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Summary of the work of the 2018 second regular session of the Executive Board  
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## Summary of the work of the 2018 second regular session of the Executive Board

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## **Current and future strategic issues**

### **Opening remarks by the Executive Director (2018/EB.2/1)**

1. Under agenda item 3 the Board heard remarks by the Executive Director and by Mr Alberto Beltrame, Minister for Social Development of Brazil. Representatives of the regional lists and of individual Member States then made statements in response and on the matters on the agenda for the current session.
2. In his opening remarks the Executive Director spoke of his official visits to donors, his work to develop alliances in the United Nations reform process and his field visits to operational areas. With regard to the latter he emphasized the scale and severity of hunger in Yemen, where famine appeared to be imminent, and urged all humanitarian actors to cooperate to provide holistic assistance that included measures to sustain the local currency. He also drew attention to the increasing number of hungry people in the Democratic Republic of the Congo and to the emerging Ebola crisis.
3. Overall, WFP had in 2018 assisted 91 million beneficiaries in 83 countries, where staff were working extraordinarily hard in difficult circumstances. It was clear, he said, that coherent global strategies were urgently needed to maximize the effectiveness of interventions and that increased advocacy designed to motivate populations and governments would be a major basis for their development.
4. Revenue in 2018 had amounted to USD 7.35 billion, but forecasts indicated that more would be needed in 2019 and that current trends showed a likely 31 percent funding gap. The essential task was to support peace negotiations so that WFP and others could gain access and implement programmes to mitigate hunger and malnutrition and promote development.
5. WFP's policy of support for local economies, for example through procurement from smallholder farmers, was increasing work opportunities in many areas. Efficiency had been increased in South Sudan, for example by minimizing air drops and delivering assistance by surface and river transport. It was evident that cash-based assistance was more efficient than food distributions and that the approach eventually resulted in positive outcomes such as increased stability, greater access to education and fewer unwanted pregnancies. School feeding, for example, resulted in USD 10 worth of improved education, health and increased adult productivity for every USD 1 invested; thanks to WFP support, 44 countries now owned and operated their school feeding programmes.
6. Even so, 73 million children were not receiving school meals, and USD 4.6 billion a year was required to close the gap. WFP needed more partners to address this situation and in particular to ensure that gender equality was integral to all activities.
7. He drew attention to career development policies in WFP, emphasizing that further training for middle and senior managers at the country level was needed to ensure that they had the competencies needed to identify and develop staff potential, with particular attention to gender equality.
8. WFP was continuing to upgrade its anti-corruption measures and operational systems with a view to maximizing accountability and transparency and to establishing inter-agency collaboration. He drew particular attention to an agreement between six United Nations agencies providing for the mutual recognition of policies and business processes, which would lead to more effective and efficient partnerships and much faster responses.
9. In closing he thanked Member States for their support in 2018, saying that he looked forward to even greater progress in 2019.
10. Mr Beltrame noted that Brazil's highly successful long-term partnership with WFP had started with a school feeding programme. This had led to the promotion of technical and

humanitarian best practices and eventually to the establishment of Brazil's Centre of Excellence, through which expertise in humanitarian matters was being shared with developing countries. The concept had been so successful that centres of excellence were now operating in China and the Russian Federation with, like Brazil's, the aim of facilitating achievement of the 2030 Agenda for Sustainable Development.

11. The many successes of South–South cooperation were providing lessons for the achievement of Sustainable Development Goal (SDG) 2, but addressing the needs of millions of hungry and undernourished people would require coordination and the resolution of political and social issues, the improvement of distribution systems and the promotion of healthy consumption. Approaches to achieving these ends would need to include support for smallholder production, training to enable small-scale farmers to form associations and reach larger markets and social inclusion elements.
12. With all this in mind, the Government of Brazil was committed to continuing and enhancing South–South cooperation.
13. In response to questions by Board members on matters raised by the two speakers, Mr Beltrame said that, while Brazil was aware of the environmental pressure on the Amazon ecosystem, forest populations needed safe water for their crops; the essential aims were to eliminate conflict among competing groups and outside industrial enterprises and to minimize deforestation. The Brazilian *bolsa familia* system was providing the means for 4 million poor people to obtain nutritious food in a programme that responded not just to lack of income but to the many facets of poverty. Brazil had solved its hunger-related problems largely through South–South cooperation and was currently implementing programmes to cut food waste and address an emerging obesity crisis. With regard to the role of young people in agriculture, he reiterated that procurement from smallholders had beneficial knock-on effects, supporting hospitals, increasing farmers' incomes and reducing urban migration and other social problems.
14. The Executive Director observed that talks were under way in Yemen to allow the delivery of assistance to those most in need and to avert economic collapse; USD 200 million was needed immediately. Numerous issues of humanitarian access, equipment, personnel and beneficiary management had to be addressed to enable the delivery of food and other assistance. With regard to gender equality, there was evidence that some countries were in fact regressing, and they needed support to rectify the problem. On the question of international migration in the Americas, he suggested that it could be reduced through coherent international programmes addressing root causes such as hunger, poverty and political conflict in the source countries; programmes to encourage young people to work in agriculture were an example.
15. Board members thanked the speakers for their observations, saying that it was important to ensure the dignity of beneficiaries by maximizing opportunities for work and promoting self-sufficiency and to ensure the safety and security of WFP personnel. Board members acknowledged the breadth and scale of problems in the Syrian Arab Republic and Yemen, expressing agreement that the prevention of economic collapse must be a priority.
16. Board members spoke warmly of the 16 days of activism against gender-based violence currently in progress, saying that it reflected Member States' abhorrence of gender-based violence of any kind and their strong support for gender equality in the workplace and in the field.
17. Board members recommended that WFP continue to enhance its synergies with other United Nations agencies and partners and commended the joint work of the Rome-based agencies (RBAs), noting that the number of hungry people was currently over 800 million and rising. Board members expressed appreciation for the energy and

commitment of the Executive Director in his numerous field visits and consultations and acknowledged the need for cash-based assistance in Yemen.

18. Several Board members, while recognizing that governments might for various reasons wish to provide financing for individual operations, said that WFP needed a much larger proportion of multi-year, non-earmarked funding, saying that it would enable WFP to meet its long-term aims and its Grand Bargain commitments and to enhance its work on the humanitarian/development/peace nexus. Board members said that new operational approaches were required in a changing world where extremism was a significant factor: focusing on development and financial issues in addition to humanitarian relief would enable more poor people to become self-sufficient and minimize aid-dependency, but political issues and conflicts had to be resolved so that humanitarian assistance could be delivered and development programmes implemented.
19. The importance of institutional learning in developing countries was emphasized. Board members praised the potential of WFP's new procedures, as exemplified by the Integrated Road Map and the Corporate Results Framework (2017–2021), saying that adequate funding must be allocated to them to increase efficiency and reduce the funding gap.
20. Board members were unanimous in praising the commitment and courage of WFP staff working in often highly dangerous situations and the work of WFP to address immediate and long-term needs with its partners. They also praised WFP's commitment to meeting the needs of disabled people. Board members urged WFP to safeguard its reputation for fairness, logistics support, efficiency and transparency. With that in mind, it was important to mainstream successful innovations as part of the ongoing process of optimizing WFP's structures and operational approaches, and in particular to publicize successes in non-technical language to encourage public support and maximize revenue.

## **Policy issues**

### **Update on the Integrated Road Map (2018/EB.2/2) (for approval)**

21. Presenting the update, the Secretariat said that pending approval of all the country strategic plans (CSPs) and interim country strategic plans (ICSPs) being presented to the Board during the current session, all 82 countries in which WFP operated would be working within the Integrated Road Map (IRM) framework by January 2019.
22. IRM implementation required the approval of permanent changes to the WFP general rules and regulations, including recommended changes related to full cost recovery based on lessons learned from the temporary derogations approved by the Board at various sessions over the previous two years. In addition, the Secretariat sought approval for transitional governance arrangements to ensure business continuity in 2019. The Board's final approval of delegations of authority to the Executive Director, which had been approved at the 2017 second regular session on an interim basis, would be sought at the 2020 first regular session.
23. Board members commended the inclusive dialogue supporting the IRM rollout and encouraged the Secretariat to continue to capture lessons learned during implementation. The IRM provided a good framework for WFP's work in humanitarian and development contexts and was generating positive results in the highly complex humanitarian settings in which WFP operated. Members said that the greater transparency and clearer links between resources and results provided by the new budget structure would encourage an increase in flexible contributions.
24. Members expressed appreciation for the two-step consultation process for draft CSPs, and one member suggested that governments whose CSPs were discussed at informal consultations be invited to attend the consultations to stimulate national ownership.

Members said that WFP's increased engagement in development required the acquisition of capacities in new areas and that partnerships would be essential. Members encouraged donors to provide funding for joint programming and urged the Secretariat to increase its investments in workforce planning. Members expressed support for the proposed changes to WFP's full cost recovery mechanism and indirect support cost (ISC) rates and welcomed the deferral to a later session of three further recommendations related to ISC rates for contributions to the immediate response account, cash contributions not designated in any way and the delegation of authority to the Executive Director to approve twinning contributions from any donor on an exceptional basis.

25. In response to points raised, management suggested that interested members read the reports and the related recommendations of the FAO Finance Committee and the Advisory Board on Administrative and Budgetary Questions. Management confirmed that the CSP development process had been designed to ensure close consultation with national governments and alignment with national priorities and needs. Management was gathering lessons learned from implementation of the IRM and from independent sources such as evaluation and internal and external audit reports. Board members were invited to share their comments to improve the data portal. The Secretariat said it was seeking critical investments for WFP's workforce in the Management Plan. The Secretariat was committed to the principle of full cost recovery, emphasizing that it was applied to the vast majority of contributions and that exceptions to full cost recovery were minimal. The Secretariat expected that adoption of the IRM framework would result in more flexible and multi-year funding.

**Revised Corporate Results Framework (2017–2021) (2018/EB.2/3) (for approval)**

26. The Director of Performance Management and Monitoring presented the revised Corporate Results Framework (2017–2021) (CRF), noting the addition of indicators that showed WFP's contribution to national SDG achievements, stronger programme performance indicators and category III indicators that would give country and function directors better information for managing their operations.
27. All country offices were aligned with the CRF, and from 2019 WFP would apply both the programme and the management portions of the framework. A joint WFP management/Executive Board technical working group had been set up to define corporate targets for 2021 and the scope for a corporate theory of change.
28. Board members welcomed the consultations on the CRF and praised WFP's drive to link resources to results. They requested regular updates on the implementation of the framework.
29. Members called for clarification of how the CRF fit with United Nations reform efforts, especially regarding accountability for collective results achieved against outcomes under United Nations development assistance frameworks. They recommended that the 2021 targets cover programmatic output and key performance indicators and hoped that the proposed targets and theory of change would be ready for discussion at the 2019 annual session.
30. One member said that the annual performance report was of increasing importance to WFP accountability, and he suggested that the Board be given time to discuss it informally.
31. Several members highlighted elements of the CRF that still required attention, including the indicators relating to smallholder farmers, school feeding and local purchasing. They urged WFP to liaise with the inter-agency expert group on SDG indicators set up by the United Nations Statistical Commission to harmonize definitions related to those indicators.
32. The Assistant Executive Director of Operations thanked Board members for their comments and reiterated WFP's commitment to evidence-based management. Responding

to a request that a report from the technical working group be presented at the 2019 annual session, she expressed concern that that might not allow sufficient time for the group to complete its work, particularly if its mandate was to develop global targets applicable in different countries. The terms of reference of the technical working group would be circulated to the Board shortly, which would provide an opportunity to clarify the scope of its work.

**2018 Enterprise Risk Management Policy (2018/EB.2/4) (for approval)**

33. The Chief Risk Officer presented the final draft of the 2018 Enterprise Risk Management Policy, which presented risk appetite statements and clearly defined roles and responsibilities for those involved in the three lines of defence.
34. A number of changes had been made to the policy following informal consultations in July and September: There were four risk categories in place of three; references had been added to cross-cutting themes; and the third line of defence had been strengthened.
35. An implementation timeline had been drawn up in response to Board feedback. Management had already engaged with all six regional bureaux to explain the imminent changes, especially regarding risk review processes and risk metrics for each of the appetite statements. Management had been asked by the Audit Committee to demonstrate significant progress in implementing the policy by mid-2019.
36. Board members welcomed the policy, noting that it set out the chain of responsibility for risk management and saying that it was an appropriate response to the findings of the oversight reports of 2016 and 2017. Members said that the roles, responsibilities and mechanisms were now clear. Some said there was a need for training and communication to embed the policy in the daily work of the organization. Others praised WFP's increased efforts to combat fraud and its focus on systematic risk management at all levels.
37. Some members requested clarification on how WFP would make decisions on the trade-off of risks in complex operations such as in Yemen. They asked for clear guidance on what risk information would be shared with partners and donors. One member asked whether there was any duplication of effort in the model proposed by the policy. Another urged WFP to safeguard against risks related to inadequate consideration of cross-cutting themes.
38. One observer called for risks related to harassment and sexual harassment to be taken into account in the implementation of the policy.
39. The Chief Risk Officer thanked the Board for its support. Management was cognizant of the risk of duplication of efforts and would be diligent in avoiding it. He stressed that the three lines of defence were designed to be complementary, not duplicative. Although not explicitly mentioned in the policy, risks associated with abuse of power and harassment of all kinds were included under various categories, such as lack of protection; due diligence and oversight of NGOs; and breaches of fiduciary obligations, WFP policies and standards.
40. The Chief Financial Officer added that the CSPs would contain more information on risks, including the prioritization of risks. He said that WFP had become a reference point in the area of risk management, sharing its knowledge with other United Nations agencies through the High-Level Committee on Management.

