of vulnerability. WFP's strategic outcomes and cross-cutting priorities are grounded in the policies listed in this section. WFP's strategic plan and normative framework are articulated at the country level through the CSPs, the policy for which is also covered in this section.

Definition of emergencies

36. The policy on the definition of emergencies (WFP/EB.1/2005/4-A/Rev.1) 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". The revised emergency activation protocol – in effect since February 2022 – is implemented in accordance with this definition.
37. 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 persons or that cause other distress;
 - food shortages or food insecurity resulting from slow-onset events such as drought, crop failure, or 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.
38. The definition of emergencies policy was covered in the strategic evaluation of WFP's capacity to respond to emergencies, completed in 2020.²

Emergency needs assessment

39. 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 (WFP/EB.1/2004/4-A).
40. 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;

² "Strategic evaluation of WFP's capacity to respond to emergencies (2011–2018)" (WFP/EB.1/2020/5-A).

- 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.
41. Rapid assessment missions, emergency food security assessments, “72-hour” rapid assessments (conducted within three days of the onset of an emergency situation), 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 pressure.
 - Assessments should be a part of country offices’ regular responsibilities for ensuring that robust information is available before a crisis and adjusting programmes and targeting during a crisis.
42. 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 of which was presented at the Board’s first regular session in 2020.³
43. The emergency needs assessment policy was included in the strategic evaluation of WFP’s capacity to respond to emergencies, which was completed in 2020.⁴

Targeting in emergencies

44. As articulated in WFP’s policy on targeting in emergencies (WFP/EB.1/2006/5-A), targeting involves the identification of people in need of assistance, with special consideration of 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.
45. The policy is complemented by a series of guidelines and tools for context-specific targeting, such as the targeting and prioritization operational guidance note (2021) and the joint WFP and Office of the United Nations High Commissioner for Refugees guidance on the targeting of assistance to meet basic needs (2020).
46. Robust processes and tools are particularly important in facilitating meaningful participation and representation of affected people throughout the targeting process, from context analysis to monitoring and evaluation. The targeting in emergencies policy – together with the policy on protection and accountability (2020) – stresses that communities should be engaged throughout the targeting process, be consulted on and informed about clear targeting criteria and have access to a functional feedback mechanism or process. To achieve the best possible outcomes with the available resources, targeting and prioritization decisions should, to the extent possible, aim to promote coherence and complementarity

³ Aspects of WFP’s policies on emergency needs assessment, definition of emergencies, exiting emergencies and targeting in emergencies were covered in the strategic evaluation.

⁴ “Strategic evaluation of WFP’s capacity to respond to emergencies (2011–2018)” (WFP/EB.1/2020/5-A).

across CSP activities, the activities of humanitarian and development partners working in the area, and relevant initiatives by host governments.

47. An Executive Director's circular on the management of targeting processes by WFP offices (OED2022/026) was released in December 2022, partly in response to internal and external audits and evaluations. It aims to re-establish targeting as a core component of all WFP activities, to define key roles and responsibilities in targeting and to set minimum standards related to key targeting principles. It also establishes a corporate approach to targeting which entails four phases: needs and context analysis, the formulation of targeting and prioritization criteria, implementation, and monitoring and evaluation. Community and partner engagement and two-way communication with affected people should be cross-cutting elements throughout the targeting processes.
48. This policy on targeting in emergencies was covered in the strategic evaluation of WFP's capacity to respond to emergencies, completed in 2020.⁵

Exiting emergencies

49. Decisions as to when and how to exit from an emergency can be as important as the decision to respond, as outlined in WFP's policy on exiting emergencies (WFP/EB.1/2005/4-B). WFP exits from emergencies either by withdrawing resources or by shifting to long-term programmes that protect and improve livelihoods and increase resilience.
50. 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.
51. The policy on exiting emergencies was covered in the strategic evaluation of WFP's capacity to respond to emergencies, completed in 2020.⁶

Emergency preparedness

52. The emergency preparedness policy provides the framework and overarching principles for WFP's work in an increasingly complex operational environment and its approach to treating each emergency situation and response as unique. The policy informs WFP's partnerships with national and local governments, regional bodies and local communities, civil society entities and the private sector.

⁵ *Ibid.*

⁶ *Ibid.*

53. Recommendations from the strategic evaluation of WFP's capacity to respond to emergencies⁷ led to the development of the emergency activation protocol which requires WFP to proactively anticipate and prepare for emergencies, including by investing in early warning and preparedness activities. Enhancements to the corporate alert system will support inter-functional early warning and early action. WFP continues to strengthen its staff deployment capacity and its corporate tools and guidance to respond to emergencies in an efficient, effective and timely manner.
54. OEV will commission an evaluation of the emergency preparedness policy in late 2023. The summary report on the evaluation is due to be presented at the Board's first regular session in 2025.

