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Compendium of policies relating to the Strategic Plan

Introduction

1. At its 2010 second regular session the Board requested the Secretariat to produce a compendium of WFP policies relating to the Strategic Plan, to update the compendium annually and to present it as an information paper at the Board's second regular session each year. This document is an updated version of the compendium of policies presented to the Board at its 2018 second regular session. It includes adjustments on the schedule of evaluations of some policies in order to align it to the workplan of the Office of Evaluation, as presented to the Board in the Management Plan (2018–2020).
2. The compendium is intended to guide the work of the Secretariat and the Board. As requested by the Board, it is updated annually to reflect any changes in the policies listed in it. The policies listed in this document will be reviewed and revised as necessary, taking into consideration the Strategic Plan (2017–2021) and the Policy on Country Strategic Plans and ensuring that WFP is in line with the 2030 Agenda for Sustainable Development and the Sustainable Development Goals (SDGs).
3. The compendium is presented in two sections. The first section presents a table listing the areas in which policies relevant to the Strategic Plan are currently in effect and documents describing those policies. The second section presents a brief discussion of each policy, including cross-cutting policies, policies that have been superseded and policies that need updating. Information on evaluations of policies and related studies is also provided. Administrative, financial and human resources issues are not covered.

List of policy areas and documents

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

Focal points:

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2000	Participatory approaches <i>Participatory Approaches (WFP/EB.3/2000/3-D)</i>
2002	Urban food insecurity <i>Urban Food Insecurity: Strategies for WFP (WFP/EB.A/2002/5-B)</i>
2003	Food aid and livelihoods in emergencies <i>Food Aid and Livelihoods in Emergencies: Strategies for WFP (WFP/EB.A/2003/5-A)</i>
2004	Emergency needs assessment <i>Emergency Needs Assessments (WFP/EB.1/2004/4-A)</i>
2004	Humanitarian principles <i>Humanitarian Principles (WFP/EB.A/2004/5-C)</i>
2005	Definition of emergencies <i>Definition of Emergencies (WFP/EB.1/2005/4-A/Rev.1)</i>
2005	Exiting emergencies <i>Exiting Emergencies (WFP/EB.1/2005/4-B)</i>
2006	Targeting in emergencies <i>Targeting in Emergencies (WFP/EB.1/2006/5-A)</i>
2006	Humanitarian access <i>Note on Humanitarian Access and its Implications for WFP (WFP/EB.1/2006/5-B/Rev.1)</i>
2006	Food procurement in developing countries <i>Food Procurement in Developing Countries (WFP/EB.1/2006/5-C)</i>
2006	Economic analysis <i>The Role and Application of Economic Analysis in WFP (WFP/EB.A/2006/5-C)</i>
2008	Vouchers and cash transfers <i>Vouchers and Cash Transfers as Food Assistance Instruments: Opportunities and Challenges (WFP/EB.2/2008/4-B)</i>
2009	Capacity development <i>WFP Policy on Capacity Development (WFP/EB.2/2009/4-B)</i>
2010	HIV and AIDS <i>WFP HIV and AIDS Policy (WFP/EB.2/2010/4-A)</i>
2011	Disaster risk reduction and management <i>WFP Policy on Disaster Risk Reduction and Management (WFP/EB.2/2011/4-A)</i>
2012	Humanitarian protection <i>WFP Humanitarian Protection Policy (WFP/EB.1/2012/5-B/Rev.1)</i>
2012	Social protection and safety nets <i>Update of WFP's Safety Nets Policy (WFP/EB.A/2012/5-A)</i>
2013	Peacebuilding in transition settings <i>WFP's Role in Peacebuilding in Transition Settings (WFP/EB.2/2013/4-A/Rev.1).</i>
2013	School feeding <i>Revised School Feeding Policy (WFP/EB.2/2013/4-C)</i>
2014	Corporate partnership <i>WFP Corporate Partnership Strategy (2014–2017) (WFP/EB.A/2014/5-B)</i>
2014	Workforce management <i>WFP People Strategy: A People Management Framework for Achieving WFP's Strategic Plan (2014–2017) (WFP/EB.2/2014/4-B)</i>
2015	Gender <i>Gender Policy (2015–2020) (WFP/EB.A/2015/5-A)</i>

2015	Enterprise risk management <i>Enterprise Risk Management Policy (WFP/EB.2/2018/5-C)</i> <i>Directive on the Corporate Risk Management Register (RM2012/004)</i> <i>Risk Appetite Statement (WFP/EB.1/2016/4-C)</i>
2015	Building resilience for food security and nutrition <i>Policy on Building Resilience for Food Security and Nutrition (WFP/EB.A/2015/5-C)</i>
2015	South–South and triangular cooperation <i>South–South and Triangular Cooperation Policy (WFP/EB.A/2015/5-D)</i>
2015	Fraud and corruption <i>Anti-Fraud and Anti-Corruption Policy (WFP/EB.A/2015/5-E/1)</i>
2015	Evaluation <i>Evaluation Policy (2016–2021) (WFP/EB.2/2015/4-A/Rev.1)</i>
2016	Country strategic plans <i>Policy on Country Strategic Plans (WFP/EB.2/2016/4-C/1/Rev.1)</i>
2017	Environment <i>Environmental Policy (WFP/EB.1/2017/4-B/Rev.1)</i>
2017	Climate change <i>Climate Change Policy (WFP/EB.1/2017/4-A/Rev.1)</i>
2017	Nutrition <i>Nutrition Policy (WFP/EB.1/2017/4-C)</i>
2018	Emergency preparedness <i>Emergency preparedness policy – Strengthening WFP emergency preparedness for effective response (WFP/EB.2/2017/4-B/Rev.1)</i>
2018	Oversight <i>WFP Oversight Framework (WFP/EB.A/2018/5-C)</i>