**Update on WFP's implementation of United Nations General Assembly resolution 72/279 (repositioning the United Nations development system) (2018/EB.2/5) (for consideration)**

41. Management presented a document outlining the opportunities, risks and challenges to WFP arising from General Assembly resolution 72/279, on the reform of the United Nations development system. WFP supported the objectives of the reform, especially those related to attainment of the SDGs, and welcomed the increased integration, flexibility and responsiveness that it brought to the United Nations system. The implications of the reform would become clearer as it was implemented.

42. Monitoring and reporting on implementation of the changes would be important; the repositioning of the United Nations Development system must be guided by the governments of the countries that needed it most. Members concurred that WFP should double its contribution to the resident coordinator system but said that further consideration of the options for raising the remainder of the necessary funding was needed and that WFP should work with the rest of the United Nations to establish a system-wide funding mechanism.
43. Expressing appreciation for WFP's intensive and inclusive consultations on reform, members urged the Secretariat to continue to work with the United Nations Sustainable Development Group, particularly the other RBAs, in order to define joint contributions and responses to the proposals being made. Members also proposed that there be regular exchanges on reform between interested Board members and the deputy leadership of the RBAs after each quarterly meeting of the agencies' senior consultative group. The Board was ready to assist the Secretariat in ensuring that reform produced the results that WFP sought.
44. Responding to questions raised, management said that it was not yet clear how much the 1 percent levy would amount to in WFP's case because the funding subject to the levy could vary from year to year. Management had already contested the application of the levy to contributions from the private sector and would do all it could to ensure that humanitarian funding remained exempt from any new cost sharing formula.
45. Areas where WFP could contribute to common services and operations for United Nations agencies would be discussed at a workshop immediately after the current session. They included light vehicle management, engineering and infrastructure services, global supply chain management and telecommunications services.
46. Regarding the alignment of CSPs with United Nations development assistance frameworks (UNDAFs), management noted that WFP was closely involved in the development of a new UNDAF template and that its experience in supporting countries with their zero hunger strategic reviews was informing the revision of the United Nations common country analysis process and content. WFP would review its country presence and operating models in the light of findings from the review that it had launched at the beginning of 2018, and it would also be informed by the United Nations development system regional review that was expected to be completed in May 2019. Management reported that WFP had received about USD 53 million in pooled funding at the country level in 2017 and was expected to receive about USD 68 million in 2018.

**Update on collaboration among the Rome-based agencies (2018/EB.2/6) (for information)**

47. The Deputy Executive Director began by emphasizing the strong spirit of collaboration among the principals of the RBAs and the senior consultative group, as well as at the working level. The Director of WFP's RBAs and Committee on World Food Security unit then presented the update, noting that the number of country-level projects involving all three RBAs had risen by 92 percent between 2016 and 2017. The update report four areas of cooperation: country and regional, global, thematic and corporate services.
48. A global memorandum of understanding among the RBAs and several regional memoranda in Latin America and the Caribbean had been signed in 2018. An RBA working group had been formed to develop country-led strategies, and the second joint informal meeting of the FAO council and the Executive Boards of the International Fund for Agricultural Development (IFAD) and WFP had been held in September.
49. The Director then showed a video on an innovative partnership in Burundi between the RBAs and the private sector that had strengthened an entire milk production chain – a model that could be replicated elsewhere.

50. Board members expressed appreciation for the increased collaboration between the RBAs, saying that it was vital to achieving the SDGs. Members recommended extending field-level and administrative collaboration and urged the RBAs to continue to look for ways to add value by capitalizing on their comparative advantages.
51. Board members welcomed the report but requested improvements such as the addition of overview tables to facilitate comparison and a systematic appraisal of collaboration efforts, planned changes and next steps.
52. The development of indicators for measuring the impact of RBA collaboration was of interest to most members, and one asked that WFP update the Board on progress in doing so at its 2019 annual session. Another asked whether existing indicators could be used in order to limit the burden on country offices.
53. Many members expressed appreciation for the informal meeting in September and supported the resulting recommendations. Several members called for increased involvement of the RBA governing bodies in the preparation and follow-up of future informal meetings, and one suggested that the meeting become an annual formal event.
54. One member urged caution regarding the promotion of the Committee on World Food Security (CFS) products for integrating implementation of the SDGs, suggesting that there were questions with regard to CFS processes and outcomes. Another encouraged the RBAs to expand their collaboration ahead of the 40th anniversary of the Buenos Aires Plan of Action for promoting and implementing technical cooperation among developing countries.
55. Board members requested regular updates on the effects of United Nations reform on RBA collaboration and on the joint action plan for the implementation of the global memorandum of understanding. One member asked for more details on a planned joint action plan for the Sahel.
56. The Director assured the Board that the RBAs were constantly looking for new ways to collaborate, particularly on corporate services. There were RBA focal points in country offices to identify country-level opportunities. Regarding CFS products, she clarified that all three RBAs proposed them, but each government decided what to use and how. South-South cooperation was a priority for the RBAs and preparations were under way for the next meeting on the Buenos Aires Plan of Action.
57. She took note of the comments regarding the structure of the report, adding that in many cases there was a lack of data to support systematic analysis. She committed to updating the Board on work related to the United Nations reform process.
58. Regarding the joint action plan for the Sahel, she explained that the High Commissioner appointed by the President of Niger was in charge of drawing up the plan. All three RBAs had mapped out their potential contributions and were supporting the process.
59. Work had also started on the action plan for implementation of the global memorandum of understanding, with the three agencies agreeing on a common approach. The development of indicators was complex because the agencies had different systems and cycles of work. The ideal result would be joint programme design, which would allow for joint indicators.
60. The Chief Financial Officer added that WFP was looking beyond RBA collaboration for savings and efficiency gains for corporate services, such as through the signing of a mutual recognition statement with Office of the United Nations High Commissioner for Refugees (UNHCR), the United Nations Children's Fund (UNICEF) and others. It was also looking into possible shared vehicle leasing services.

61. Representatives of IFAD and FAO thanked the Board members for their comments and reiterated the commitment of their agencies to RBA collaboration.
62. While the item had been presented for information only, the Board approved a draft decision proposed by the President given the level of interest in it demonstrated during the discussion.

## **Resource, financial and budgetary matters**

### **WFP Management Plan (2019–2021) (2018/EB.2/7) (for approval)**

63. Management reported that since the Management Plan for 2019–2021 had been prepared projected resources for 2018 had risen from USD 7.2 billion to USD 7.35 billion, breaking 2017's record USD 6 billion.
64. Board members welcomed the plan and encouraged management to maintain WFP's dual focus on responding to emergencies while increasing its work in development, particularly country capacity strengthening. They recommended that WFP increase its use of unrestricted cash-based transfers (CBTs) and extend its resilience building interventions to all of the countries where it operated. The increase in forecast funding was a sign of donors' increasing confidence in WFP programmes and responses.
65. Expressing concern about the continuing gap between needs and forecast resources and the declining proportion of funding received as multilateral contributions, members looked forward to seeing further progress in addressing these challenges through the enhancement of efficiency and effectiveness, the expansion of the donor base, including with emerging donors and the private sector, and the achievement of the ambitious target of 30 percent flexible funding by 2020.
66. Members endorsed management's proposed ISC rates, which were the lowest of any major United Nations agency. The reduced 4 percent rate on contributions from governments to programmes in their own countries and contributions made by developing countries or countries with economies in transition might generate additional funds from such sources. Members agreed with the proposed doubling of WFP's contribution to the revised resident coordinator system.
67. As WFP's workload continued to grow, the increased programme support and administrative (PSA) budget enabled it to invest in underfunded areas such as the strengthening of independent oversight, cybersecurity and internal controls, including those relating to anti-fraud and anti-corruption initiatives.
68. Members agreed with management's proposals for using programme support and administration equalization account (PSAEA) funding, including for implementation of the IRM, workforce planning and participation in the United Nations reform process. There were opportunities for funding other work from the PSAEA, however, and members requested that the Secretariat review the future size and use of the PSAEA in consultation with the Board.
69. Members agreed with the recommendation of the Advisory Committee on Administrative and Budgetary Questions regarding the provision of detailed justifications for all significant increases in the PSA budget, including additional funding for new high-level staff positions. They requested that future management plans include more information on proposed critical corporate initiatives and the benefits derived from previous initiatives and welcomed management's commitment to consulting the Board on any further changes in WFP's organizational structure.
70. Members also requested additional information on any increased cost of WFP's annual global management meetings and on the reporting of results indicators.

71. Responding to points raised, management observed that the gap between requirements and contributions received had progressively declined over recent years. Optimized use of the PSA budget facilitated efforts to increase the efficiency and effectiveness of WFP operations. The additional information requested would be included in future management plans, but it was noted that members had previously requested that the management plan be shortened; suggestions as to how those requests could be reconciled would be welcomed. Information on the results of critical corporate initiatives was included in the annual performance report. Regarding the share of PSA funding allocated to headquarters units (60 percent) versus country offices (22 percent), management observed that much of the work of headquarters was aimed at supporting country offices.

## **Evaluation reports**

### **Summary report on the strategic evaluation of the pilot country strategic plans (2017–mid-2018) and management response (2018/EB.2/8) (for consideration)**

72. The Director of Evaluation presented the report, noting that while it covered the initial stages of CSP implementation, it nevertheless showed that the CSPs were generally aligned with national policies and priorities as WFP changed its role from “deliverer” to “enabler”.
73. Management observed that the evaluation had identified initial challenges and enabled early adaptation. Management accepted the findings and recommendations of the report, saying that improvements in financial management and internal guidance materials were already being considered. Consultations with donors to maximize the proportion of predictable and flexible funding constituted an important step in the process of developing CSPs.
74. Board members commended the Office of Evaluation for the timely and useful evaluation and management for its adoption of the recommendations. Some suggested that CSPs should more precisely describe resource allocation and devote greater attention to cross-cutting issues such as gender equality and to ensuring that national and country office capacities were adequate.
75. Several Board members emphasized the need to take United Nations reform into account and to increase efforts to ensure the alignment of CSPs with UNDAF cycles and priorities. Some members recommended that accurate assessments of CSP performance would be needed to ensure coherence between humanitarian and sustainable development activities and to maximize efficiency. Board members called for WFP to continue its efforts to improve monitoring and reporting mechanisms, as well as to optimize processes for scaling up for emergencies.
76. Board members expressed appreciation for the support provided by donors, saying that long-term flexible funding was essential to the success of the CSP concept. Management’s planned review of financial processes was commended by several Board members.
77. Responding to the observations, management said that alignment of CSPs with government policies depended on local circumstances and that alignment with UNDAFs was a matter of content rather than just timing. The feasibility of WFP’s emergency response capacities was being discussed and cross-cutting issues were being identified. Many of the recommendations of the evaluation would be implemented in 2019. Management thanked donors, reiterating that long-term funding was needed.

## **Asia and the Pacific portfolio**

78. The Regional Director for Asia and the Pacific presented an update on the development of the new regional CSP portfolio, which was expected to comprise 14 CSPs, 53 strategic outcomes and 93 activities. WFP was well aligned with national development agendas and was leveraging its dual mandate in the region while following the

humanitarian–development–peace nexus approach in Afghanistan, the Afghan border with Pakistan, Cox’s Bazar in Bangladesh, border areas of Myanmar and Mindanao in the Philippines.

79. With the IRM almost fully implemented, WFP was looking at a regional CSP portfolio while working on an interim multi-country strategic plan (IMCSP) for the Pacific, which would be presented at the Board’s 2019 annual session. The IRM had well positioned WFP for United Nations reform because it had harmonized WFP’s priorities with those of other United Nations agencies and host governments.
80. The Level 3 designation in Bangladesh would remain in place until the end of the year and was in line with decisions by the International Organization for Migration, UNHCR and UNICEF. WFP was reaching 882,000 beneficiaries in 31 camps, where infrastructure had been reinforced to cope with the monsoon season. While donors had been supportive, there was a USD 48 million shortfall until the next joint response plan.
81. In Afghanistan, severe drought had displaced 250,000 people. WFP was scaling up support to reach 2.5 million beneficiaries while an additional 1 million would be assisted by the Government and NGO partners.
82. Planning had begun for the next South Pacific storm season, forecast to peak in February 2019. Between seven and nine storms were expected, three of them serious. The regional bureau was also preparing for *El Niño* events in 2019, incorporating lessons learned from 2016.
83. Board members welcomed the update, praising WFP’s work on the multi-country Pacific strategic plan and the consultative process behind it, underscoring the need for a coherent, focused strategy that nonetheless reflected national priorities. One member said that the strategy should guide WFP to eventually transition and exit from the region but noted that considerable response and recovery support was still needed by small island states vulnerable to natural disasters.
84. Another member underlined the severity of the situation in Afghanistan, which could have consequences for health, education and social cohesion in the country. He requested more details on the impact of United Nations reform on WFP’s work in the region.
85. Regarding the planned IMCSP, the Regional Director confirmed that WFP planned to consult every member state in the region by the time the final draft was presented to the Board. Consultations were under way with the Council of Regional Organisations in the Pacific and the Pacific Islands Forum, with plans to include civil society and the private sector.
86. He emphasized the need to prepare for various scenarios in Afghanistan due to the great impact of drought, political uncertainty and displacements due to conflict.
87. Regarding United Nations reform, the United Nations Economic and Social Commission for Asia and the Pacific had great power to convene Member States on issues linked to WFP’s mandate. While reform presented challenges, WFP saw it as an opportunity to improve coherence with other United Nations work in the region.