Aviation

55. In line with the strategic plan for 2022–2025 and the Secretary-General's drive to reform the United Nations development system, WFP is committed to enhancing and broadening its capacity to help humanitarian and development actors become more efficient and effective. Given the importance of aviation to the United Nations and the humanitarian community, and the risks and funding modalities associated with aviation operations, the aviation policy (WFP/EB.1/2023/4-A) was endorsed in February 2023.
56. The aviation policy is grounded in WFP's humanitarian principles and its commitment to providing common services to all humanitarian actors. The policy articulates the ambitions of WFP's aviation function in providing common, specialized and on-demand aviation services to the broader humanitarian community and critical partners such as other United Nations entities, non-governmental organizations and the diplomatic community, serving as a facilitator between aviation and humanitarian stakeholders in the context of emergency preparedness and response and strengthening aviation systems and capacity at the regional and national levels. The policy details the role of essential enablers – partnerships, sustainable funding and a high-performing and agile workforce – in achieving the objectives of the policy and outlines the next steps in its implementation and monitoring.
57. In accordance with the coverage norms for policy evaluations, OEV will commission an evaluation of the aviation policy within four to six years after the start of its implementation.

Food aid and livelihoods in emergencies

58. The policy on food aid and livelihoods in emergencies (WFP/EB.A/2003/5-A) states that protecting livelihoods is critical in helping people to meet their immediate needs during emergencies and to move towards recovery once a shock has passed. The policy emphasizes that food assistance programmes can help to preserve essential assets, prevent the adoption of negative coping strategies and support livelihoods during crises. The policy indicates that, whenever appropriate, WFP shall 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 longer-term interventions, including by strengthening partnerships with community-based organizations.
59. This policy is complemented by a range of subsequent WFP policies, including those on emergency needs assessment (adopted in 2004), targeting in emergencies (2006), cash (2023), social protection and safety nets (2012), gender (2022), building resilience for food security and nutrition (2015), and protection and accountability (2020).

⁷ *Ibid.*

60. Since the release of the policy in 2003, WFP's protection of and support for livelihoods in emergencies has advanced in areas including emergency assessments, analysis and targeting; early warning, emergency preparedness and early response capacity; cash transfers and market support; food assistance for assets and food assistance for training schemes in emergency settings; the use of the participatory "three-pronged" approach to link emergency responses and resilience-building interventions; self-reliance and livelihood support in displacement settings; and gender and disability mainstreaming.
61. The policy on food aid and livelihoods in emergencies was covered in the strategic evaluation of WFP's capacity to respond to emergencies, completed in 2020.⁸

Cash transfers

62. WFP's cash policy (WFP/EB.A/2023/5-A) articulates how WFP conceptualizes and enables the use of cash transfers to contribute to the achievement of zero hunger. Building on more than 15 years of experience, the policy shows how cash transfers can support the people assisted by WFP in meeting their immediate food, nutrition and other essential needs, while also helping people to break the vicious cycle of poverty and food insecurity.
63. The policy puts the stories and experiences of the people assisted by WFP at the centre of WFP's cash-based operations. It seeks to ensure flexibility and choice for people and maximize efficiency by expanding the use of unconditional and unrestricted cash transfers.
64. To achieve the planned outcomes of the policy, WFP will provide people caught up in emergencies with money to cover their essential needs and to protect the purchasing power of households during times of economic volatility; use cash transfer systems as a platform for facilitating people's digital financial inclusion; and support governments in strengthening their cash transfer programmes and payment systems. In addition, whenever WFP transfers money to people, it will prioritize women as the recipients of the transfers on behalf of their households.
65. To support its use of cash transfers, WFP establishes end-to-end assurance mechanisms that ensure that the money is received by the intended recipients and to mitigate the risk of fraud and diversion.
66. In accordance with the coverage norms for policy evaluations, OEV will commission an evaluation of the cash policy within four to six years after the start of its implementation.

Social protection and safety nets

67. In October 2004, the Board approved the policy document on 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 the update of WFP's safety nets policy (WFP/EB.A/2012/5-A), which WFP had prepared in response to evolving global and internal circumstances and the results of a 2011 strategic evaluation of WFP's role in social protection and safety nets (WFP/EB.A/2011/7-B).
68. 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, including the development of a corporate social protection strategy.
69. In response to those recommendations, in July 2021, WFP developed and launched the strategy for WFP support to social protection.⁹ The strategy provides a vision and programmatic framework for WFP's organization-wide work on strengthening national

⁸ *Ibid.*

⁹ WFP. 2021. *World Food Programme Strategy for Support to Social Protection*.

social protection systems and programmes through the provision of technical advice and the delivery of social protection interventions on behalf of national actors and complementary action under its own programmes. Fully aligned with the strategic plan for 2022–2025, the implementation plan for the social protection strategy focuses on workforce development, cross-functional technical support and coordination, knowledge and learning, partnerships, and monitoring and reporting.