Summary discussion of policies

Participatory approaches

5. The participation of affected populations improves the design and implementation of WFP programmes and thus enhances their achievement of food security objectives. WFP integrates participation into all phases of the programme cycle.
6. The extent to which affected populations participate in decision making and the processes by which they do so are situation-specific. WFP works to ensure that decision making is inclusive, actively involves representative community structures and does not discriminate against marginalized groups. WFP's approach links top-down and bottom-up planning by actively involving communities with other stakeholders who influence processes that affect the lives of the people it serves. This emphasis on broad-based participation moves decision making closer to the most vulnerable members of affected communities through the decentralization of power and support for representative civil society organizations.
7. WFP's experience has shown that participatory approaches are as relevant in emergencies as they are in development. However, the constraints that are characteristic of emergency situations can be very different from those in development.
8. In 2011, with WFP's endorsement of the Inter-Agency Standing Committee's commitments on accountability to affected populations,¹ participation became a key component of WFP's approach to such accountability, which aims to ensure that programme design, implementation,

¹ See https://interagencystandingcommittee.org/system/files/legacy_files/IASC%20Principals%20commitments%20on%20AAP%20%2528CAAP%2529March%202013.pdf.

monitoring and evaluation are informed by and reflect the views of affected people. WFP endorsed the 2017 updates to the commitments on accountability to affected populations.

9. WFP is implementing its participatory approach by providing field-based learning opportunities, allocating resources for participatory tool development and training. This includes the three key areas of consultation, information provision, and complaint and feedback mechanisms. WFP's strategy for protection and accountability to affected populations ensures that its programming is relevant, dynamic and responsive to feedback.

Urban food insecurity

10. Urban poverty, food insecurity and malnutrition affect many cities in the countries where WFP works and are likely to worsen in the foreseeable future. To address these problems, WFP and its partners will need to consider the factors that affect the food and livelihood security of poor people in urban areas. These factors include greater dependency of livelihoods on sources of human, social and financial capital, and less reliance on sources of natural and physical capital, in urban areas than in rural areas; low wages from work through precarious jobs; a large number of women working outside the home; legal obstacles, including insecure land and housing tenure; inadequate access to safe water, sanitation and health services; and weak social networks, which often transcend the geographical boundaries of communities.
11. People cannot lift themselves out of poverty unless they have access to secure, decent employment, so food assistance programmes in urban areas will continue to be necessary as safety net interventions, especially when economic conditions decline. Lessons drawn from past and ongoing programmes will be essential for staff in charge of programme design and will need to consider the following:
 - There is a need for robust, multi-sector context analysis for better understanding of vulnerability in urban contexts.
 - Targeting in heterogeneous urban settings is challenging.
 - Complementary programming and partnerships are important in facilitating adequate responses to poor service delivery in urban slums.
 - The challenges of partnering and ensuring national or sub-national ownership in highly politicized urban environments must be taken into account.
 - There is a need for well-planned exit strategies that prevent food assistance programmes from having a negative impact on economies.
12. Major changes have occurred in the external landscape in recent years, and WFP as an organization has also evolved significantly, most notably through the shift from food aid to food assistance as part of efforts to leave no one behind. In the light of these changes a new policy on urban food insecurity will be presented during the Board's 2020 first regular session. In addition to taking into account the Strategic Plan (2017–2021), it reflects the latest research, WFP's recent experience in urban contexts and the outcomes of relevant processes such as the New Urban Agenda, the 2030 Agenda and SDGs and the World Humanitarian Summit, as well as the roles of other key actors in the urban arena.

Food aid and livelihoods in emergencies

13. Progress in the implementation of the policy on food aid and livelihoods in emergencies was reported on at the Board's 2005, 2006 and 2007 second regular sessions.²
14. The premise of WFP's policy is that people will go to great lengths to protect their livelihoods as well as their lives. People affected by a crisis are not merely passive recipients of assistance; they rely primarily on their own capabilities, resources and networks to survive and recover. However,

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

many of the coping strategies adopted to meet immediate food needs can undermine people's health and well-being and erode their ability to meet food needs in the long term.³