**Nepal country strategic plan (2019–2023) (2018/EB.2/9) (for approval)**

88. Presenting the CSP, the Country Director said that there had never been a better time for WFP to contribute to Nepal’s development: the Government was committed to respecting the right to food, achieving the goals of the 2030 Agenda and fostering gender equality and the empowerment of women, while a decentralization process was involving communities in their own management and empowering them to take ownership of their own social and economic development.
89. Members noted major challenges to Nepal’s achievement of the SDGs, including the demands of recent political reform, the frequency and severity of natural disasters and high

malnutrition and poverty rates. With WFP's approach of providing food assistance to people in need while helping to build communities' resilience through the diversification of production and preparation for climate change, the CSP would help shift Nepal from direct operations to capacity strengthening. Members praised the planned gradual handover of WFP programmes to the Government and encouraged the country office to continue with it. They also praised the country office's attention to cross-cutting issues, consideration of the effects of migration on WFP programmes and plans for working with partners, including local authorities. Members welcomed the Government's commitment to providing resources for the CSP and its provision of land for humanitarian staging areas.

90. Responding to points raised during the discussion, the Country Director said that the current situation in Nepal called for activities in a wide range of areas. Emergency preparedness and response and nutrition programmes would be handed over to the Government by the end of the CSP. Apart from school meals and specialized foods for treating and preventing malnutrition, most food assistance was provided in the form of CBTs, which accounted for 27 percent of the total budget. The transition from blanket to conditional food assistance would be informed by assessments of beneficiaries' capacity to participate in activities. Government policy was to introduce conditionality in emergency responses as soon as possible.

**India country strategic plan (2019–2023) (2018/EB.2/10) (for approval)**

91. The Country Director observed that the India CSP was fully aligned with government policies aimed at eliminating malnutrition. The CSP supported India's vast safety net system, which covered millions of vulnerable people every day; women and children were the most in need. It also supported India's plans to increase food production and security with a view to achieving SDG 2. The CSP embodied a multisector approach to empowering communities, helping to address the challenges of urbanization and inequality and ensuring that the country office and national institutions had the capacities required to manage CSP activities, several of which were large-scale operations.
92. Board members acknowledged that implementation of the CSP in such a varied and densely populated country would be challenging, noting that while India had developed its economy, reduced poverty and improved education there were still many people whose lot had not yet improved and suggesting that social issues such as caste and gender inequality must be addressed. Board members expressed pleasure that nutrition was a government priority, that plans were in place for increased food production and that biometric data on all citizens was improving the targeting of safety net and nutrition programmes.
93. Board members approved WFP's range of partners but suggested that more private sector and academic institutions be approached and brought on board. The focus on vulnerable women and children was warmly approved. Some members suggested that India seek to benefit from experience with CSPs in other countries and that the "togetherness" concept be exploited.
94. The Country Director said that WFP was working with nine ministries with a view to maximizing convergence and coherence among activities and that recent legislation obliged large businesses to donate 2 percent of their profits to social causes, which would help to alleviate funding challenges. He agreed that gender issues should be mainstreamed to help to address social inequalities. WFP was involved in food and nutrition security assessments to support local authorities in scaling up the reforms in food and nutrition safety net programmes for improved efficiency of service delivery and nutritional effectiveness. That covered schemes under the National Food Security Act, which covered two thirds of the Indian population, and school feeding, through which the government served several million meals every day.

## Latin America and the Caribbean portfolio

95. The Regional Director for the Latin American and Caribbean region presented the regional overview, noting that the past year had brought challenges in the form of increased human mobility, more frequent natural disasters and lower economic growth and social spending. The number of undernourished people was estimated at 39 million and rising.
96. WFP had three priority areas in the region: social protection, nutrition-sensitive programming and emergency preparedness and response. It sought to work through national social protection systems as much as possible, in areas such as climate change adaptation, community resilience and national capacity building. There were key examples of projects linking humanitarian, development and peacebuilding objectives, particularly in Colombia and El Salvador.
97. The newly inaugurated Barbados office represented a strengthening of WFP emergency response capacity in the Caribbean. WFP was examining the possibility of creating a multi-country strategic plan for the area.
98. With regard to migration, the Regional Director said that a significant number of people were leaving the Bolivarian Republic of Venezuela for other South American countries. WFP was currently assisting over 117,000 migrants in Colombia and Venezuela and more than 60,000 in Ecuador, with plans to scale up the response to reach 1 million beneficiaries. Likewise, the ongoing drought in Central America was increasing food insecurity and thus prompting an increase in irregular migratory fluxes to the United States of America.
99. Board members welcomed the update, expressing particular appreciation for WFP's focus on social protection networks, school feeding programmes and efforts to mitigate the effects of climate change and to build national emergency response capacity, vital to the achievement of SDGs 2 and 17.
100. Regarding migration, WFP had a key role to play in supporting national efforts to protect and assist vulnerable people affected by population displacement.
101. One observer expressed doubt about the figures on migration.
102. The Regional Director clarified that the figures in his presentation came from entities with the mandate from the United Nations to gather such information and that recipient countries had confirmed the figures. He noted that WFP did not necessarily endorse the figures but did use them for planning purposes.

## Revision of Honduras country strategic plan and budget increase (2018/EB.2/11)

*(for approval)*

103. The Country Director introduced a proposed revision of the Honduras CSP, saying that it would enable WFP to support the Government in expanding the national school feeding programme to reach 1.3 million children in 17 departments of the country. She drew attention to the private sector's involvement in training teachers and students in good nutrition and hygiene practices and the CSP's activities for improving value chains and opening access to markets for smallholders.
104. Board members welcomed the revision, saying that it was necessary in a country where frequent natural disasters caused poverty, the deterioration of natural resources and development issues, despite recent economic growth. The revision would enable WFP to help boost the Government's capacities at the national and subnational levels and support communities in responding to climate change, including through the increased use of locally produced food.
105. The Regional Director emphasized that the majority of WFP's food requirements in Honduras were purchased locally, including a high percentage purchased from smallholders; over a quarter of a million children received fresh food every day through a

programme that was managed through schools by parent committees; and over two thirds of the programme was financed by the country itself, making it a model for other countries in similar situations.

### **East and Central Africa portfolio**

106. The Regional Director for East and Central Africa reported that the number of food-insecure people in the region had fallen by 6 million, with further improvement anticipated. Conflict and climate-related events had displaced many people, however, and it was expected that 3.5 million internally displaced persons (IDPs) would need food assistance as a result; shortfalls in funding for refugees were a concern.
107. In Burundi 13 percent of the population faced food insecurity, but good rains in Ethiopia had increased prosperity among pastoralists. Projected rainfall in Kenya indicated poor harvests in the south, but the prospects in the north were much better. Improved food security in Somalia would be a basis for improved resilience and sustainable development. The Regional Director was working with WFP's New York office to prepare input for a comprehensive preventive strategy for the Horn of Africa for the Secretary-General of the United Nations.
108. In South Sudan food security had improved marginally and famine had been prevented, but 11 million people still faced severe food shortages. The new peace agreement was expected to allow humanitarian access, but returns in large numbers had yet to be seen. Improved operational efficiency had resulted in savings of USD 63 million in 2018. The regional preparedness plan for the new Ebola outbreak was being updated on the basis of lessons learned during the previous Ebola crisis.
109. In Uganda a verification exercise had eliminated ineligible people from WFP caseloads and enabled it to adapt rations to match the number of genuine beneficiaries and hence save funds. In Eritrea the Regional Director had had high-level discussions on agricultural development options and the use of Eritrean ports in the delivery corridors serving operations mainly in Ethiopia. Progress was being made across the region in gender parity, for example by prioritizing women candidates in recruitment and supporting their career development.
110. Board members recommended further investigation into the causes of food insecurity and malnutrition, with a view to formulating strategies to address the issues. Some members requested information as to the content of the Horn of Africa strategy document being prepared by the Secretary-General's team and as to the lessons learned from the previous Ebola crisis. Board members said that it was critical to resolve ethnic tensions that were causing population displacements and that there was a tremendous need in the region for safe water and medicine as well as food support.
111. The Regional Director undertook to share drafts of the Horn of Africa strategy; the current priorities were to scale up agribusiness, improve the management of transboundary water resources and identify opportunities for economic development. The previous Ebola crisis showed that there was an urgent need to sensitize populations to the need for safe burial methods, early screening, the isolation of suspected Ebola cases and contact tracing. In response to a question, the Regional Director said that funding from the United Nations Central Emergency Response Fund was being used to solve the problem of narrowly targeted or delayed donations. She warmly thanked all donors for their support in the region.

**Summary report on the evaluation of the Somalia country portfolio (2012–2017) and management response (2018/EB.2/12) (for consideration)**

112. The Director of Evaluation presented a summary report on the evaluation of the Somalia country portfolio during the period 2012–2017, saying that it had informed the design of the country's ICSP. The report concluded that WFP operations had been relevant and effective, particularly in averting famine in 2017. She noted, however, that WFP's response had been largely undifferentiated by age, gender or ability, and targeting needed refining to avoid the exclusion of marginalized groups. The report also identified opportunities to improve livelihood support, the school meals programme and the implementation of the health and nutrition strategy.
113. Management said that it agreed with all eight recommendations in the report and assured the Board that the ICSP reflected the report findings, for example by integrating gender and protection in monitoring and evaluation and providing a strategy for supporting the development of a national social safety net.
114. Board members welcomed the report and urged WFP to implement all its recommendations, particularly in respect of targeting, school feeding and gender. Many members said there was a need to improve partnerships, especially with other United Nations agencies, NGOs and the private sector.
115. Board members requested more detailed reporting on outcomes, value-for-money and partnerships. One member said that WFP should improve communication with beneficiaries, particularly regarding distributions, and suggested that figures on readmission to nutrition treatment programmes be checked before and after the withdrawal of family rations. Another encouraged WFP to work on a digital identification system that could eventually support voter registration.
116. Board members requested more details on the contents of the national safety net programme, a breakdown of funding received by thematic area and confirmation that the implementation of the recommendations would be cost-neutral.
117. The Director of Evaluation acknowledged the challenges involved in reporting on outcomes, which were attributable to limitations in the reporting systems. Similarly, value-for-money analysis was not supported by the data currently available. The Office of Evaluation was working on solutions to these limitations in its CSP evaluation guidance. The implementation of the CSPs and the revised Corporate Results Framework (2017–2021) would hopefully result in better data availability. She took note of the Board's interest in partnership analysis and indicated a graph in the report that showed a breakdown of funding by thematic area.
118. The Country Director explained that WFP had capitalized on investments in the transfer entitlement management system to build a safety net system and was seeking to further leverage it in a cost-neutral manner. The safety net would begin in urban settings and would provide benefits that shifted from unconditional to conditional as people reached the point where they could graduate to independence.
119. He added that WFP partnerships with FAO and UNICEF had improved in recent years, with the agencies undertaking joint programming rather than just strategy development. Work was under way to improve the handling of gender issues in programming and targeting. Through its capacity-strengthening work with the Government, WFP was also in a position to support the creation of gender-informed and gender-sensitive policies, particularly on social protection.

**Somalia interim country strategic plan (2019–2021) (2018/EB.2/13) (for approval)**

120. The Country Director outlined the complex situation in Somalia, where challenges remained, particularly for IDPs, despite significant progress towards recovery and development. In implementing activities under the ICSP's six mutually reinforcing strategic outcomes, the country office would work with partners, including private sector entities, on building the capacities of national institutions. Consideration of gender and protection issues and accountability to affected people were integrated into all activities. WFP planned to assist 3.4 million beneficiaries during implementation of the ICSP.
121. Board members commended WFP's work in Somalia, which had helped to avert famine in 2017. Members praised the consultative process for developing the ICSP and the use of findings from a well-timed country portfolio evaluation to inform its design. Members welcomed the ICSP's approach to providing assistance to people in need while strengthening national capacities and building resilience and the proposed pathways for moving beneficiaries from emergency response to resilience activities. The focus on gender-transformative programmes was appropriate in a country where gender inequality was the fourth highest in the world. Other features commended by the Board included the sharing of WFP's SCOPE digital beneficiary and transfer management system with partners and the detailed plans for monitoring and evaluation, including the collection of sex- and age-disaggregated data.
122. The Country Director confirmed that WFP would continually monitor the risk of insecurity and conflict in Somalia. Providing additional information requested by members, he reported that WFP's school feeding had contributed to improved food security and education results. Targeting challenges were being addressed through work with cluster teams on the development of targeting guidelines and training. Value for money had been improved following a cost-effectiveness analysis, and significant reductions in costs had been made, including one of 77 percent in cash-based-transfer-related costs and others resulting from investments in technology and digital transformation and the sharing of vessels, warehouses and other infrastructure with United Nations and NGO partners. Regarding women's role in crisis response, there was evidence that women controlled the use of CBTs; cash cards for beneficiary households were usually issued to women. Pathways out of crisis included work with smallholders, particularly women, on improving their crop production and linking them to markets to establish sustainable livelihoods.