School feeding

70. The WFP strategic plan for 2022–2025 (WFP/EB.2/2021/4-A/1/Rev.2) affirmed WFP's global leadership role in school health and nutrition. WFP's 2013 school feeding policy (WFP/EB.2/2013/4-C) guides school feeding activities throughout this period and supersedes WFP's 2009 school feeding policy (WFP/EB.2/2009/4-A). Priorities include the direct implementation of school feeding operations and related capacity strengthening work in country settings; advocacy and partnerships; and the provision of support and guidelines to WFP staff.
71. The ten-year WFP school health and nutrition strategy was launched in early 2020 and is based on a comprehensive review of evidence on the support provided to schools through school feeding programmes, lessons learned and best practices, and consultations with internal and external partners.¹⁰ During the Decade of Action on the delivery of the SDGs (2020–2030), WFP is working with governments; the United Nations Children's Fund, FAO and other United Nations entities; 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.
72. Synergies between school feeding programmes and social protection will be enhanced under CSPs through the integration of school feeding programmes into broader social protection systems. In addition, CSPs will focus on the contributions of school feeding in addressing micronutrient deficiencies, overweight and obesity; the promotion of life-long healthy eating habits; and the promotion of equity and inclusion, including for children with disabilities and adolescent girls.
73. The strategic evaluation of the contributions of school feeding 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, serving as an update of the school feeding policy as well as an implementation plan. An update of the policy will be presented to the Board in 2024.

Urban food insecurity

74. Urban poverty, food insecurity and malnutrition affect many cities in the countries where WFP works. The COVID-19 pandemic had a particularly strong impact on urban populations, leading to increased requests from countries for WFP's support. Working with its partners, WFP is strengthening its approaches and programmes in urban settings, focusing on robust multisector context analysis for a better understanding of vulnerability in urban settings; targeting in heterogeneous urban settings; complementary programming, systems-level thinking and partnerships aimed at facilitating adequate responses to poor service delivery in informal urban settlements; and well-planned exit strategies that foster local and national

¹⁰ WFP. 2020. *A Chance for every Schoolchild. Partnering to scale up School Health and Nutrition for Human Capital – WFP School Feeding Strategy 2020–2030*.

ownership of food assistance and social protection systems, while reducing vulnerability to future shocks and stresses.

75. In alignment with WFP's strategic plan for 2022–2025, WFP's mandate and comparative advantage, 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 World Humanitarian Summit, and through extensive consultation, an urban strategy has been developed to articulate WFP's priorities in urban areas, providing a framework and strategic direction for its activities that can contribute to the achievement of zero hunger. The urban strategy was launched in 2023.
76. As the policy paper introducing an urban strategy was produced prior to 2011 (Urban Food Insecurity: Strategies for WFP (WFP/EB.A/2002/5-B)) and a new strategy has been developed since then, OEV will consider whether and how to include an evaluation of that strategy in its workplan.

Disaster risk reduction and management

77. 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.
78. The evaluation of WFP's disaster risk reduction and management and climate change policies (WFP/EB.A/2023/7-C) concluded that the disaster risk reduction and management policy has become increasingly outdated, despite the continued relevance of this area of work. In implementing the recommendations of the evaluation, WFP will be repositioning disaster risk reduction and management throughout its policies and guidance on resilience, climate change, emergency preparedness and response and other relevant programme areas such as social protection.

Building resilience for food security and nutrition

79. WFP's policy on building resilience for food security and nutrition (WFP/EB.A/2015/5-C) guides its adoption of a resilience building approach. When supported through partnerships and with integrated programme packages, the most vulnerable people may absorb, adapt and transform in the face of shocks and stressors to achieve sustainable food and nutrition security. WFP's entry point on resilience is not a single initiative but a range of programme activities, approaches and packages, functions and initiatives.
80. WFP is implementing several integrated resilience programmes, based on local circumstances and capacities. Through a series of impact evaluations of some of those programmes, WFP is reviewing the contribution of the main programme components to building resilience. In 2019, the strategic evaluation of WFP's support for enhanced resilience identified opportunities for improving resilience programmes at the corporate level, including by clarifying the related concepts and guidance and removing "silos" at WFP to promote cross-functional integration in the design and implementation of and the reporting on programmes with resilience outcomes. To address many of the evaluation's recommendations, an initiative involving WFP headquarters and regional bureaux was established to develop a shared internal vision of WFP's contribution to the enhancement of resilience capacities and a consistent approach to the design and monitoring of resilience programmes. As a result, guidance on resilience programming was finalized in late 2022.
81. An evaluation of the WFP policy on building resilience for food and nutrition (2015) was presented to the Board at its annual session in June 2023. The evaluation recommended a policy update, finding that while the policy provides a high-level overview of WFP's vision for and engagement in resilience programming, practice has evolved since it was designed and now encompasses a broader definition of resilience and its related programming. WFP will

update its resilience building policy, which will be presented to the Board at its second regular session in November 2024.