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

Emergency needs assessment

16. In emergency situations, WFP determines whether external food assistance is needed to preserve lives and livelihoods. Emergency needs assessments must be accurate and timely to ensure that people are not left at risk and that humanitarian resources are allocated effectively.
17. Needs assessments gather information regarding:
 - the number of people affected;
 - the magnitude and location of the crisis;
 - food and nutrition gaps;
 - differences in vulnerability among men, women, children and social groups;
 - local capacities and livelihood systems;
 - household coping capacities in terms of ability to produce or otherwise obtain food;
 - the extent to which food needs can be met through market interventions or existing safety-net programmes; and
 - when livelihoods can be expected to return to normal.
18. Rapid assessment missions, crop and food supply assessment missions with the Food and Agriculture Organization of the United Nations (FAO) and joint assessment missions with the United Nations High Commissioner for Refugees should take the following points into account:
 - Pre-crisis information is important – regular assessments of crisis-prone areas improve the quality of emergency assessments.
 - Inadequate knowledge of local and regional markets and economies can be a significant impediment.
 - Assessments must be insulated from political pressures.
 - Assessments should be a regular part of country office responsibilities to ensure that robust information is available before a crisis and for adjusting programmes and targeting during a crisis.
19. WFP's emergency needs assessment policy was evaluated in 2007. A summary report on that evaluation is set out in document WFP/EB.2/2007/6-A. The topic will also be touched on during the ongoing strategic evaluation of WFP's capacity to respond to emergencies, the report of which will be presented at the Board's 2020 first regular session.⁴

³ See "Enabling Development" (WFP/EB.A/99/4-A), paragraphs 34 *et seq.*

⁴ Aspects of WFP's policies on emergency needs assessment, definition of emergencies, exiting emergencies and targeting in emergencies will be covered by the strategic evaluation.

Humanitarian principles

20. At the request of the Board, in 2004 WFP produced a summary of its core humanitarian principles:
- *Humanity.* WFP will seek to prevent and alleviate human suffering wherever it is found, and will respond with food assistance when appropriate. It will provide assistance in ways that respect life, health and dignity.
 - *Neutrality.* WFP will not take sides in a conflict and will not engage in controversies of a political, racial, religious or ideological nature. Food assistance will not be provided to active combatants.
 - *Impartiality.* WFP's assistance will be guided solely by need and will not discriminate on the basis of ethnic origin, nationality, political opinion, gender, race or religion. Assistance will target the people and groups most at risk, following assessment of the different needs and vulnerabilities of women, men and children.
21. The summary also listed the following foundations for effective humanitarian action:
- *Respect.* WFP will respect local customs, traditions and the sovereignty of the State in which it is working, upholding internationally recognized human rights.
 - *Self-reliance.* WFP will provide assistance in ways that support livelihoods, reduce vulnerability to future food scarcity and avoid fostering dependency.
 - *Participation.* WFP will involve women and men beneficiaries whenever possible in all activities and will work closely with governments to plan and implement assistance.
 - *Capacity-building.* WFP will strengthen the capacity of affected countries and local communities to prevent, prepare for and respond to humanitarian crises.
 - *Coordination.* WFP will provide assistance with the consent of affected countries and, in principle, on the basis of appeals by affected countries.
22. The summary also set out two standards:
- *Accountability.* WFP will keep donors, host country governments, beneficiaries and other relevant stakeholders informed of its activities and their impact through regular reporting.
 - *Professionalism.* WFP will maintain the highest standards of professionalism and integrity among its international and national staff.
23. The Strategic Plan (2014–2017) added operational independence as a fourth humanitarian principle that would guide WFP's work:
- *Independence.* WFP will provide assistance in a manner that is operationally independent of the political, economic, military or other objectives that any actor may hold with regard to areas where the assistance is being provided.
24. A summary report on the evaluation of WFP's policies on humanitarian principles and access in humanitarian contexts during the period 2004–2017 was presented to the Executive Board at its 2018 annual session.⁵

Definition of emergencies

25. At its 2005 first regular session the Board endorsed the recommendations contained in the document "Definition of Emergencies" (WFP/EB.1/2005/4-A/Rev.1), which defines emergencies as "urgent situations in which there is clear evidence that an event or series of events has occurred which causes human suffering or imminently threatens human lives or livelihoods and which the

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

government concerned has not the means to remedy; and it is a demonstrably abnormal event or series of events which produces dislocation in the life of a community on an exceptional scale”.

26. Emergency situations include:

- earthquakes, floods, locust infestations and similar unforeseen events;
- human-made emergencies that force people to leave their homes as refugees or internally displaced people or that cause other distress;
- food shortages or food insecurity resulting from slow-onset events such as drought, crop failure, pests and diseases affecting people or livestock;
- restricted access to food resulting from economic shocks, market failure or economic collapse; and
- complex situations in which a government or the Secretary-General of the United Nations requests the support of WFP.

Exiting emergencies

27. Decisions as to when and how to exit from an emergency can be as important as the decision to respond. WFP exits from emergencies either by withdrawing resources from a country or by shifting to longer-term programmes that protect and improve livelihoods and increase resilience.

28. Exiting presents opportunities for engaging in early recovery activities, but also introduces challenges for the communities involved. A sound exit strategy requires:

- clear criteria for exiting;
- benchmarks for assessing progress in meeting the criteria;
- steps for reaching the benchmarks and identification of the people responsible for implementing such steps;
- periodic assessment of progress and modifications to minimize risks;
- a flexible timeline for reaching benchmarks and conducting assessments;
- triggers such as progress towards objectives, improvement in the humanitarian situation, increased government capacity to meet needs, declining levels of donor contributions and willingness to allocate funding to a recovery programme; and
- long-term objectives aligned with government plans or donor priorities.