**Rwanda country strategic plan (2019–2023) (2018/EB.2/14) (for approval)**

123. The Country Director outlined the situation in Rwanda, where despite progress in reducing poverty, enhancing gender equality and addressing environmental challenges over the previous 25 years almost 50 percent of the population was below the poverty line and 20 percent was food-insecure. The CSP, including the food assistance, school feeding and food fortification programmes, was aligned with the Government's priorities for addressing malnutrition and linking smallholders to markets. It had the main aims of fostering self-reliance among refugees and building the resilience of vulnerable people.
124. Board members said that the CSP would help the Government achieve its objectives of eliminating hunger and strengthening governance for food security and nutrition. Members praised in particular the CBT activities implemented with UNHCR, the interventions aimed at linking refugees to financial institutions in Rwanda and the introduction of fuel-efficient stoves and practices, which needed to be scalable.
125. Responding to members' questions and comments, the Country Director outlined WFP's work with the Government and other United Nations agencies on the comprehensive refugee response programme. WFP provided refugees with cash cards and bank accounts to facilitate their financial inclusion and trained them in farming practices so that they could produce good quality food on land made available to them by the Government. The

Government also provided refugees with identity cards and access to social protection programmes. WFP would work with the ministries of local development and emergency response on the social protection activities included in the CSP, which would be responsive to shocks and the effects of climate change. She confirmed that the country office would gather data on persons with disabilities and provide clear targets for outputs and outcomes.

126. The Deputy Executive Director said that there would always be absolute transparency in accounting and reporting. In the planning and budgeting for a CSP, however, the CSP template attempted to strike a balance between, on the one hand, providing as much information as possible in the interest of transparency and, on the other hand, limiting the detail provided in order to maximize flexibility, avoid overplanning and avoid overburdening country offices. Work to refine the template was continuing.

### **Middle East, North Africa, Eastern Europe and Central Asia portfolio**

127. The Regional Director observed sadly that his recent presentations to the Board routinely featured news of war, political conflicts and human-induced crises that threatened the food security and livelihoods of millions of people. WFP continued to witness the results of the conflicts in Yemen, Iraq, the Syrian Arab Republic, Libya and the State of Palestine, and the human suffering was increasing by the day. In the current situation, an impending economic crisis also loomed large: inflation, food prices and taxation were rising, and food subsidies were dropping; the cost of living was increasing in Jordan, the Syrian Arab Republic, Libya, the Islamic Republic of Iran and the Sudan. The Regional Director reiterated that without food security, there would be no security.
128. In 2018 WFP had supported 22 million vulnerable people in the region – those threatened by conflict, victims of protracted crises, IDPs, refugees and other vulnerable groups. A major priority in the region was WFP's school feeding programmes in 14 countries in the region, which it planned to expand and which were implemented with a view to providing hope for a more peaceful and secure future.
129. The regional bureau had introduced technological innovations from biometrics, solar energy and hydroponics to satellite imagery and digital cash to optimize the speed and effectiveness of its programmes. In particular the use of CBTs was proving effective and efficient in addressing hunger and malnutrition, in maintaining the dignity of beneficiaries and in providing a multiplier effect for local economies, markets and entire communities.
130. The Regional Director thanked donors for their support, observing that a funding level of 75 percent had been maintained and that multilateral flexible funding would create efficiencies and savings and enhance the effectiveness of many interventions. As WFP aimed to save lives while building long-term resilience and contributing to stability and social cohesion in the region, peace remained paramount.
131. Board members said that the regional picture was indeed bleak. Members asked whether there was a regional system in place to support refugees, many of whom were moving from one host country to another. Others acknowledged the complex political situation and wondered what practical approaches could be adopted to resolve the tensions, but others suggested that WFP was not and should not be involved in political matters.
132. The Regional Director thanked the Board members for their observations, noting that refugee issues were dealt with at the country office level and a coordination office in Amman. WFP also worked closely with the regional Humanitarian Coordinator. The use of biometrics ensured agile interventions. The Regional Director acknowledged that WFP was dealing with the symptoms of political failure but stressed the importance of remaining hopeful for future generations, giving the example of the resilient people in the State of

Palestine and pleading for Board members to support WFP's programmes in the West Bank and Gaza, which were suffering from insufficient funding.

**Summary report on the evaluation of the WFP regional response to the Syrian crisis (January 2015–March 2018) and management response (2018/EB.2/15) (for consideration)**

133. Introducing the summary report on the evaluation of WFP's response to the Syrian regional crisis from January 2015 to March 2018, the Director of Evaluation said that it had targeted on average 7 million beneficiaries per year, with 65 percent of the overall requirements funded. WFP had been a conscientious humanitarian partner, with its assistance aligned with wider frameworks. WFP had worked with a range of partners, but the scale of activities meant that the frequency and quality of face-to-face contact with beneficiaries had been limited. Its modalities had been appropriate, backed by strong food security analyses and effective targeting. The response had been time- and cost-efficient, and technological innovations had made CBTs reliable. WFP had met its annual beneficiary targets. Food consumption and dietary diversity scores had been maintained and negative coping strategies had been reduced among WFP beneficiaries. It had helped to assure humanitarian access by other partners and had made economic contributions to and shared technical knowledge with host countries. The WFP response had been professional and technically sophisticated and had included CBT operations of an unprecedented scale and complexity. Its focus on the supply side, however, attributable to the scale of the response, had to some extent limited its "line of sight" to beneficiaries. Ensuring that all partners fully adhered to international humanitarian principles had been a challenge at times, and accountability to affected populations, gender and protection had lacked adequate staff and programmatic attention. The evaluation raised a question of how to balance delivery on a large scale with sensitivity to the needs, concerns and expectations of beneficiaries.
134. The Regional Director expressed overall agreement with the conclusions and six recommendations of the evaluation, expressing appreciation for the work of WFP staff in highly insecure conditions. He said that the regional bureau and country offices had designated more staff and resources to enable greater focus on issues such as humanitarian principles, knowledge sharing and beneficiary feedback as recommended in the evaluation, although in many cases systems such as the multilingual call centres in Turkey that had served 2.4 million beneficiaries were already in place. WFP would continue to support national resilience systems; strengthen accountability to affected populations, gender equality and protection; and develop a vision and strategy that took into account refugee returns.
135. Board members said that WFP's response in one of its largest-ever operations in a complex, polarized situation had been rapid and professional, achieving most of its targets. Cost-efficiency had been satisfactory in spite of regional economic and financial challenges, to a large extent through increased use of technological innovations with regard to CBTs. Some members noted the challenges in relation to gender, protection and accountability to affected populations and flagged a need for improved reporting mechanisms and better guidance for country offices. There were also calls for greater coordination of operations at the country and regional levels. Some Board members noted the evaluation findings that WFP's commitments to protection and its attention to resilience-building had been less satisfactory. A question was raised as to how WFP would assist refugees returning to the Syrian Arab Republic in view of the scale of food insecurity and malnutrition, and Board members expressed satisfaction that management had accepted the evaluation recommendations. Several members said that there was a need to maintain and improve funding levels for the regional response, emphasizing that more accurate and regular reporting would give donors the confidence to make contributions.

136. Board members congratulated WFP on being the only agency to implement operations on both a national and regional scale, through the “Whole of Syria” model, but suggested that relations with some implementing partners should be improved. Several members recommended analyses to determine the optimum approach to promoting resilience among refugees and IDPs, and they urged WFP to give more attention to demand-side and gender-equality issues.
137. The Director of Evaluation thanked country office staff for facilitating access to challenging locations and arranging the beneficiary consultations that had provided especially important information in the evaluation report. In response to a question on resilience activities, she clarified that initially they had not been adequately adapted to the specific context of the response, which was different from typical WFP operating contexts, but more recently emerging gains had been observed by the evaluation team.
138. The Regional Director thanked the Board for its support and reassured Board members that relations with UNHCR, the Red Cross and Red Crescent and other partners were generally harmonious and produced effective outcomes. The Country Director noted that feedback mechanisms based on social media were being established in the Syrian Arab Republic and that data were being gathered to support gender-transformative activities.

**Syrian Arab Republic interim country strategic plan (2019–2020) (2018/EB.2/16)**

*(for approval)*

139. The Country Director presented the ICSP for the Syrian Arab Republic where, despite recent improvements in the security situation, the population continued to face high levels of food insecurity, unemployment and economic uncertainty. WFP’s current priorities in the country were to move from geographic to household-level targeting, to increase market-based interventions and to enhance mechanisms for accountability to beneficiaries.
140. Board members welcomed the ICSP, particularly its alignment with the fluid situation in the country, support for school feeding and attention to issues of gender, protection, smallholder farmers and the strengthening of food systems.
141. Several members underscored the continued importance of providing humanitarian assistance. One urged WFP to prioritize the most vulnerable people based on independent needs assessments. Others encouraged WFP to increase national capacity-building efforts, expand the use of CBTs and strengthen school feeding activities.
142. Some members pointed to agricultural capacity strengthening as a means of reducing the cost of the food basket and increasing smallholder resilience. Food fortification, robust risk analysis and conflict-sensitive approaches were all mentioned as important components of WFP’s intervention in the country.
143. Members requested more information on food procurement, the gender-transformative approach, the proposed UNDAF, the partnership models WFP would use and the potential for working with the private sector. One member asked how WFP planned to facilitate the voluntary return of displaced Syrians.
144. The Country Director confirmed that WFP was examining targeting issues. Regarding partnerships, WFP would work with FAO on household and community asset building; there were several different partnership models available under the United Nations framework. Around 10 percent of food assistance was procured locally. The country office aimed to expand the use of CBTs with local retailers rather than large companies with the aim of maximizing the dignity and choice of beneficiaries.
145. The President clarified with the Country Director that answers to other questions raised by members of the Board would be provided in the follow-up table that would be prepared following the session to provide information on how management was responding to the decisions and requests of the Board at the current session.

**The Sudan country strategic plan (2019–2023) (2018/EB.2/17) (for approval)**

146. The Country Director outlined the CSP's four priority areas: providing emergency response, combating malnutrition, building resilience and improving enabling services through technology and logistics. The plan represented a change in WFP's engagement in the Sudan, with partnerships with the Government and the private sector used to develop sustainable solutions to food and nutrition insecurity.
147. The Country Director underscored the need for flexible and predictable funding that was tied to outcomes rather than one-off activities. With the CSP, WFP sought to work towards exiting from the Sudan in 2030, if not before.
148. Board members welcomed the CSP, particularly its gender-transformative approach, its support for the Government in tackling the root causes of food insecurity and its alignment with national priorities. Members urged WFP to maintain its focus on emergency response, not least because the food-insecure population had grown since 2016.
149. Some members said that it was important to support agricultural development through activities to increase productivity and reduce post-harvest losses. One member urged WFP to focus on promoting the local production of fresh, healthy foods and not simply food fortification. Another pointed to livelihood and asset creation activities as a sustainable means of achieving food security.
150. Several members said that the incidence of malnutrition was worrisome and encouraged WFP to strengthen its partnership with UNICEF for malnutrition treatment and prevention. One member said that South–South cooperation could benefit school feeding programmes and food fortification activities.
151. Members suggested that WFP's reporting in the Sudan could be improved, particularly regarding gender indicators, the impact of partnerships and the achievement of targets. Members urged WFP to ensure that its beneficiary management system was accepted by the Government and operational for all WFP programmes in the country. One member said that the system should be compatible with that of UNHCR so that the systems used for refugees, the internally displaced and the host population were compatible.
152. Some members supported the scale up of CBTs and encouraged WFP to advocate for the use of unrestricted cash for all beneficiaries.
153. The Country Director explained that WFP sought to support the local production of nutritious foods through cash transfers, which when linked with social and behaviour change communication would increase food access, improve diets and strengthen markets. WFP would expand the evidence-based use of all types of cash modalities.
154. He confirmed that WFP would continue to focus on nutrition, in collaboration with UNICEF and the Scaling Up Nutrition Movement, which comprised mutually supportive networks of donors, United Nations agencies, the private sector, civil society and relevant government ministries. South–South cooperation would be very valuable, particularly because all activities under strategic outcomes 2 and 3 would be implemented with government ministries.
155. He clarified that the country office aimed to employ the SCOPE digital beneficiary and transfer management system for all beneficiaries of all types, and that discussions with the Government on expanding SCOPE's coverage across the Sudan were under way, particularly for refugees.
156. The country office had implemented the Corporate Results Framework (2017–2021), which would improve the quality of its reporting. The first annual report prepared using the framework would be published shortly.