Local and regional food procurement policy

82. Over the years WFP has steadily increased the share of food procurement it carries out locally and regionally. Building on the previous policy¹¹ and in response to a request of the Board in June 2018, a consultative process with Board members and other stakeholders led to the development of a local and regional food procurement policy, which was approved at the Board's second regular session in 2019 (WFP/EB.2/2019/4-C). The policy sets out three of WFP's strengths – purchasing power, knowledge of food markets and convening capacity – and the complementarities between WFP and the other Rome-based agencies and other actors.
83. The local and regional food procurement policy proposes a set of guiding principles for achieving a sustainable increase in WFP's purchase of food at the local and regional levels. The policy outlines how WFP will use its purchasing power to support smallholder farmers and contribute to food security by fostering stronger local and regional value chains and food systems. The policy promotes further integration between WFP's procurement and programme functions so as to leverage local and regional procurement and enhance the performance of food systems at the local and regional levels.
84. In 2022, the implementation of the local and regional food procurement policy – through the strengthening of local and regional procurement processes and investments in national food systems – was included as a key pillar of WFP's corporate response to the global food crisis. The leveraging of local procurement and pro-smallholder farmer sourcing of food commodities, combined with programme interventions, is key in helping to reduce hardship among the most vulnerable people and communities and promoting systemic changes that reduce humanitarian needs by building more resilient food systems over the long term. The tools and systems developed within the policy framework are being applied in countries in at least two WFP regions (Western Africa and the Middle East, Northern Africa and Eastern Europe) as well as the "core" countries of the policy.
85. WFP presented an update on the implementation of the local and regional food procurement policy at the Board's annual session in June 2023. OEV will commission an evaluation of the policy in 2025.

Country capacity strengthening

86. The WFP strategic plan for 2022–2025 (WFP/EB.2/2021/4-A/1/Rev.2) affirms WFP's role in strengthening national capacities. The plan focuses WFP's work on country capacity strengthening (CCS) under WFP strategic outcome 4, highlighting the organization's role in strengthening national systems, notably in the areas of social protection, emergency preparedness and response, and food systems.
87. The CCS policy update (WFP/EB.A/2022/5-A), approved by the Board at its annual session in June 2022, builds on WFP's 2004 policy on building country and regional capacities (WFP/EB.3/2004/4-B) and the 2009 update on implementation (WFP/EB.2/2009/4-B). The 2022 update reaffirms WFP's commitment to CCS, sets out the purpose of WFP's engagement in CCS and refines and articulates key CCS concepts. In doing so, it responds to the requests for greater clarity made in recent evaluations, such as the 2021 synthesis of evidence and lessons on CCS from decentralized evaluations (WFP/EB.A/2021/7-C), which recommended that WFP reaffirm its commitment to CCS through an updated policy.

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

88. The policy update proposes an adaptive and systemic approach to CCS that is driven by the national and local context. It presents a strategic framework for working with a range of actors with multiple entry points, articulating how to identify capacity gaps and develop high-impact, localized solutions. The CCS approach can be applied in diverse settings, including fragile and conflict-affected states, and integrated with other types of intervention, depending on the circumstances and needs.
89. The supplementary information note on the implementation plan for the 2022 CCS policy update identifies key actions that facilitate the achievement of WFP's wider objectives while addressing the recommendations and observations in the 2021 synthesis evaluation report. The implementation plan for 2022–2025 outlines key objectives and activities in six workstreams: the rollout, positioning and institutional coherence of the CCS policy; workforce planning and internal capability development; programme support; monitoring and evidence generation; knowledge management and adaptive learning; and partnerships, advocacy and communication.
90. In accordance with coverage norms for policy evaluations, OEV will commission an evaluation of the CCS policy update within four to six years after the start of its implementation.