Targeting in emergencies

29. Targeting must rely on SMART eligibility criteria, i.e., criteria that are specific, measurable, fair, identifiable, agreed, relevant and valid for a period of time.

30. Targeting entails finding the right balance between inclusion errors – when people who can meet their own needs receive food assistance – and exclusion errors – when eligible people who need food assistance do not receive it.

31. Targeting involves identifying communities and people in need of food assistance and selecting delivery and distribution mechanisms to ensure that targeted women, men and children receive assistance when they need it.

32. In acute emergencies, inclusion errors are more acceptable than exclusion errors. Targeting costs increase in proportion to the level and detail of targeting approaches. WFP should analyse both the benefits and the costs associated with different targeting degrees and approaches, keeping in mind that cost-efficiency for WFP may incur increased transaction or opportunity costs for recipients and may risk undermining social cohesion.

33. As discussed in WFP's current policy document, "Targeting in Emergencies" (WFP/EB.1/2006/5-A), the principles of targeting include the following:
- Consult and properly inform communities regarding targeting criteria, which should be simple and understandable.
 - Targeting is never perfect, so seek a balance between inclusion and exclusion errors and ensure that a mechanism for households to appeal decisions and receive feedback is in place.
 - Base targeting decisions on a full-resource scenario but prioritize objectives in case resources are reduced or delayed; communicate the priorities to all stakeholders as soon as possible and ensure that they are understood.
 - Be flexible in adjusting targeting according to context and country strategic plan (CSP) objectives; as emergencies evolve and population needs change, targeting processes must also evolve.
 - Use assessment, monitoring and early warning tools to set targeting parameters and monitor changes during a programme cycle.
 - Monitor non-targeted areas and households to ensure that emerging needs are assessed.
 - Analyse the costs and benefits of different targeting degrees and approaches, the potential costs of leakage and the costs borne by beneficiaries.

Humanitarian access

34. The primary responsibility for providing humanitarian assistance in a crisis lies with the state concerned. If it cannot respond, its government or the United Nations Secretary-General may ask for WFP's assistance in the form of food assistance or logistics support. To assess the situation and transport, deliver and monitor its food assistance, WFP must have safe and unhindered access to those in need. Humanitarian access is a pre-condition for humanitarian action.
35. There is no standard WFP approach to access: every case is situation-specific and demands flexibility and creativity to balance needs and safety issues. Ensuring safe access requires sound situation analysis and security management, adherence to international law and humanitarian principles, coordination and partnerships among stakeholders, and advocacy at various levels.
36. While Humanitarian Coordinators lead advocacy for access, WFP often negotiates permission for its own operations to ensure that timely assistance can be delivered across borders and conflict lines, especially when food insecurity is a major element of the crisis or when WFP is working on behalf of other humanitarian actors, for example, as the logistics cluster lead. In all cases, WFP ensures that governments and other parties are informed of and in agreement with its activities.
37. A summary report on the evaluation of the policies on humanitarian principles (WFP/EB.A/2004/5-C) and humanitarian access (WFP/EB.1/2006/5-B/Rev.1) was presented to the Executive Board at its 2018 annual session. The report includes eight recommendations, on the basis of which a new WFP approach to access is being developed. The approach is expected to be ready by mid-2020.

Food procurement in developing countries

38. WFP's policy is to procure food in a manner that is cost-efficient, timely and appropriate to beneficiary needs, and to encourage procurement from developing countries. When coupled with adequate capacity development, local procurement can help to enhance local capacities in agriculture and food production, handling and storage. The 2006 policy document "Food Procurement in Developing Countries" (WFP/EB.1/2006/5-C) recommends that WFP:
- promote market development as an objective;
 - call for flexible and timely cash contributions from donors;
 - encourage groups of small-scale traders and farmers;

- consider preferential treatment for farmers and farmers' groups where applicable;
 - support locally developed food processing capacity; and
 - promote the capacities of the Procurement Office at the country and regional levels.
39. WFP's food procurement was the subject of an audit undertaken in 2014. The report of the External Auditor resulting from that audit (WFP/EB.A/2014/6-G/1) was presented at the Board's 2014 annual regular session.
40. Today half of WFP's food purchases are made locally or regionally. By injecting cash into local economies, local procurement, including pro-smallholder procurement, can significantly strengthen smallholders' livelihoods and the sustainability of food systems, particularly when it is associated with activities that support value chain actors such as farmers, farmer organizations, processor groups, aggregators and traders where required.
41. During the Purchase for Progress pilot project (2008–2014), WFP tested various ways of procuring staple foods directly from smallholder farmer organizations, including through pro-smallholder competitive ("soft") tendering, direct contracting and forward contracting. In 2017 WFP introduced changes to its internal procurement processes with the aim of increasing indirect purchases from smallholder farmers by using indirect contracts (conditional and mandate contracts), which enable WFP to buy from traders while ensuring that fair prices are paid to farmers and guaranteeing transparency and control with respect to the transactions between traders and farmers or farmer organizations
42. With the aims of strengthening the efficiency and effectiveness of its local and regional food procurement in order to ensure reliable supplies of food for the operations it assists, and contributing to the programme objectives of supporting smallholder farmers and strengthening food systems, WFP has presented a draft policy on local and regional food procurement, which proposes further innovation of its systems for contracting purchases from local and regional buyers.