**Yemen interim country strategic plan (2019–2020) (2018/EB.2/18) (for approval)**

157. The Country Director outlined the dire situation in war-torn Yemen, where WFP was preparing to provide food and nutrition assistance for up to 12 million people a month. Thanking the Board for its support, he warned that the provision of food assistance on the current scale was unsustainable and urged Board members to continue to advocate for a political solution to the conflict.
158. The Board commended the country office for its work. With 75 percent of the population requiring humanitarian assistance, it was appropriate that 88 percent of the ICSP budget be directed to crisis response, but additional investments were required to prevent further destitution.
159. Members welcomed the ICSP's focus on coordinating assistance within and among sectors, providing school feeding in areas of high food insecurity and malnutrition and supporting livelihoods; its alignment with the programmes of partners; the commitment to ensuring the protection of and accountability to affected people; and the plans for increasing the use of CBTs based on market analysis. One member said that it would be important to channel CBTs through the central bank so that they would not inflate food prices. Members endorsed WFP's plans for expanding the country office staffing structure, and they encouraged the country office to increase its collaboration with United Nations partners on addressing gender issues and child marriage; to monitor its CBT activities carefully and harmonize them with those of partners; and to work with local authorities with a view to fostering national ownership and the formulation of a national development plan.
160. Referring to reports of assistance failing to reach its intended beneficiaries and WFP's reliance on remote and third-party monitoring mechanisms, members requested more information on the country office's plans for strengthening monitoring and evaluation.
161. In response to these and other points raised, the Country Director confirmed that the country office was working with the United Nations and other partners on gender and protection issues and on identifying opportunities for using WFP's activities as entry points for partners' interventions; WFP coordinated with partners to the extent possible given their varying objectives. Actions for improving monitoring included capacity strengthening for partners and third-party monitors at various levels as well as the hiring of additional third party monitoring agencies. The country office was also committed to strengthening beneficiary targeting at the community level and fostering women's empowerment and gender equality, including through school feeding and food assistance for training programmes. Plans for the foreseen scale-up of WFP activities would be presented in a revision of the ICSP.

**West Africa portfolio**

162. The Regional Director pointed out that WFP was very heavily engaged in the region, carrying out Level 3 responses in Nigeria and the Sahel and a Level 2 response in the Central African Republic, with another Level 2 response possible in Cameroon. Five countries in the Sahel already facing high levels of food insecurity and malnutrition were hosting 1 million registered IDPs. A shock-response plan had been developed with the governments of those countries and Senegal to coordinate food-security analyses, early warning systems and rapid-response mechanisms to assist 3.5 million people through CBTs and other modalities. WFP had received USD 164 million of the USD 290 million required and had managed its resources efficiently to reach a large proportion of the planned beneficiaries. A hunger catastrophe had been averted through timely early joint work to improve food security, and the number of people in need in 2019 was expected to fall from 5.8 million to 3.7 million. WFP was coordinating its work with ministries, local governments and United Nations partners with a view to reaching consensus on future plans for the

Sahel. WFP had developed a regional integrated resilience framework for the Sahel from which 2 million people would benefit.

163. In the Lake Chad basin instability and insurgency were hampering humanitarian access and displacing 2.4 million people. Overall 3.3 million were in need, and the most pressing need was to bridge the gaps between emergency response and development processes: funding of USD 2.0 billion had been pledged at the high-level conference on the Lake Chad region held in Berlin in September 2018.
164. In the Central African Republic flexible and context-driven approaches including CBTs were addressing malnutrition affecting 1.1 million vulnerable people. A food security assessment in northern areas of Cameroon was determining the number of people in need, and a rapid response had been launched to assist 100,000 IDPs.
165. The Regional Director was pleased to report that governments in the region were providing increasing support: in particular, the Government of Cote d'Ivoire had undertaken to host a regional centre of excellence in Abidjan.

**Summary report on the evaluation of the Mali country portfolio (2013–2017) and management response (2018/EB.2/19) (for consideration)**

166. The Director of Evaluation presented the summary report on the evaluation of the Mali country portfolio for the period 2013–2017, during which the office was mainly responding to a Level 2 emergency. The evaluation concluded that while WFP had experienced some delays in the scaling up for the 2012 emergency, overall the reactive approach adopted had been relevant and appropriate. As for performance, despite limited funding (only 51 percent of required funding had been received) and security issues limiting access, the response was found to be effective: WFP had delivered assistance to over 80 percent of planned beneficiaries. This had been made possible by a combination of reduced assistance and reduction in costs, through an increase in CBTs, local purchases and procurement through the Global Commodity Management Facility. The main areas for improvement identified related to programme funding and design (choice of activities, changes in modalities, geographic pattern of assistance and dealing with limited funding) and cross-functional areas such as gender, protection and humanitarian access.
167. The Country Director welcomed the timeliness of the evaluation and confirmed that it would contribute to the development of Mali's CSP in 2019. She acknowledged that security and funding challenges had hampered operational implementation and that there was a need to enhance resilience. WFP accepted most of the evaluation recommendations and was already implementing some of them. She agreed that efficiency gains must be built into future operations and that beneficiary protection should be enhanced. WFP and its partners would seek to improve coordination for better geographic targeting. WFP undertook to monitor operational changes more accurately and to enhance the capacities of the Government and partners.
168. Board members said that WFP had provided assistance largely as planned in spite of the challenges. It was clear, however, that the funding deficit had limited its ability to support all beneficiaries as planned. Board members expressed appreciation for WFP's support to smallholder farmers and recommended that WFP leverage its organizational and logistics capacities to enhance its assistance to vulnerable groups. Board members concurred with the findings that WFP should carefully plan any handover of activities such as school feeding to the Government to ensure sustainability without compromising on quality standards and that it should pay more attention to gender equality. Coordination of activities to address development requirements would be essential, and WFP should work with the Government and with partners to ensure that the root causes of hunger and malnutrition were investigated with a view to optimizing its operations.

169. Board members added that adherence to humanitarian principles, security and access constraints and gender analysis should be further integrated into WFP's programming and response. Others recommended that the monitoring of technical innovations be extended with a view to maximizing their effectiveness, with beneficiary feedback taken into account. Targeting and complementarity among operations should be improved to enhance efficiency, and monitoring should where possible be carried out directly by WFP.
170. The Director of Evaluation responded, observing that funding did not necessarily follow changing needs and that earmarked funding made it difficult to meet needs as they arose; in many cases food distributions were less frequent or abundant than they needed to be. She reassured the Board that the evaluation team had interviewed beneficiaries and cooperating partners in different locations across the country.
171. While agreeing that the feedback system must be confidential, the Country Director said that a lack of funding had limited the work that could be done to ensure that. She pointed out that beneficiary targets and ration levels had to be adapted as the situation evolved. Collaboration with UNICEF and other partners was effective, but there was a need for further refinement of targeting, partly on the basis of beneficiary feedback. The use of the new generation of vulnerability assessment and mapping tools (e-VAM) was contributing to improvements in the quality of WFP monitoring.

**Burkina Faso country strategic plan (2019–2023) (2018/EB.2/20) (for approval)**

172. The Country Director highlighted the recent political changes in Burkina Faso, which presented additional challenges to food security in the landlocked country. He emphasized the truly gender transformative nature of the CSP, as WFP recognized that the empowerment of women was vital to achieving sustainable progress.
173. The Country Director thanked the Board for its input on the draft CSP, particularly regarding the agricultural insurance project. The plan reflected the vital role of collaboration between the RBAs in strengthening resilience in Burkina Faso.
174. Board members praised the CSP, saying that it was a comprehensive response to the challenges faced by Burkina Faso. Members highlighted the support for national priorities, the efforts to tackle the root causes of hunger and malnutrition and the attention paid to strengthening national social protection systems.
175. One member commended the country office for its excellent collaboration with other humanitarian actors in the country. Another welcomed the inclusion of South–South cooperation and highlighted the value of working with WFP's centres of excellence in Brazil, China and Uganda.
176. Some members expressed support for the approach to assisting crisis-affected people and the use of local produce in the school feeding programme. Members requested more detail on the partnership with the Government for school feeding and on how the CSP contributed to the United Nations Integrated Strategy for the Sahel. One member sought more details on the approach to agricultural insurance.
177. The Country Director thanked the Board for its support. He clarified that the gender evaluation was already under way and would generate lessons both for WFP and for other actors in Burkina Faso. Regarding school feeding, the Government provided substantial funding to its own school feeding programme and WFP was positioning itself to support the Government in efforts to enhance the programme.
178. The agricultural insurance project outlined in the CSP had been developed using lessons learned by the Senegal country office, which had developed innovative approaches to implementing the scheme.

**Chad country strategic plan (2019–2023) (2018/EB.2/21) (for approval)**

179. The Country Director introduced the CSP for Chad, highlighting multiple challenges including security threats, recurrent seasonal shocks and a large refugee population. The CSP prioritized the delivery of life-saving assistance while promoting resilience through capacity building and support for the nascent national protection system. Partnerships would be vital to the success of the CSP and a gender-transformative approach would be used for all activities.
180. Board members praised the comprehensive and inclusive consultative process and welcomed the CSP, describing it as ambitious, relevant and evidence-based. The plan combined humanitarian and development activities, with appropriate attention paid to the needs of host communities as well as those of displaced populations. The interdependence of strategic outcomes and the convergence approach of the activities were appreciated.
181. Board members supported the use of vulnerability-based targeting but advised WFP to conduct regular assessments to identify any gaps. One member praised the focus on gender analysis while saying that robust outcome analysis and post distribution monitoring were of great importance.
182. Some members called on WFP to increase its use of CBTs and its collaboration with the food security cluster, the RBAs and other partners to tackle persistent hunger and malnutrition in Chad. Partnerships were key to building local and national capacities and to harmonizing operations. One member noted with disappointment that the CSP did not refer to South–South and triangular cooperation.
183. Several members urged WFP to contribute to the development of a common accountability framework and the unified beneficiary registry, saying that the latter could also be used to measure the impact of WFP operations.
184. The Country Director thanked the Board for its comments and input, which had greatly improved the CSP. She confirmed that vulnerability-based targeting was an important part of programming and that WFP would regularly assess targeting to detect and address any gaps.
185. Work was under way to achieve greater gender balance in the country office. WFP was also working on the common accountability framework, outcome analysis and the unified registry.
186. She reassured the Board that WFP would continue to work within the resilience framework for the Sahel and underlined the value of multi-year funding. The country office would work with the Government to strengthen national assessment capacities and with UNICEF to implement the simplified protocol for the treatment of severe and moderate acute malnutrition.

**The Gambia country strategic plan (2019–2021) (2018/EB.2/22) (for approval)**

187. The Country Director outlined the background for the CSP in a country where a new Government committed to the achievement of zero hunger had allocated national resources to school feeding for the first time but was challenged by the high level of national debt inherited from the previous government. Gender equality had largely been achieved in education but not employment, and women lacked access to credit and land. The capacities of national institutions were weak, while the population had an average age of 17 years, with 90 percent between 17 and 45 years of age. Economic opportunities were limited, and many young people had migrated. The Government had been fully engaged in the zero hunger strategic review process at the highest level. About 90 percent of the proposed CSP budget was allocated to resilience-building, with a particular focus on tailored capacity strengthening support for national institutions to meet zero hunger targets. WFP's joint migration programme with the European Union and other partners was

ongoing and was assisting the Government in creating opportunities for young people, including through the provision of support for resettlement and integration.

188. Board members welcomed the CSP, saying that it would bring about significant social change in a precariously situated country with persistently high levels of poverty, food insecurity and external debt. In particular, members praised the focus on addressing migration, investing in social protection, building strategic capacities and planning the handover of WFP activities to the Government. They encouraged the country office to work with local authorities with a view to increasing coherence between food security and nutrition activities and social protection work and to pursue opportunities for South–South cooperation. While welcoming the new political situation, members warned about the risk of political tension in the run-up to elections.
189. The Country Director thanked the Board for its comments and support.

**Ghana country strategic plan (2019–2023) (2018/EB.2/23) (for approval)**

190. The Country Director outlined the CSP for Ghana, where the benefits of recent socioeconomic development were unevenly distributed. The document outlined WFP's handover of school feeding, asset creation and people living with HIV programmes to the Government and its shift to capacity strengthening, technical support and targeted food distributions. The CSP's nutrition and value chains programme was based on the purchase for progress initiative and aimed at building the capacity of agro-processing firms to produce fortified foods using produce purchased from smallholder farmers. In implementing the CSP, WFP would partner with the Government and other United Nations agencies, particularly FAO and IFAD, with a view to avoiding duplication of efforts.
191. Board members welcomed the CSP, through which WFP would introduce innovative solutions, particularly for tackling persistent hunger and poverty in rural areas, while building on its past work in Ghana and the country's recent socioeconomic progress. In particular, members praised the handover of WFP's school feeding to the Government, the provision for strengthening national frameworks and institutions for food security and nutrition, and the activities for enhancing the capacities of smallholder farmers and addressing the traditions that hindered women's participation in decision making. Collaboration with the Government would facilitate the design and implementation of responses that were appropriate to local needs, and members also supported the plans for strengthening public–private partnerships. Members welcomed the inclusion of obesity and overweight in the CSP, encouraging WFP to pay more attention to those issues.
192. One member said that WFP's use of fortified foods should be only a temporary measure because the aim should be to promote the use of locally produced diverse and nutritious foods. The Country Director confirmed that fortified foods were to be used only in areas where the incidence of stunting was very high, and WFP and the Government were developing social and behaviour change communication aimed at promoting healthy lifestyles and diets and analysing nutritious local foods in the country.