South–South and triangular cooperation

91. The update of WFP's policy for South–South and triangular cooperation (SSTC) (WFP/EB.A/2023/5-C), approved by the Board at its annual session in June 2023, deepens WFP's commitment to SSTC as a vital tool for empowering the Global South to achieve a more stable and prosperous future by sharing their solutions for zero hunger.
92. In response to the 2021 evaluation of the original policy of 2015, and in line with the strategic plan for 2022–2025, the policy update outlines how WFP can accelerate its role as a facilitator, broker and “matchmaker” in SSTC arrangements, based on its comparative advantages and on a set of standards and principles. The aim is to enable governments and other national and local stakeholders to benefit from WFP's specialized support for SSTC in thematic areas related to SDG 2 – zero hunger – and to ensure that country-led SSTC initiatives are recognized, developed and widely embraced as an integral tool for delivering inclusive solutions to hunger and food insecurity.
93. Informed by extensive internal and external consultations, the policy update focuses on three strategic areas: consolidating current SSTC efforts by moving from the piloting of SSTC arrangements to the provision of programmatic support for SSTC; responding to emerging demands in areas such as supply chain management, emergency preparedness and response and disaster risk reduction; and ensuring high-quality SSTC arrangements and results based on international standards and principles. To ensure a successful implementation of the policy, WFP will focus on seven enablers: partnerships, financing, institutional capability, a skilled workforce, guidance, communication and evidence generation. These enablers are included in a costed implementation plan for 2023–2027.
94. OEV will consider commissioning an evaluation of the policy update between 2027 and 2028, in accordance with the coverage norms for policy evaluations.

Protection and accountability

95. In November 2020, the Board approved WFP's protection and accountability policy (WFP/EB.2/2020/4-A/1/Rev.2), which is an update of the 2012 humanitarian protection policy (WFP/EB.1/2012/5-B/Rev.1). The update was introduced to respond to evolving needs and address recommendations from a 2018 policy evaluation. Protection is defined as activities that aim to prevent, reduce, mitigate and respond to the risks and consequences of violence, coercion, deprivation and abuse for individuals, groups and communities.

96. Through the protection and accountability policy, WFP commits to preventing and responding to the protection risks associated with hunger in all settings and to achieving successful protection outcomes for the people it assists. As a cross-cutting priority of the strategic plan for 2022–2025, WFP seeks to ensure that affected people are at the centre of programme planning and delivery and that their voices influence WFP's decisions and actions.
97. The policy enables WFP to better define protection risks and needs and the role it can most effectively play, in partnership, across the various settings in which it works. The policy highlights the differential impact that food security can have on different population groups and sets out how to assist those who are at heightened risk of food insecurity, such as women and adolescent girls, persons with disabilities and indigenous people. These efforts are complemented by the gender policy, the disability inclusion road map and guidance on community engagement and indigenous people.
98. In 2022 and 2023, WFP launched several tools that support the implementation of the protection and accountability policy. These include an integrated context analysis and risk assessment tool that combines cross-cutting analyses into a single exercise, updated guidance on preventing and addressing child labour in WFP operations, an electronic learning course on emergency programming, which provides direction on how to address protection and accountability considerations throughout the programme cycle, and a framework for measuring progress against the commitments and outcomes outlined in the policy.
99. OEV will commission an evaluation of the protection and accountability policy in 2026 and present the summary report on the evaluation to the Board in 2028.

Gender

100. WFP's 2022 gender policy (WFP/EB.1/2022/4-B/Rev.1) was approved at the first regular session of the Board in 2022. The policy builds on WFP's long-standing commitments to and work in gender equality and women's empowerment and addresses the findings of an evaluation of the policy for 2015–2020. The 2022 policy focuses on the programme-related gender work of WFP and is aligned with and complementary to the people strategy and the policies on protection and accountability to affected populations and the prevention of sexual exploitation and abuse.
101. WFP's gender policy embraces a shift towards addressing the root causes of the gender inequalities that affect food security and nutrition, which is essential to the achievement of SDGs 2, 5 and 17. WFP's strategic plan firmly positions gender equality and women's empowerment as a cross-cutting theme for integration across all investments, and the gender policy emphasizes the leadership role that WFP must play in efforts to achieve equitable access to and control over food security and nutrition for women and men; address the root causes of the gender inequalities that affect food security and nutrition; and advance the economic empowerment of women and girls in the context of food security and nutrition. The policy emphasizes the use of effective partnerships, robust gender analyses and specific data, and the strengthening of evidence creation as major technical areas for improvement.
102. The 2022 gender policy was accompanied by an implementation plan. Key advances in the implementation of the policy in 2022 and 2023 include a qualitative study on the gender-related barriers to humanitarian assistance, the development of a tool for integrated risk and context analysis, the recalibration of the approach to gender mainstreaming at the country office level, investments in global expertise in the linkages between food insecurity and gender-based violence, the development of regional strategies for the implementation of the policy, the development of new indicators for inclusion in the corporate results framework, and enhanced partnerships with United Nations entities that have mandates

related to gender issues and private sector foundations working on equitable supply and value chains.

103. In accordance with the coverage norms for policy evaluations, OEV will commission an evaluation of the 2022 gender policy within four to six years after the start of its implementation.