Economic analysis

43. In 2006 the Board considered the document "The Role and Application of Economic Analysis in WFP" (WFP/EB.A/2006/5-C), which stresses the importance of economic analysis coupled with analysis of nutrition, social, political, gender and environmental issues as essential for full understanding of the causes and effects of hunger. Actions designed to address acute and chronic hunger should therefore include analysis of economic forces affecting prices, production and consumption, which can affect food security and vulnerability.
44. In WFP, economic analysis is integral to the analysis of hunger and the design of strategies to reduce hunger. It also relates to results-based management of WFP's contribution in a country in that it can inform programme choices, maximize the efficiency and effectiveness of WFP's work, and support local and regional food procurement. At the strategic, programmatic and operational levels, economic analysis is required to understand the impact of markets, food production, incomes, employment and other relevant economic variables that directly or indirectly affect the material conditions of the hungry poor. Economic analysis is also required to anticipate and assess the impact of food aid on markets and related economic factors.
45. Four areas where economic analysis could improve WFP's understanding of food insecurity and enhance the effectiveness of its operations are analysis of the economic factors that contribute to food insecurity, integration of WFP's operations into national development contexts, analysis of food markets and assessment of the impact and effectiveness of operations and the choice of approaches.

Vouchers and cash-based transfers

46. Cash-based transfers (CBTs) enable beneficiaries to purchase food and other basic needs directly on the market. CBTs can be central elements of responses to emergencies and protracted crises, as well as of development programmes and national social protection and safety net systems. In

- accordance with the current CBT policy document, "Vouchers and Cash Transfers as Food Assistance Instruments: Opportunities and Challenges" (WFP/EB.2/2008/4-B), WFP may scale up CBTs where feasible and appropriate; this is facilitated by changes in its financial framework that increase transparency and enhance the accountability for such programming.
47. When using CBTs, food security and nutrition outcomes remain the main objectives. Depending on the context, CBTs can address beneficiaries' food security needs while increasing cost-efficiency and effectiveness and stimulating the local economy.
 48. An update on the implementation of WFP's policy on vouchers and cash transfers (WFP/EB.A/2011/5-A/Rev.1) was presented for information at the Board's 2011 annual session. An audit of WFP's use of cash and vouchers was undertaken in 2013. The report of the external auditor on the results of the audit (WFP/EB.A/2013/6-G/1) was presented at the Board's 2013 annual session.
 49. Later, following an evaluation of the cash and voucher policy from 2008 to 2014 (WFP/EB.1/2015/5-A), it was recommended that WFP update and disseminate CBT manuals and guidance and proceed with capacity development rather than update the CBT policy, which was considered adequate at that moment. In response WFP rolled out a capacity development process, with e-learning modules and face-to-face training for WFP staff members, to familiarize all WFP staff with the available CBT tools. Subsequently, the CBT e-learning course and the cash and vouchers manual were made available to partner governments and non-governmental organizations (NGOs), empowering the wider CBT community of practice.
 50. In accordance with its policy WFP ensures that:
 - CBTs are based on needs and sector capacity assessments and the application of a comprehensive decision-making business process model;
 - Selection of transfer modalities is flexible and optimizes WFP's diverse delivery capabilities; and
 - CBTs complement country offices' efforts to build, support and leverage national social safety nets, foster small farmers' productivity and improve financial inclusion for WFP beneficiaries.

Capacity development

51. The 2009 WFP Policy on Capacity Development updates the 2004 policy document "Building Country and Regional Capacities"⁶ by outlining a more systematic approach to strengthening national institutions in order to help end hunger. It acknowledges that country capacity strengthening is complex and that the achievement of international and national development targets hinges on increasing and transforming the capacities of individuals, organizations and societies in order to reach development objectives. It recognizes the importance of engaging in stakeholder-driven and context-specific responses when supporting national systems and services for food security and nutrition.
52. The 2009 policy remains valid and relevant as WFP works to support progress towards the goals of the 2030 Agenda. However, to support the practical implementation of the policy throughout WFP's programmes and to respond to recommendations and findings from the 2017 evaluation of the 2009 policy⁷ and the 2017 internal audit of WFP's country capacity strengthening and to lessons learned from implementation of the Integrated Road Map and the mid-term and final evaluations of CSPs around the world, WFP will formulate a new corporate strategy for country capacity strengthening in 2020.
53. The new strategy will outline the corporate action plan for effective operationalization of the 2009 policy and of WFP's commitment to supporting progress towards the SDGs through country

⁶ WFP/EB.3/2004/4-B.

⁷ WFP/EB.1/2017/6-A/Rev.1.

capacity strengthening at all levels and in all areas of WFP's comparative advantage and engagement. It will promote a "whole of society" approach and will guide WFP in designing and delivering effective country capacity strengthening that engages a wide range of actors and addresses issues at the individual and organizational levels and in the enabling environment through a holistic approach to systems strengthening. Such an approach will help WFP to generate greater impacts from its engagement and lead to interventions that are more likely to shift system behaviours and yield more sustainable results over time.