**Mauritania country strategic plan (2019–2022) (2018/EB.2/24) (for approval)**

193. The Country Director indicated that the development of the Mauritania CSP had begun in 2016 and that the subsequent inclusive reviews and consultations had led to the current strategic repositioning in the country. That repositioning would require WFP to take on a much stronger role in achieving resilience outcomes by enabling the setup of a national adaptive social protection system and implementing multi-year and integrated community assistance packages for both Mauritians and Malian refugees while maintaining a strong crisis response capacity. The Country Director also said that it was important to prioritize between crisis response and resilience interventions; to collaborate with RBA and other partners; to ensure that all vulnerable populations, including nomadic and pastoralist groups, were taken into account; and to implement a gender action plan that provided for

gender parity in the office and guaranteed the inclusion of gender-transformative approaches in programme implementation.

194. Board members acknowledged that the CSP would be implemented in a country characterized by dry and infertile land and widespread undernutrition and food insecurity. One member highlighted a concern noted in the CSP about the high proportion of children working in agriculture.
195. Board members commended WFP's long-term plans for eventual handover to the Government, as well as the alignment of the CSP with the Government's priorities and plans, particularly in terms of adaptive social protection, climate change mitigation, school feeding and resilience-building. Board members said that the multi-year planning approach would be beneficial in peace-building, social protection and long-term development activities. In this context it would be important to maximize synergies among the operations of WFP, the Government and United Nations partners and to gather evidence to ensure that CBTs and other modalities were used to optimum effect.
196. Board members said that it was necessary to develop institutional and government capacities for managing the CSP components with a view to gradual handover and to ensure that adequate staff and resources were available to guarantee full accountability to beneficiaries.
197. The Country Director thanked the Board for its observations, which would be fully taken into account as the CSP was implemented.

**Senegal country strategic plan (2019–2023) (2018/EB.2/25) (for approval)**

198. The Country Director presented the CSP, using a video that described how the school feeding programme in Senegal had multiple positive effects on food security, nutrition, education, women's empowerment, social protection and community resilience. She highlighted the gender transformation programme, South–South cooperation and other capacity-strengthening activities as WFP priorities. The country office also promoted innovative solutions to humanitarian and development challenges, such as through the Buy from Women platform jointly with the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), the NutriFam app and a pilot biodigester scheme.
199. Board members said that the CSP was well aligned with government priorities, especially those set out in the Plan for an Emerging Senegal framework for social and economic policy. Members welcomed the focus on partnerships and encouraged WFP to continue to look for opportunities to incorporate South–South cooperation in order to spread innovative solutions to food insecurity and malnutrition.
200. Members praised the inclusion of gender considerations throughout the CSP and WFP's plans to strengthen government capacity in social safety nets as part of its transition and exit strategy.
201. The Country Director thanked the Board and emphasized the value of the contributions made by members during the drafting of the CSP. She confirmed that partnerships would be key to the success of the plan, for example through the R4 Rural Resilience Initiative conducted in collaboration with IFAD and FAO. The alignment of the CSP with national priorities and the UNDAF would be instrumental in highlighting synergies with the work of other United Nations agencies in the country.

## **Southern Africa portfolio**

202. The Regional Director for Southern Africa identified climate change as the greatest challenge facing that region. With other challenges such as overdependence on monocropping, water scarcity, deforestation, infestations of fall armyworm, social inequality and the likelihood of a severe El Niño event over the coming weeks, governments were forecasting that 8 million people would be in need of assistance. WFP would assist 4 million but faced funding shortfalls for many programmes.
203. WFP worked with the Southern Africa Development Community (SADC), governments and other partners to improve responses to emergencies and build resilience, including through food assistance for assets programmes. Governments were gradually taking over school feeding programmes, while WFP fed 1.8 million schoolchildren in the region.
204. Following outbreaks of violence, displacement and poor harvests, the number of food-insecure people in the Democratic Republic of the Congo had nearly doubled to 13 million over the previous 12 months. FAO and WFP were contributing to peacebuilding by providing farming households, many headed by women, with training in improved agricultural production and access to markets. Malnutrition affected 4.6 million children, and the country was suffering the worst Ebola outbreak in its history. WFP was providing infrastructure and logistics support for the Ebola response, food assistance aimed at preventing population movements and spread of the virus, and cash and nutrition support for 350,000 returnees from Angola.
205. Six CSPs for countries of the region would be presented to the Board during 2019. Other developments were the digitization of data collection at all country offices; the sharing of WFP's corporate digital beneficiary and transfer management platform, SCOPE, with governments and other partners; the use of drones for emergency preparedness and response work; and progress towards gender parity in the staffing of country offices.
206. Members thanked WFP staff in the region for their work. Several requested additional information on various issues.
207. Providing the requested information, the Regional Director said that the adoption of a common methodology for gathering early warning information and assessing vulnerability throughout the SADC region allowed needs to be projected months earlier than in the past. WFP worked with FAO, IFAD, UNICEF and the World Health Organization on enhancing access to drinking water; the World Bank on shock-responsive safety nets and sustainable responses to predictable shocks; FAO and IFAD on the development of innovative irrigation systems with communities; and various partners on the promotion of sustainable farming methods with a view to preventing deforestation. The response to the forecast El Niño event would address its immediate impact while building capacity to respond to future events.

## **Organizational and procedural matters**

### **Biennial programme of work of the Executive Board (2019–2020) (2018/EB.2/26)**

*(for approval)*

208. The Secretary recalled that, in accordance with a recommendation by the Working Group on Governance approved by the Board in 2000, at each second regular session the Board approved its programme of work for the forthcoming biennium. Noting that the programme of work included both items required by the WFP rules and regulations and items requested by the Board as well as by management, she highlighted several matters requested by the Board, including the annual report of the Ombudsman and Mediation Services for 2017 and management response, postponed from the current session to the 2019 first regular session, the report of the joint Board/management working group on harassment, sexual harassment, abuse of power and discrimination, to be taken up at the

2019 second regular session, and a regular oral update on the United Nations Humanitarian Air Service (UNHAS). She noted that the programme of work was a living document that with the advice of the Bureau was updated as needed, including in response to Member State requests submitted through the List convenors, and that among other things it served as a basis for the scheduling of intersessional consultations, updates and similar events.

209. Following the Secretary's presentation one member expressed appreciation for the inclusion of the regular oral update on UNHAS, saying that her government valued the role of UNHAS in delivering essential services to the humanitarian community and that regular updates would facilitate support for UNHAS.

## **Administrative and managerial matters**

### **Revised terms of reference of the Audit Committee (2018/EB.2/27) (for approval)**

210. Following an introduction by the Secretary one Board member, speaking on behalf of his List, expressed support for changes to the terms of reference of the Audit Committee to provide for an annual self-assessment by the Committee and a one-day induction for new Committee members. He said that the changes, which had been endorsed by the Bureau, would improve application of the Committee's rules of procedure and facilitate the work of new Committee members.

### **Appointment of five Executive Board members to the selection panel for the appointment of one Audit Committee member (2018/EB.2/28) (for approval)**

211. The Secretary reported that owing to other obligations a member of the Audit Committee, Mr Pedro Guazo (Mexico), had resigned from the Committee in September 2018. To provide for his replacement, on the recommendation of the Bureau the Board re-established the selection panel that it had established at its 2018 first regular session in connection with the appointment of three of the current members of the Committee. The re-established panel would begin its work in December 2018 and would report on its recommendations to the Board at its 2019 first regular session.

### **Update on harassment, sexual harassment, abuse of power and discrimination**

212. The agenda item was discussed in a closed session.
213. The co-chairs of the joint Executive Board/WFP management working group (JWG) on harassment, sexual harassment, abuse of power and discrimination (HSHAPD) reported that the JWG had met only three times in 2018 and would set a calendar of meetings and ask members to designate alternates to ensure that it met more often in 2019. The Board would receive a report on its activities at its 2019 second regular session, while an oral update would be provided at each Board session. Two subgroups would be set up to examine sexual and non-sexual offences and would also meet regularly to review how WFP handled offences and to share best practices.
214. The Director of Human Resources noted that reports of misconduct had risen by 90 percent between 2017 and 2018; reports of sexual harassment were up fourfold. WFP's revised HSHAPD policy (issued on 1 March 2018) was having a positive effect, and the higher reporting could be a sign of increased awareness and employee confidence in WFP's handling of complaints.
215. Extra funding for the Office of the Inspector General and the Human Resources Division was being used to cope with the increase in allegations and to process reports more quickly. Human Resources was using outreach missions to raise awareness of appropriate employee conduct and complaint reporting mechanisms. An internal communications campaign had been launched to reinforce positive values.
216. WFP was a member of the Chief Executives Board for Coordination task force to address sexual harassment, which was developing a model United Nations policy on the subject.

- The screening database ClearCheck was being used to avoid hiring individuals who had left the United Nations system following substantiated claims that they had engaged in sexual harassment.
217. Board members expressed appreciation for the update and thanked the Secretariat for the frank discussion, acknowledging the complexity of the issue. They urged the JWG to meet more regularly and to work more efficiently. Several members expressed concern at the global staff survey results regarding HSHAPD, and they called for continued commitment to the zero tolerance policy. Some members were disappointed that the Ombudsman's 2017 annual report had not been finalized in time for the current session.
  218. Board members requested regular updates on the JWG work plan and confirmation that efforts to tackle HSHAPD would not overlook racial discrimination. Members asked for details of claimant protection measures – for both staff and beneficiaries – and information on how perpetrators were sanctioned. One member asked how many allegations and confirmed cases had been received in the past year.
  219. The Secretariat reiterated WFP's commitment to zero tolerance of harassment and clarified that racial discrimination was an integral part of the policy. WFP had limited data on the prevalence of discrimination but WFP would seek to remedy that.
  220. Regarding the protection of beneficiaries from harassment, UNHCR generally took the lead on it in refugee camps. Protection measures supported by WFP included providing access to fuel wood so that camp residents did not need to go far to find fuel to cook the food provided by WFP. The integrity of all those involved in distributing assistance to beneficiaries was monitored.
  221. While the results of the staff survey were indeed of concern, there had been some misinterpretation of the questions related to harassment. The outreach missions sought to rectify this, and the forthcoming corporate culture survey would also offer greater insight into the prevalence of HSHAPD.
  222. In response to the request for figures, the Inspector General gave a breakdown of complaints received in 2018.
  223. Fifty-seven percent of the HSHAPD cases had been closed without investigation, with the remainder being investigated, being considered for investigation or completed. The reasons for closing a case without investigation included referral to another agency for action, lack of evidence and retraction of the complaint by the complainant.
  224. The Director of Human Resources described how claims were handled once OIG had substantiated them. Sanctions were determined in proportion to the offence, and for sexual harassment it was usually dismissal.
  225. The Executive Director expressed his full commitment to eradicating HSHAPD and said that he welcomed the Board's close oversight on the matter.

## **Other business**

### **Joint response of the Executive Board Secretariats of the United Nations Development Programme/the United Nations Population Fund/the United Nations Office for Project Services, the United Nations Children's Fund, the United Nations Entity for Gender Equality and the Empowerment of Women and WFP on Executive Board working methods (2018/EB.2/29) (for consideration)**

226. The Secretary presented the background to the document, which was a follow-up to discussions on executive board working methods held on 1 June 2018 at the joint meeting of the executive boards of UNDP, the United Nations Population Fund (UNFPA), the United Nations Office for Project Services (UNOPS), UN-Women, UNICEF and WFP and responded to requests made in decisions adopted at the respective annual sessions of the

executive boards of those organizations. It presented proposed actions for harmonizing and improving the working methods of the executive boards in five areas – bureaux, sessions, participation, field visits and joint meetings of the executive boards.

227. The boards of UNDP/UNFPA/UNOPS, UN-Women and UNICEF had already considered the document at their respective second regular sessions and each board had adopted between 12 and 14 decision points. As WFP's Board had already implemented several of the recommended practices, the document before it included only eight decision points.
228. She closed her presentation by reiterating the commitment of the four secretariats to continuing to improve the working methods of the boards.