Nutrition

104. At its first regular session in 2017, the Board approved a nutrition policy covering the period 2017–2021 (WFP/EB.1/2017/4-C), which supersedes the nutrition policy for 2012–2014 (WFP/EB.1/2012/5-A).
105. The current policy builds on the recommendations from an evaluation of the previous one and reinforces WFP's commitment to addressing all forms of malnutrition as a primary means of achieving SDG 2, through the direct implementation of nutrition programmes and country capacity strengthening activities. The policy considers the availability of, access to, demand for and consumption of nutritious foods and follows an evidence-based life cycle approach focused on nutrition needs and the goal of ensuring adequate and healthy diets for vulnerable people of all ages.
106. The strategic plan for 2022–2025 recognizes the integration of nutrition considerations into all WFP programmes and activities as a cross-cutting priority. WFP is committed to using its systems, strategies and capacity to maximize its contribution to improving diets and reducing malnutrition. Assisting vulnerable groups in meeting their nutrition needs is at the core of WFP's mandate. This includes reaching people living in extreme poverty, people with disabilities, older people and people living with HIV and tuberculosis, among other population groups. WFP focuses on ensuring that its food assistance provides adequate nutrients while also delivering life-saving treatment and prevention services for women and children. It also works with governments on improving access to healthy diets through work in sectors such as nutrition-sensitive social protection. The organization also aims to strengthen food systems for nutrition by working along food supply chains, scaling up food fortification activities and shifting consumer behaviours.
107. The evaluation of WFP's work on nutrition and HIV/AIDS presented to the Board at its first regular session in 2023 (WFP/EB.1/2023/5-A) concluded that work on nutrition plays a central role in the current strategic plan and WFP's portfolio of programmes, and that the nutrition policy remains largely relevant. The evaluation reinforces the important role that WFP plays in addressing malnutrition and promoting healthy diets. Based on recommendations from the evaluation, WFP is developing a nutrition strategy and implementation plan through a consultative process, building on a concrete definition of successful nutrition integration throughout WFP programmes, corporate systems and people. The strategy will be formulated by the end of 2024.

HIV and AIDS

108. Despite four decades of action, HIV remains a global public health challenge. People living with HIV face increased food insecurity, which can force them to adopt risky coping mechanisms to feed themselves and their households, especially in emergency and fragile settings. Food insecurity and the associated coping strategies often have negative effects on people's adherence to life-saving HIV treatment. Malnutrition also affects the well-being of people living with HIV, as inadequate diet and poor nutrition can increase the risk of morbidity and mortality.
109. To support the most vulnerable people, WFP's operational and technical expertise contributes to saving and changing lives by stressing the inclusion of vulnerable, food-insecure and malnourished people, such as those living with HIV, into its programmes and platforms, promoting good health and development outcomes at scale. WFP continues to

integrate food and nutrition programming into national HIV and tuberculosis responses, increasingly using social protection to tackle vulnerabilities and inequalities, in line with the global AIDS strategy for 2021–2026 of the Joint United Nations Programme on HIV/AIDS.

110. A report on the implementation of WFP's policy on HIV and AIDS (WFP/EB.2/2010/4-A) is presented to the Board annually. A strategic evaluation of the nutrition and HIV/AIDS policies, commissioned in 2021 and presented at the Board's first regular session in 2023 (WFP/EB.1/2023/5-A), found that while the policy was relevant at the time that it was written, its relevance has diminished over time. The evaluation concluded that HIV remains a highly relevant issue for WFP in delivering on its mandate of reaching the most vulnerable people and recommended that WFP determine how best to integrate HIV issues into its programming to ensure that it meets its global commitments to the HIV response and to "leaving no one behind". In response to those recommendations, the Nutrition Division will develop a strategy on WFP's position on responding to HIV, identifying new opportunities for the integration of HIV issues into programming and enhancing accountability throughout the organization.

Environment

111. 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 the risks to the environment that may arise 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.
112. Guided by a set of overarching principles, the policy calls for progressively enhancing the environmental sustainability of WFP's activities, protecting the environment, increasing the efficiency of WFP's resource use and minimizing its carbon footprint, aligning WFP's actions with good international practice and global standards for environmental sustainability and strengthening the capacity of WFP's partners to plan and implement environmentally sound activities for food security and nutrition.
113. 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.
114. Since the adoption 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 risks, and an environmental management system. The framework is designed to limit the potentially negative impacts on the environment, people or communities that may stem from WFP's programme activities or support operations or from any other action carried out or funded by WFP, and to progressively increase the environmental and social sustainability of those activities, support operations and actions.
115. OEV will commission an evaluation of the environment policy in late 2023. The summary report on that evaluation is due to be presented at the Board's first regular session in 2025.

Country strategic plans

116. Guided by WFP's mandate and its embrace of the SDGs, the policy on country strategic plans (WFP/EB.2/2016/4-C/1/Rev.1) anchors WFP's country-level support and results in nationally articulated needs and priorities. Adopting SDG 2 (zero hunger) and SDG 17 (the global partnership) as its two strategic goals, the policy establishes the CSP framework as the instrument through which WFP identifies, engages and collaborates with partners to deliver

its programmes. The policy has enabled the organization to better harmonize its work with that of other United Nations entities while keeping pace with dramatically growing needs.