54. The strategy will be flexible so that it can accommodate various regional and national priorities and needs, optimize WFP's evolving offer of traditional and emerging services and take into account the diverse settings within which WFP operates. Aligned with the higher-level principles put forth in the 2009 policy update, the strategy will outline the conceptual model that will underpin and guide in-country engagement strategies and the design and implementation of responses to recommendations related to programmes, and will describe methodologies and tools that can be used to deliver capacity strengthening coherently throughout WFP's global portfolio.
55. The strategy will also outline ways of enhancing the capabilities of WFP staff in capacity strengthening as a discipline; creating robust knowledge management that generates evidence and facilitates coherent communication on the role and contributions of WFP's capacity strengthening work in countries' progress towards the SDGs; and securing sustainable resources for future capacity strengthening efforts and objectives.

HIV and AIDS

56. HIV remains one of the world's most serious challenges: in 2018, 37.9 million people were living with HIV, 1.7 million of whom were children under 15 years of age; 1.7 million people became newly infected; and 770 000 people died of AIDS-related causes. Of the 479 million people affected by humanitarian emergencies in 2016, 2.6 million were people living with HIV. Of these, 1.9 million people (73 percent) were in sub-Saharan Africa.⁸ Emergency and humanitarian circumstances can increase vulnerability to HIV transmission and compromise the health of people living with HIV because increased food and nutrition insecurity and the overall disruption of social services during an emergency make it more difficult for people to adhere to treatment and may drive them to adopt risky coping mechanisms.
57. WFP's current policy on HIV and AIDS (WFP/EB.2/2010/4-A) supersedes its 2003 policy (WFP/EB.1/2003/4-B). Updates on WFP's implementation of the current policy were presented at the Board's 2014 and 2017 and 2018 annual meetings (WFP/EB.A/2014/5-D, WFP/EB.A/2017/5-E and WFP/EB.A/2018/5-H).
58. Under the division of labour of the Joint United Nations Programme on HIV/AIDS,⁹ WFP is responsible for ensuring that consideration of food and nutrition issues is integrated into all responses to HIV: WFP co-convenes work on HIV-sensitive social protection with the International Labour Organization and work on HIV in humanitarian contexts with the Office of the United Nations High Commissioner for Refugees. WFP addresses HIV through diverse entry points and partnerships in line with the SDGs. WFP's HIV/AIDS programming therefore accords with the SDGs; the UNAIDS strategy for 2016–2021, "On the Fast-Track to end AIDS";¹⁰ the new post-2015 global tuberculosis strategy and its targets;¹¹ and WFP's Strategic Plan (2017–2021).

⁸ Bennett, R. 2018. *Estimation of people living with HIV (PLHIV) affected by humanitarian disasters in 2016*, p. 5. UNHCR. https://www.unaids.org/sites/default/files/media_asset/unaids-data-2018_en.pdf UNAIDS. 2018. UNAIDS data 2018. https://www.unaids.org/sites/default/files/media_asset/unaids-data-2018_en.pdf.

⁹ Available at: https://www.unaids.org/sites/default/files/media_asset/UNAIDS-Division-of-Labour_en.pdf.

¹⁰ Available at: http://www.unaids.org/sites/default/files/media_asset/20151027_UNAIDS_PCB37_15_18_EN_rev1.pdf.

¹¹ The Sixty-Seventh Session of the World Health Assembly. 2014. *Draft global strategy and targets for tuberculosis prevention, care and control after 2015*. Available at: http://apps.who.int/gb/ebwha/pdf_files/WHA67/A67_11-en.pdf?ua=1.

59. As a co-sponsor of the joint programme, WFP has contributed to joint responses to HIV/AIDS for many years. In 2017, it maintained its holistic and gender-responsive approach to HIV programming, leveraging its context-specific entry points and partnerships to provide food and nutrition support to vulnerable people living with HIV, thereby ensuring their inclusion, including during humanitarian emergencies; support to pregnant women and girls receiving prevention of mother-to-child transmission services; school meals and other activities addressing the needs of children and adolescents while promoting school attendance and reducing risk-taking behaviour; support for HIV-sensitive social safety nets in several regions; technical support to governments and national partners, including work with national HIV/AIDS councils; and support for supply chains to prevent shortages of HIV treatment and prevention commodities in humanitarian settings and fragile contexts, working with partners that include the Global Fund to Fight AIDS, Tuberculosis and Malaria. This prioritization is explained in detail in the 2018 update on WFP's response to HIV and AIDS.
60. WFP will continue to contribute to ending AIDS by linking and integrating HIV and AIDS response within food and health systems and social protection schemes, in accordance with its Nutrition Policy (2017–2021). WFP will continue to adapt its work and delivery platforms so that they remain relevant, equitable and effective in building the capacities of government counterparts. WFP will also continue to pursue gender-transformative approaches and advocate for the empowerment of individuals and communities in order to address and respond to stigma and discrimination in all HIV and tuberculosis interventions. In view of the increasing frequency and impact of emergencies, WFP will advocate for effective and comprehensive integration of HIV and AIDS responses into multi-sectoral cluster responses for vulnerable people.
61. An evaluation of WFP's HIV and AIDS policy was planned for 2019 subject to the availability of funding. As resources were not received, in 2021/22, the Office of Evaluation will consider the policy's eligibility for inclusion in its evaluation workplan over the next few years, taking into account utility considerations and available resources.