### **Oral report on the field visit of the WFP Executive Board**

229. The President gave an oral report on the field visit, which had taken place from 21 to 27 October 2018. A written report would be presented to the Board for information at its 2019 first regular session. During the visit, participating Board members had met Syrian refugees and representatives of government, United Nations and other partners and had seen activities under two WFP operating models.
230. After the President's introduction, the 11 Board members participating in the visit provided brief outlines of what they had witnessed and learned. For all, the opportunity of talking directly with Syrian refugees, many of whom had been living in makeshift tented settlements for up to seven years, had been a moving experience. In particular, they heard of refugees' sense of isolation and fear of returning home. Having seen the difference that access to social protection programmes and income-generating opportunities could make to refugees' well-being, many participants urged the humanitarian community to expand the support they provided in order to assist traumatized men, women, boys and girls in regaining their self-respect and confidence, including through training and education programmes that provided them with useful skills and hope for the future. Participants commended the generosity and solidarity of both refugee and host populations and governments and the work of WFP and its partners.
231. Other issues reported on included the importance of partnerships in ensuring successful programmes, with reference to the use of CBTs in both countries; the value of information technology in facilitating beneficiary registration and identification where local conditions allowed; the desirability of having representatives of humanitarian agencies present in the informal tented settlements in order to provide refugees with a human point of reference for addressing issues for which technology-facilitated systems were inadequate; the need to provide sufficient support for WFP staff confronting human tragedy in their day-to-day work; and concerns that WFP was implementing activities in which other United Nations agencies had greater experience.
232. One participant also spoke of a meeting with the United Nations country team in Turkey at which country team members reported being generally supportive of United Nations reform, despite some concerns about the implications of the planned changes to United Nations development assistance frameworks and the resident coordinator system.
233. The President and participants thanked the governments and country teams in both countries for their hospitality and the Secretary of the Board and her team for arranging the visit. They urged other Board members to make use of future opportunities for visiting WFP's operations in the field.

### **Oral update on the United Nations Humanitarian Air Service**

234. Introducing the item, the President noted that an agenda item on UNHAS would feature in all future Board sessions.
235. Management said that UNHAS was a vital component of humanitarian activities: it had provided safe, efficient and dependable passenger and freight services and emergency

evacuations over the past 15 years in otherwise inaccessible locations, serving 750 humanitarian organizations, transporting 3,000 passengers and using 90 aircraft in circumstances that no commercial operator would contemplate operating under. Approximately half of UNHAS users were NGOs, and 40 percent were United Nations entities. Its ability to provide aircraft in response to emergency needs within 24 hours made UNHAS a life-saving partner in remote places: the Ebola crisis response was an example.

236. Given the circumstances in which it operated, UNHAS needed timely and predictable funding, especially at the start of each year, to enable it to conclude advantageous contracts and minimize costs. Currently funding was mainly activity-based. Efficiency was maximized by using aircraft adapted to particular needs: special helicopter types were used in South Sudan, for example, and fixed-wing cargo aircraft were deployed to deliver heavy loads over long distances.
237. Board members welcomed the introduction of a UNHAS item at future Board sessions. Some members recommended the integration of UNHAS operational costs into CSP budgets, with relevant guidance issued to country offices. Board members called for regular updates on UNHAS funding, especially in relation to its regularity and predictability, and for details of load factors and flight frequencies; several members suggested that a joint fundraising strategy for UNHAS be developed with partners. The personal experiences of Board members using UNHAS flights reflected its unique contribution to the effectiveness and efficiency of WFP's activities and its ability to reach destinations in dangerous locations that were closed to all other flight operators.
238. Management thanked the Board for its expressions of support, noting that negotiations were under way to obtain overflight rights from several countries to improve international flight times, and hence generate savings, and that country-level steering groups managed and oversaw UNHAS operations. It was clear that UNHAS services would be needed to implement many CSPs and that new funding options would therefore be needed.

**ANNEX I****Decisions and recommendations**

The decisions and recommendations in the current report will be implemented by the Secretariat in the light of the Board's deliberations, from which the main comments will be reflected in the summary of the work of the session.

**Adoption of the agenda**

The Board adopted the agenda.

*26 November 2018*

**Appointment of the Rapporteur**

In accordance with Rule XII of its Rules of Procedure, the Board appointed Mr Marc Mankoussou (The Congo, List A) Rapporteur for the 2018 second regular session.

*26 November 2018*

**Current and future strategic issues**

2018/EB.2/1

**Opening remarks by the Executive Director**

The Board took note of the opening remarks by the Executive Director. The main points of the Executive Director and the Board's comments would be reflected in the summary of the work of the session.

*26 November 2018*

**Policy issues**

2018/EB.2/2

**Update on the Integrated Road Map**

Having considered the update on the Integrated Road Map (WFP/EB.2/2018/5-A/1), and recalling the Policy on Country Strategic Plans (WFP/EB.2/2016/4-C/1/Rev.1), the Financial Framework Review (WFP/EB.2/2016/5-B/1/Rev.1) and various updates on the Integrated Road Map (WFP/EB.A/2017/5-A/1, WFP/EB.2/2017/4-A/1/Rev.1 and WFP/EB.A/2018/5-D/1), the Board:

- i) recalled that certain amendments to the General Rules and Financial Regulations of WFP were required in order to reflect the mainstreaming of the operational model that had previously been approved by the Board as part of the Integrated Road Map framework and that such amendments had been scheduled to be approved at the current Executive Board session;
- ii) noted that, in this context, certain additional recommendations with regard to full cost recovery had been presented for Board consideration;
- iii) approved such full cost recovery recommendations, as set forth at paragraphs 68–102 of the update on the Integrated Road Map (WFP/EB.2/2018/5-A/1) and noted that giving effect to them would require certain amendments of the General Rules and Financial Regulations of WFP;
- iv) accordingly approved the proposed amendments of the General Rules and Financial Regulations of WFP set forth in annex II to document WFP/EB.2/2018/5-A/1 and decided that such amendments would come into effect on 1 January 2019;

- v) recalled that, with paragraph vi of its decision 2017/EB.2/2, it had approved interim delegations of authority applicable to programmes administered under the Integrated Road Map framework that would remain in effect until 29 February 2020 and noted that permanent delegations of authority were scheduled to be presented for its approval at its 2020 first regular session;
- vi) noted that General Rule XIII.4 (d) of the amended General Rules and Financial Regulations called on the Executive Board to designate the contributions eligible for a reduction or waiver of support costs, decided to provide such guidance at a future Board session and further decided that, until such guidance came into effect, expenses that prior to the application of the Integrated Road Map framework would have constituted "direct support costs" would continue to be treated as eligible for a reduction or waiver under General Rule XIII.4 (d);
- vii) approved the proposals set forth at paragraphs 104–113 of document WFP/EB.2/2018/5-A/1 in respect of:
  - a) transitional governance arrangements for certain country strategic plans and interim country strategic plans that would be considered at the Board's 2019 first regular session;
  - b) the extension of the duration of transitional interim country strategic plans based on previously approved projects and of certain countries continuing to operate under such transitional interim country strategic plans through December 2019; and
  - c) the continued application of the current programmatic, financial, legal and reporting framework, as a contingency to ensure business continuity, in respect of any individual programme or activity in a country that could be shifted to the Integrated Road Map framework, with the result that the programme or activity would temporarily operate alongside the approved country strategic plan, interim country strategic plan or transitional interim country strategic plan of that country.

The Board also took note of the comments of the Advisory Committee on Administrative and Budgetary Questions (WFP/EB.2/2018/5-A/2 and WFP/EB.2/2018/6-A,B/2) and the Finance Committee of the Food and Agriculture Organization of the United Nations (WFP/EB.2/2018/5-A/3 and WFP/EB.2/2018/6-A,B/3).

*26 November 2018*

2018/EB.2/3

### **Revised Corporate Results Framework (2017–2021)**

Having considered the proposed revised version of the Corporate Results Framework (2017–2021) (WFP/EB.2/2018/5-B/Rev.1), the Board:

- approved the revised results framework set out in the body of the document as the "Corporate Results Framework (2017–2021) – Part 1" on the understanding that management would prepare a "Corporate Results Framework (2017–2021) – Part 2" including 2021 targets for programmatic outputs and performance indicators for approval at the 2019 annual session of the Board; and
- took note of the activity categories and performance indicators set out in the annexes to document WFP/EB.2/2018/5-B/Rev.1.

*26 November 2018*

- 2018/EB.2/4      **2018 Enterprise Risk Management Policy**
- The Board approved the 2018 Enterprise Risk Management Policy (WFP/EB.2/2018/5-C) and took note of the risk appetite statements set out in annex II to the policy.
- 27 November 2018*
- 2018/EB.2/5      **Update on WFP's implementation of United Nations General Assembly resolution 72/279 (repositioning the United Nations development system)**
- The Board took note of the update on WFP's implementation of United Nations General Assembly resolution 72/279 (repositioning the United Nations development system) set out in document WFP/EB.2/2018/5-D/Rev.1.
- The Board also commended WFP for its good practice of providing regular updates on United Nations development system reform and requested regular informal engagement between interested Members and the Rome-based agencies' deputy principals on progress in the implementation of United Nations development system reform, following each of the Rome-based agencies Senior Consultative Group quarterly meetings.<sup>1</sup>
- 26 November 2018*
- 2018/EB.2/6      **Update on collaboration among the Rome-based agencies**
- The Board requested that a joint informal meeting of the governing bodies of the Rome-based agencies (the council of the Food and Agriculture Organization of the United Nations (FAO), the Executive Board of the International Fund for Agricultural Development (IFAD) and the WFP Executive Board) be held annually, with greater engagement of Members in the preparatory work (agenda setting, format and similar matters) and in follow-up activities, involving the membership through the Independent Chairperson of the FAO Council meetings with the Chairs of the Regional Groups of FAO, the Bureau of the Executive Board of WFP and the Convenors and Friends of IFAD.
- The Board further requested that a joint progress report on Rome-based agencies collaboration be included as a regular agenda item of the annual joint informal meeting of the governing bodies of the Rome-based agencies.
- 27 November 2018*

### **Resource, financial and budgetary matters**

- 2018/EB.2/7      **WFP Management Plan (2019–2021)**
- Having considered WFP's Management Plan (2019–2021) (WFP/EB.2/2018/6-A/1/Rev.1), the Board:
- i. noted that the 2019 programme support and administrative appropriation assumed a funding level of USD 6.8 billion in 2019;
  - ii. took note of the projected operational requirements of USD 9.8 billion for 2019 and the prioritization proposals to align the activities of WFP with anticipated funding, as outlined in section III of the Management Plan (2019–2021);
  - iii. approved a 2019 programme support and administrative appropriation of USD 385.1 million, to be allocated as follows:
 

strategy and direction	USD 58.4 million
services to operations	USD 218.7 million

<sup>1</sup> Following the adoption of the decision the representative of the Netherlands, as an observer, said that his country could not support the adoption of the decision as orally amended.

governance, independent oversight and fundraising USD 108.0 million

**Total USD 385.1 million**

- iv. approved the allocation of USD 69.3 million from the programme support and administrative equalization account for critical corporate initiatives;
- v. approved a standard indirect support cost recovery rate of 6.5 percent for 2019 for all contributions except for governments' contributions to programmes in their own countries and contributions made by developing countries or countries with economies in transition, as determined by the Executive Board, for which an indirect support cost recovery rate of 4 percent in 2019 would apply;
- vi. approved the use of the General Fund to charge investment management costs up to USD 1.55 million per annum from interest income accrued to the General Fund;
- vii. approved a ceiling of USD 82 million for corporate services advances from 2019 and looked forward to reviewing this as part of future management plans; and
- viii. authorized the Executive Director to adjust the programme support and administrative component of the budget in accordance with any change in the level of the forecasted income for the year, at a rate not to exceed 2 percent of the anticipated change in income.

The Board also took note of the comments of the Advisory Committee on Administrative and Budgetary Questions (WFP/EB.2/2018/5-A/2 and WFP/EB.2/2018/6-A,B/2) and the Finance Committee of the Food and Agriculture Organization of the United Nations (WFP/EB.2/2018/5-A/3 and WFP/EB.2/2018/6-A,B/3).

*27 November 2018*

## **Evaluation reports**

2018/EB.2/8

### **Summary report on the strategic evaluation of the pilot country strategic plans (2017–mid-2018) and management response**

The Board took note of the summary report on the strategic evaluation of the pilot country strategic plans (2017–mid-2018) set out in document WFP/EB.2/2018/7-A and the management response set out in document WFP/EB.2/2018/7-A/Add.1 and encouraged further action on the recommendations presented in the report, taking into account the considerations raised by the Board during its discussion.

*27 November 2018*

## **Asia and the Pacific portfolio**

2018/EB.2/9

### **Nepal country strategic plan (2019–2023)**

The Board approved the Nepal country strategic plan (2019–2023) (WFP/EB.2/2018/8-A/7) at a total cost to WFP of USD 126,000,000.

*27 November 2018*

2018/EB.2/10

### **India country strategic plan (2019–2023)**

The Board approved the India country strategic plan (2019–2023) (WFP/EB.2/2018/8-A/5) at a total cost to WFP of USD 20,024,321.

*27 November 2018*

**Latin America and the Caribbean portfolio****2018/EB.2/11 Revision of Honduras country strategic plan and budget increase**

The Board approved the revision of the Honduras country strategic plan and corresponding budget increase of USD 58,986,602 outlined in document WFP/EB.2/2018/8-C/1.

*27 November 2018*

**East and Central Africa portfolio****2018/EB.2/12 Summary report on the evaluation of the Somalia country portfolio (2012–2017) and management response**

The Board took note of the summary report on the evaluation of the Somalia country portfolio (2012–2017) set out in document WFP/EB.2/2018/7-D and the management response set out in document WFP/EB.2/2018/7-D/Add.1 and encouraged further action on the recommendations presented in the report, taking into account the considerations raised by the Board during its discussion.