117. CSPs are the channel through which WFP operationalizes its strategic plan at the country level, enhancing strategic coherence and operational effectiveness. Combined with financial and corporate results frameworks, they are also the primary vehicle for defining, delivering and continuously improving the quality of WFP's assistance by identifying the organization's competitive advantage and specific contributions in a country; establishing the basis for effective and appropriate partnerships, including with the other Rome-based agencies; increasing effectiveness and efficiency in emergency response and integrating that response into a broader framework for achieving zero hunger; aligning WFP's contributions with national SDG targets, national plans and United Nations sustainable development cooperation frameworks (UNSDCFs); reducing transaction costs; and enhancing reporting on performance and accountability.
118. An evaluation of the policy on CSPs, conducted between June 2022 and 2023 and presented to the Board at its annual session in 2023 (WFP/EB.A/2023/7-B), found that the policy remains valid and fit for purpose and that a policy update should be deferred until lessons learned from the implementation of second-generation CSPs and first-generation UNSDCFs can be consolidated. The management response to the evaluation sets out milestones in the implementation of actions such as those aimed at addressing internal constraints in order to lighten processes and procedures further, and improving performance management and evidence generation while better aligning CSP ambitions with the capabilities of WFP staff and partners.

People and culture

119. WFP's approach to developing its people and workplace culture continues to evolve following the Board's approval of the strategic plan for 2022–2025. In this context, the WFP people policy (WFP/EB.A/2021/5-A) provides a vision of the workforce and a coherent framework for achieving excellence in people management and supporting the development of the workplace culture, all of which are necessary to the accomplishment of WFP's mission.
120. The people policy identifies four priority areas and twelve elements for people management that frame the implementation of activities in each area. The four priority areas are "nimble and flexible", "performing and improving", "diverse and inclusive" and "caring and supportive". Reflecting the people policy, management result 2 – "people management" – of the corporate results framework for 2022–2025 (WFP/EB.1/2022/4-A/Rev.1) includes key performance indicators for each priority area and reflects WFP's ambition for a future workforce, and a respectful and inclusive workplace culture, that promotes and safeguards the highest standards of ethical conduct and behaviour.
121. After the Executive Director had authorized and instructed all WFP directors and heads of office to review existing policy instruments, strategies, frameworks, action plans and other administrative issuances, revising them as necessary to bring them in line with the WFP people policy, by 2022 100 percent of regional bureaux and 92 percent of country offices had included a "people dimension" in their workplans, while 83 percent of all WFP offices reported that they had started to review policies, strategies, frameworks and practices in accordance with the policy. Overall, 91 percent of WFP offices globally included a people dimension in their annual work plan in 2022.

122. Since the approval of the people policy, a dedicated unit has been established in the Workplace Culture Department. The People and Culture Coordination Unit supports the organizational change processes involved in implementing the policy by coordinating, providing oversight of and reporting on cross-cutting activities related to people management and organizational culture. The unit is also coordinating the critical corporate initiative on investing in WFP people, which was approved as part of the management plan for 2022–2024 and which enables WFP to go further and faster in support of its goals related to “people and culture”.
123. OEV will commission an evaluation of workforce management in 2026 and present it to the Board in 2028.

Oversight

124. At its 2018 annual session, the Board approved the WFP oversight framework (WFP/EB.A/2018/5-C). In response to a recommendation in the External Auditor’s report on oversight by management, an Executive Director’s circular on the framework for management oversight at WFP (OED2023/007) was issued on 9 March 2023 to clarify the expectations related to the oversight conducted by management in the regional bureaux and global functional offices as part of their responsibilities for providing “second line” oversight, and to outline the principles and responsibilities for delivering, reporting on, reviewing and following up on management oversight findings.¹²
125. WFP’s vision for organizational oversight is that it should drive continuous improvement, reinforce the highest standards of integrity, ethics and professionalism and safeguard stakeholders’ confidence to the benefit of the people who WFP serves. Oversight activities in WFP promote accountability and transparency and reinforce the accountabilities and internal controls established by its governing bodies and the Executive Director.
126. As an integral part of the system of governance, oversight provides reasonable 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 possible, and staff and other officials of the organization adhere to the highest standards of professionalism, integrity and ethics.
127. A report on a system-wide review of accountability frameworks in the United Nations system organizations (JIU/REP/2023/3),¹³ conducted by the Joint Inspection Unit, was issued in July 2023 and indicated that there is a need for WFP to update its oversight framework. OEV and the other oversight and accountability functions included in the oversight framework will consider how best to approach such an update.