Disaster risk reduction and management

62. Article II of WFP's General Regulations stipulates that WFP will "assist in the continuum from emergency relief to development by giving priority to supporting disaster prevention, preparedness and mitigation...."
63. WFP's current policy on disaster risk reduction and management (WFP/EB.2/2011/4-A) supersedes the previous policy set out in "WFP Policy on Disaster Risk Reduction" (WFP/EB.1/2009/5-B) and "Disaster Mitigation: A Strategic Approach" (WFP/EB.1/2000/4-A).
64. The disaster risk reduction and management policy focuses on building resilience and capacity among the most vulnerable people, communities and countries by ensuring food and nutrition security while reducing the risk of disaster and protecting and enhancing lives and livelihoods. The policy is reflected in the Strategic Plan (2017–2021) and policies on climate change, gender, the environment, social protection and safety nets and building resilience for food security and nutrition.
65. The policy emphasizes that disaster risk reduction bridges emergency response, recovery and development with targeted preparedness for, and mitigation and prevention of, disasters. Gender considerations are crucial in addressing disaster risks, as women are often more vulnerable to disasters than men because of gender roles and behaviours that affect access to resources.¹²

¹² WFP/EB.1/2009/5-A/Rev.1, citing Neumayer, E. and Pluemper, T. 2007. "The Gendered Nature of Natural Disasters: The Impact of Catastrophic Events on the Gender Gap in Life Expectancy, 1981–2002". *Annals of the American Association of Geographers*, vol.97 n.3, pp. 551–566, 2007.

66. The policy calls for WFP to do the following:
- Focus disaster risk reduction work on food assistance, targeting the most vulnerable households, communities and countries before, during and following disasters.
 - Invest in food security and vulnerability analysis and emergency preparedness to inform the selection of tools for and maximize the effectiveness of emergency responses.
 - Support governments in developing disaster risk reduction policies, plans and programmes that include a food security dimension.
 - Take into account the impacts of climate change, conflict and other drivers of food insecurity, and direct particular attention to women and children when implementing disaster risk reduction and resilience activities.
 - Promote partnerships and emphasize participatory approaches with governments, vulnerable communities, United Nations agencies, civil society, NGOs, research institutions and private-sector organizations.
67. The Office of Evaluation will consider the eligibility of this evaluation for inclusion in its workplan, taking into account utility considerations and available resources.

Humanitarian protection

68. WFP has a responsibility to ensure that its programmes do not expose to harm the people they are assisting but rather contribute to their safety, dignity and integrity. WFP's commitments in this regard are outlined in "WFP Humanitarian Protection Policy" (WFP/EB.1/2012/5-B/Rev.1), which makes humanitarian protection an integral element of WFP's work.
69. The policy calls for staff capacity to understand and respond to protection concerns; context and protection risk analysis; integration of protection into programme design and implementation; incorporation of protection into programme tools; management of information on protection; and partnerships for integrating protection.
70. In 2014, an internal review of the implementation of the protection policy highlighted that important progress had been made but also identified a number of obstacles to further progress. These findings were confirmed in a formal evaluation of the protection policy completed in 2017, which included a review of the roll-out of mechanisms for accountability to affected populations presented to the Board at its 2018 annual session (WFP/EB.A/2018/7-B). The evaluation resulted in a number of recommendations: the development of a new protection policy; the integration of protection considerations into corporate risk management; the strategic use of partnerships to achieve protection aims; the strengthening of staff capacities; the strengthening of analyses of contexts and protection issues; and the development of a new strategy for engagement with affected populations and vulnerable groups. These recommendations have largely been accepted by management and WFP is in the process of implementing them.
71. The evaluation of the protection policy in 2018 created new momentum for improving WFP's contribution to protection and led to the development of a protection strategy for 2019–2021 to guide implementation of recommendations from the evaluation. The strategy has the aims of improving data collection and analysis, partnerships and stakeholder engagement, strengthening the integration of protection into risk management activities and ensuring that protection activities are supported by sufficient human resources, strong leadership and a clear policy framework. WFP is engaging the field through robust consultations with the management and staff of regional bureaux and country offices and with beneficiaries and aims to develop sound and practical guidance that reflects protection priorities and ensures accountability to affected populations. In 2020, WFP will continue to standardize and roll out its complaint and feedback mechanisms, including through the development of a beneficiary engagement strategy. Inclusion of vulnerable people, including those with disabilities, is a key component of WFP's approach to protection, which incorporates a focus on population groups that are discriminated

against and marginalized. Analysis of the various threats and vulnerabilities that affect different groups will inform programme design and implementation.