*28 November 2018*

**2018/EB.2/13 Somalia interim country strategic plan (2019–2021)**

The Board approved the Somalia interim country strategic plan (2019–2021) (WFP/EB.2/2018/8-B/1) at a total cost to WFP of USD 961,000,000.

*28 November 2018*

**2018/EB.2/14 Rwanda country strategic plan (2019–2023)**

The Board approved the Rwanda country strategic plan (2019–2023) (WFP/EB.2/2018/8-A/8) at a total cost to WFP of USD 218,351,810.

*28 November 2018*

**Middle East, North Africa, Eastern Europe and Central Asia portfolio****2018/EB.2/15 Summary report on the evaluation of the WFP regional response to the Syrian crisis (January 2015–March 2018) and management response**

The Board took note of the summary report on the evaluation of the WFP regional response to the Syrian crisis (January 2015–March 2018) set out in document WFP/EB.2/2018/7-B and the management response set out in document WFP/EB.2/2018/7-B/Add.1 and encouraged further action on the recommendations presented in the report, taking into account the considerations raised by the Board during its discussion.

*28 November 2018*

**2018/EB.2/16 Syrian Arab Republic interim country strategic plan (2019–2020)**

The Board approved the Syrian Arab Republic interim country strategic plan (2019–2020) (WFP/EB.2/2018/8-B/2) at a total cost to WFP of USD 1,386,306,865.

*28 November 2018*

- 2018/EB.2/17      **The Sudan country strategic plan (2019–2023)**  
The Board approved the Sudan country strategic plan (2019–2023) (WFP/EB.2/2018/8-A/10) at a total cost to WFP of USD 2,271,560,158.  
*28 November 2018*
- 2018/EB.2/18      **Yemen interim country strategic plan (2019–2020)**  
The Board approved the Yemen interim country strategic plan (2019–2020) (WFP/EB.2/2018/8-B/3) at a total cost to WFP of USD 3,340,521,605.  
*28 November 2018*
- West Africa portfolio**
- 2018/EB.2/19      **Summary report on the evaluation of the Mali country portfolio (2013–2017) and management response**  
The Board took note of the summary report on the evaluation of the Mali country portfolio (2013–2017) set out in document WFP/EB.2/2018/7-C and the management response set out in document WFP/EB.2/2018/7-C/Add.1 and encouraged further action on the recommendations presented in the report, taking into account the considerations raised by the Board during its discussion.  
*29 November 2018*
- 2018/EB.2/20      **Burkina Faso country strategic plan (2019–2023)**  
The Board approved the Burkina Faso country strategic plan (2019–2023) (WFP/EB.2/2018/8-A/1) at a total cost to WFP of USD 172,776,493.  
*29 November 2018*
- 2018/EB.2/21      **Chad country strategic plan (2019–2023)**  
The Board approved the Chad country strategic plan (2019–2023) (WFP/EB.2/2018/8-A/2) at a total cost to WFP of USD 1,329,109,571.  
*29 November 2018*
- 2018/EB.2/22      **The Gambia country strategic plan (2019–2021)**  
The Board approved the Gambia country strategic plan (2019–2021) (WFP/EB.2/2018/8-A/3) at a total cost to WFP of USD 25,650,581.  
*29 November 2018*
- 2018/EB.2/23      **Ghana country strategic plan (2019–2023)**  
The Board approved the Ghana country strategic plan (2019–2023) (WFP/EB.2/2018/8-A/4) at a total cost to WFP of USD 72,047,570.  
*29 November 2018*

2018/EB.2/24      **Mauritania country strategic plan (2019–2022)**

The Board approved the Mauritania country strategic plan (2019–2022) (WFP/EB.2/2018/8-A/6) at a total cost to WFP of USD 132,368,299.

*29 November 2018*

2018/EB.2/25      **Senegal country strategic plan (2019–2023)**

The Board approved the Senegal country strategic plan (2019–2023) (WFP/EB.2/2018/8-A/9) at a total cost to WFP of USD 74,798,493.

*29 November 2018*

### **Organizational and procedural matters**

2018/EB.2/26      **Biennial programme of work of the Executive Board (2019–2020)**

The Board approved the biennial programme of work of the Executive Board (2019–2020) as set out in document WFP/EB.2/2018/9-A/Rev.2 and as proposed by the Bureau and the Secretariat.

*29 November 2018*

### **Administrative and managerial matters**

2018/EB.2/27      **Revised terms of reference of the Audit Committee**

The Board approved the revised terms of reference of the Audit Committee set out in document WFP/EB.2/2018/10/1.

*27 November 2018*

2018/EB.2/28      **Appointment of five Executive Board members to the selection panel for the appointment of one Audit Committee member**

The Board approved the establishment of a selection panel in relation to the appointment of one Audit Committee member. The Board also approved the appointment to the panel of the following members of the Executive Board:

- Her Excellency Lineo Irene Molise-Mabusela, Ambassador and Permanent Representative of Lesotho, as representative of List A
- Mr Yousef Juhail, Counsellor and Permanent Representative of Kuwait, as representative of List B
- Ms Mónica Fonseca Jaramillo, Minister Counsellor and Deputy Permanent Representative of Colombia, as representative of List C
- Ms Elizabeth Petrovski, Alternate Permanent Representative of the United States of America, as representative of List D
- Mr Evgeny Vakulenko, First Secretary and Alternate Permanent Representative of the Russian Federation, as representative of List E

The Board requested the selection panel to convene and to report its recommendations to the Executive Board in accordance with the terms of reference of the Audit Committee.

*27 November 2018*

**Other business**

2018/EB.2/29

Joint response of the Executive Board Secretariats of the United Nations Development Programme/the United Nations Population Fund/the United Nations Office for Project Services, the United Nations Children's Fund, the United Nations Entity for Gender Equality and the Empowerment of Women and WFP on Executive Board working methods

The Board:

1. Took note of the rules of procedure of the Executive Boards of the United Nations Development Programme (UNDP), the United Nations Population Fund (UNFPA), the United Nations Office for Project Services (UNOPS), the United Nations Children's Fund (UNICEF), the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) and WFP;
2. Took note of the joint response prepared by the secretariats of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP to the 2018 joint meeting of the Executive Boards segment on working methods;
3. Agreed to continue the good practice to start all formal and informal meetings on time and to plan them during United Nations working hours;
4. Agreed on identifying a set of common agenda items, together with UNDP, UNFPA, UNOPS, UNICEF and UN-Women, with a view to harmonizing the consideration of those agenda items with these agencies, beginning from the first regular session 2019 onwards;
5. Supported continuation of WFP's practice of issuing comprehensive response matrices and enhancing transparency, as appropriate, through strategic and analytical documentation, including best practices, actions being taken to address lessons learned, challenges and risks, building on the interactions with the Board;
6. Encouraged the Executive Boards of the UNDP, UNFPA, UNOPS, UNICEF, UN-Women and WFP to engage on the efficient and effective implementation of the guidelines for Executive Board field visits and reporting requirements;
7. Encouraged the UNDP, UNFPA, UNOPS, UNICEF, UN-Women and WFP Executive Boards and their Bureaux to give due consideration to gender balance in panels for all meetings;
8. Welcomed collaboration with the Bureaux of UNDP, UNFPA, UNOPS, UNICEF and UN-Women, to launch a joint consultative process with Member States starting at the first regular session 2019, with a view to examining the efficiency and quality of its current sessions, as well as the functions of the joint meeting of the Boards, building on the joint response prepared by the Secretariats.

*29 November 2018*

**Summary of the work of the Executive Board**

2018/EB.2/30

**Summary of the work of the 2018 annual session of the Executive Board**

The Board approved the draft summary of the work of the 2018 annual session of the Executive Board, the final version of which would be embodied in document WFP/EB.A/2018/14.

*29 November 2018*

**ANNEX II****Agenda**

1. **Adoption of the agenda** *(for approval)*
2. **Appointment of Mr Marc Mankoussou, Deputy Permanent Representative of the Republic of the Congo, as Rapporteur, nominated by List A**
3. **Opening remarks by the Executive Director**  
*Statement by His Excellency Alberto Beltrame, Minister for Social Development of Brazil*
4. **Annual reports**
  - a) Annual report of the Office of the Ombudsman and Mediation Services for 2017 and management note *(for consideration)* – POSTPONED TO THE 2019 FIRST REGULAR SESSION
5. **Policy issues**
  - a) Update on the Integrated Road Map *(for approval)*
  - b) Revised Corporate Results Framework (2017–2021) *(for approval)*
  - c) 2018 Enterprise Risk Management Policy *(for approval)*
    - 1) Risk categorization *(for information)*
    - 2) Risk appetite statements *(for consideration)*
  - d) Update on WFP's implementation of United Nations General Assembly resolution 72/279 (repositioning the United Nations development system) *(for consideration)*
  - e) Update on collaboration among the Rome-based agencies *(for information)*
  - f) Compendium of policies relating to the Strategic Plan *(for information)*
6. **Resource, financial and budgetary matters**
  - a) WFP Management Plan (2019–2021) *(for approval)*
  - b) Work plan of the External Auditor *(for information)*
7. **Evaluation reports** *(for consideration)*
  - a) Summary evaluation report of the strategic evaluation of the pilot country strategic plans (2017–mid-2018) and management response
  - b) Summary report on the evaluation of the WFP regional response to the Syrian crisis (January 2015–March 2018) and management response
  - c) Summary report on the evaluation of the Mali country portfolio (2013–2017) and management response
  - d) Summary report on the evaluation of the Somalia country portfolio (2012–2017) and management response
8. **Operational matters**
  - a) Country strategic plans *(for approval)*
    - 1) Burkina Faso
    - 2) Chad
    - 3) Gambia

- 4) Ghana
  - 5) India
  - 6) Mauritania
  - 7) Nepal
  - 8) Rwanda
  - 9) Senegal
  - 10) Sudan
- b) Interim country strategic plans (*for approval*)
- 1) Somalia
  - 2) Syrian Arab Republic
  - 3) Yemen
- c) Budget increases to country strategic plans (*for approval*)
- Honduras
- d) Projects approved by correspondence (*for information*)
- 1) Budget revisions and extension in time of transitional interim country strategic plans
    - 1) Algeria
    - 2) Armenia
    - 3) Benin
    - 4) Cuba
    - 5) Iraq
    - 6) Jordan
    - 7) Liberia – WITHDRAWN<sup>2</sup>
    - 8) Mali
    - 9) Morocco
    - 10) Sao Tome and Principe
    - 11) Sierra Leone
    - 12) Togo
    - 13) Turkey

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<sup>2</sup> The budget revision and extension in time of the Liberia transitional interim country strategic plan will be submitted for approval by correspondence after the 2018 second regular session and will subsequently be presented to the Board for information at the 2019 first regular session.

- 2) Revisions of protracted relief and recovery operations and budget increases
  - 1) Ethiopia 200700
  - 2) Ethiopia 200712
- e) Reports of the Executive Director on operational matters (*for information*)
  - 1) Budget increases to country strategic plans and interim country strategic plans approved by the Executive Director or by the Executive Director and the Director-General of FAO (1 January–30 June 2018)
  - 2) Limited emergency operations and immediate response activities approved by the Executive Director or by the Executive Director and the Director-General of FAO (1 January–30 June 2018)
9. **Organizational and procedural matters**
  - a) Biennial programme of work of the Executive Board (2019–2020) (*for approval*)
10. **Administrative and managerial matters**
  - 1) Revised terms of reference of the Audit Committee (*for approval*)
  - 2) Appointment of five Executive Board members to the selection panel for the appointment of one Audit Committee member (*for approval*)
  - 3) Update on harassment, sexual harassment, abuse of power and discrimination (*for consideration*)
11. **Summary of the work of the 2018 annual session of the Executive Board** (*for approval*)
12. **Other business**
  - 1) Joint response of the Executive Board Secretariats of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP on Executive Board working methods (*for consideration*)
  - 2) Report of the joint field visit to Uganda by members of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP, 30 April to 4 May 2018 (*for information*)
  - 3) Report of the joint meeting of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP held on 1 June 2018 (*for information*)
  - 4) Oral report on the field visit of the WFP Executive Board (*for information*)
  - 5) Oral update on United Nations Humanitarian Air Service (*for information*)
13. **Verification of adopted decisions and recommendations**

## Acronyms used in the document

CBT	cash-based transfer
CFS	Committee on World Food Security
CRF	Corporate Results Framework (2017–2021)
CSP	country strategic plan
FAO	Food and Agriculture Organization of the United Nations
ICSP	interim country strategic plans
IDP	internally displaced person
IFAD	International Fund for Agricultural Development
IRM	Integrated Road Map
ISC	indirect support cost
NGO	non-governmental organization
PSA	Programme Support and Administrative
PSAEA	programme support and administration equalization account
RBAs	Rome-based agencies
SADC	Southern Africa Development Community
SDG	Sustainable Development Goals
UNDAF	United Nations Development Assistance Framework
UNHAS	United Nations Humanitarian Air Service
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children’s Fund