¹² See also “[WFP management response to the recommendations in the report of the External Auditor on oversight by management](#)” (WFP/EB.A/2022/6-I/1/Add.1).

¹³ [Review of Accountability Frameworks in the United Nations System organizations \(JIU/REP/2023/3\)](#). The report outlines the following definitions of oversight functions:

- External oversight: Oversight carried out by individuals or entities that are external to the organization, appointed by the legislative organs and/or governing bodies of the organization and independent of its executive head.
- Independent oversight: Oversight carried out by staff members (or consultants reporting to staff members) who are independent of the executive head of the organization.
- Management oversight: Oversight carried out by or on behalf of units or departments directly or indirectly reporting to the executive head of the organization.

Enterprise risk management

128. 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 Board's second regular session. WFP has also had an internal control framework in place since 2011, which was revised in 2015 (OED2015/016) and forms the basis for WFP's approach to internal control in accordance with international best practice.
129. The 2018 enterprise risk management policy establishes a pragmatic, systematic and disciplined approach to the identification and management of 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; achieve a common understanding of WFP's exposure to risks in relation to its risk appetite, enabling it to articulate its risk profile coherently throughout the organization and to donors and external stakeholders; and establish a culture in which risk management is linked to the implementation of WFP's strategic plan and considered proactively in operational decision making.
130. The 2018 enterprise risk management 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 an office's intentions regarding the management of risks and the provision of support to managers in analysing, monitoring and responding to risks, and establishing relevant performance targets. The policy also defines the risk management roles of country directors, regional directors and headquarters directors.
131. Numerous developments since the adoption of the first 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 into planning and decision making at all levels of the organization.
132. OEV will commission an evaluation of the enterprise risk management policy in 2024 and present the summary report on the evaluation to the Board in 2026.

Fraud and corruption

133. WFP's revised anti-fraud and anti-corruption policy (WFP/EB.A/2021/5-B/1) supersedes the policy adopted in 2015 (WFP/EB.A/2015/5-E/1). WFP is highly risk-averse with regard to fraud and corruption in its operations and has zero tolerance for inaction in this area. Accordingly, WFP takes measures to prevent, detect and deter any fraud or 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.
134. The revised anti-fraud and anti-corruption policy:
 - reiterates WFP's risk appetite in relation to fraud and corruption – WFP is highly risk-averse with regard to fraud and corruption and has zero tolerance for inaction in this area;
 - expands the scope of the policy to cover 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 the financing of terrorism;
 - clarifies that the role of accountable manager falls on the office or division director;
 - presents all stages of the fraud risk management process;

- clarifies the employee reporting requirements – employees must promptly report any reasonably suspected case of fraud or corruption, or any attempt to commit either, to the Office of the Inspector General and may do so anonymously, using the WFP hotline. WFP employees are also strongly encouraged to report to their office or division director, as appropriate;
 - introduces a new responsibility for office and division directors, who should “escalate” any reasonably suspected cases of material fraud or corruption of which they are informed, in accordance with the risk escalation responsibilities outlined in the enterprise risk management policy; and
 - introduces a feedback loop through which, when an allegation of fraud or corruption is reported to the Office of Inspections and Investigations but not to the director of the office or division involved in the alleged fraud or corruption, the Office of Inspections and Investigations will – as soon as possible after the completion of its preliminary assessment – inform the office or division director affected and the Director of the Risk Management Division of the allegation if it is deemed credible enough to warrant investigation.
135. In accordance with the coverage norms for policy evaluations, OEV will commission an evaluation of the anti-fraud and anti-corruption policy between four and six years after the start of its implementation.

Evaluation

136. 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 was approved by the Board at its first regular session in 2022. This supersedes the evaluation policy (WFP/EB.2/2015/4-A/Rev.1) adopted in 2015.
137. 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 with a view to ensuring that WFP is fit for the future under the 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 the achievement of 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.
138. The policy will be achieved through the attainment of the following outcomes:
- i) Evaluations are independent, credible and useful, embedded in the policy and programme cycle and 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 purposes 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 throughout WFP is enhanced.
 - v) Partnerships contribute to strengthened evaluation practice by humanitarian and development actors and to United Nations coherence.

139. The updated policy integrates the roles and accountabilities of various stakeholders, which had previously been articulated in a separate evaluation charter. 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 work plan of the evaluation function presented as an annex to the WFP management plan submitted to the Board every year.
140. According to the evaluation policy (paragraph 65), a review of the policy is proposed for 2025–2026 with a view to informing any revisions to the policy that are deemed necessary. The recognized mechanism for assessing evaluation policies in the United Nations is the external peer review process of the United Nations Evaluation Group and the Development Assistance Committee.

Acronyms

CCS	country capacity strengthening
COVID-19	coronavirus disease 2019
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
UNSDCF	United Nations sustainable development cooperation framework