Social protection and safety nets

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

WFP’s role in peacebuilding in transition settings

78. An update on WFP’s peacebuilding policy (WFP/EB.2/2014/4-D) was presented for information at the Board’s 2014 second regular session, providing information on progress made and lessons learned during the early implementation of the policy. Under its current policy (WFP/EB.2/2013/4-A/Rev.1), WFP’s engagement in peacebuilding activities as part of larger United Nations efforts is organized in three tiers depending on the context:
 - All programming in conflict and post-conflict settings should, as a minimum, “do no harm” meaning that WFP programmes should not become inadvertently caught up in and contribute to tensions or violence and that they should be “conflict sensitive”. Achieving this requires thoughtful conflict analysis and strategy and programme design that takes such risks into account.
 - In settings where no United Nations-endorsed peace process is in place but there are opportunities to support reconciliation at a local level, WFP can support local-level peacebuilding. This could involve activities such as enhancing access to contested natural resources (land and water) through types of food assistance for asset interventions, thus preventing conflict.

- In settings where there is a peace process endorsed by the United Nations WFP can support broader, national efforts to promote peace, in particular government-led efforts that address hunger. WFP's support could include providing food as part of a disarmament, demobilization and reintegration process, thereby supporting the state's delivery of services and thus potentially helping to build state performance and legitimacy.
79. The policy is clear that peacebuilding should not become WFP's overriding priority in any country. WFP must be guided by humanitarian principles, with addressing hunger needs as its entry point. WFP supports the principle of United Nations coherence and recognizes that in certain high-risk environments it requires a carefully calibrated approach.
 80. Since 2018, WFP and the Stockholm International Peace Research Institute have been collaborating in a knowledge partnership aimed at defining what WFP's contribution to peace is currently, what it could be, how it could be measured and whether WFP programmes are inadvertently entangled in conflict. The research involved case studies from four countries and findings were captured in a synthesis report that was shared with the Executive Board in June 2019. The research has resulted in an understanding of some of the different ways in which WFP programming can support peace and has identified an urgent need to strengthen conflict sensitivity.
 81. Since the policy was adopted in 2013 the number of violent conflicts globally has risen two-fold. The Secretary-General made addressing this rapid deterioration a priority and tasked the United Nations system with delivering his vision for crisis prevention. That vision comprises the sustaining peace agenda, the Agenda for Humanity and the SDGs. The Secretary-General has stipulated that United Nations funds, agencies and programmes reform their ways of working and take an integrated and collaborative approach to delivering different, better outcomes for the people most in need through the implementation of humanitarian, development and peacebuilding systems, structures and activities. In response to this demand for change, WFP is reviewing its current and future contributions to peace as laid out in its 2013 policy and in the broader context of the evolving requirements of United Nations reform and the strengthening of the humanitarian–development–peace nexus. An evaluation of the policy on peacebuilding was planned for 2019 depending on the availability of funding. As resources were not received, the evaluation has been postponed subject to further consideration. The Office of Evaluation will consider the eligibility of the policy for inclusion in its evaluation workplan, taking into account utility considerations and available resources.

School feeding

82. Since the establishment of WFP, school meals have been part of its mission.¹³ The Strategic Plan (2017–2021), in paragraph 49, reiterates that WFP will “support hunger-related safety nets, such as school meals programmes, and productive safety nets”.
83. Superseding the 2009 “WFP School Feeding Policy” (WFP/EB.2/2009/4-A), the 2013 “Revised School Feeding Policy” (WFP/EB.2/2013/4-C) states that WFP's overarching vision is to continue to advocate for the universal adoption of school meals programmes as a safety net that helps increase children's access to education and learning opportunities and strengthens their health and nutrition status. The policy has five objectives: to support food-insecure households by providing direct or indirect income transfers; to enhance children's learning ability and access to education; to enhance children's nutrition by reducing micronutrient deficiencies; to strengthen national capacity to manage sustainable and efficient school meals programmes through technical assistance; and to support governments in linking school meals to local agricultural production.
84. The 2013 revised policy also commits WFP to using the School Feeding Systems Approach for Better Education Results (SABER-SF) as a framework for assessing national capacities to

¹³ See A/RES/1714 (XVI, annex, sect. I, para. 10 (b)).

implement school feeding and plan transitions to national ownership. Currently, WFP's technical assistance for school feeding is based on the five pillars of SABER-SF and provides expertise on policy frameworks, strategic planning and financing, institutional capacity and coordination, programme design and implementation and community engagement.

85. In CSPs, synergies between school feeding programmes and social protection will be enhanced, particularly through the integration of school feeding programmes into broader social protection systems. WFP continues to implement school feeding programmes in times of crisis and distress, as an effective means of providing essential safety nets to affected children and their families while contributing to the prevention of malnutrition and encouraging school attendance.
86. In countries where universal access to education is nearly achieved, WFP pursues nutrition-sensitive approaches to school meals to address hunger and malnutrition in all forms and accelerate progress toward SDG 2. In CSPs, WFP school meals programmes put a strong focus on micronutrient deficiencies, overweight and obesity and the promotion of lifelong healthy eating habits. To some extent, WFP school meals programmes use special approaches to adolescent girls and pre-primary schoolchildren.
87. WFP's school feeding programme was the subject of an audit undertaken in 2015/16. The report of the external auditor on the results of the audit (WFP/EB.A/2016/6-F/1) was presented for consideration at the Board's 2016 annual regular session. The majority of the audit recommendations have been implemented. School feeding will be the subject of a proactive integrity review in 2019 aimed at identifying fraud risks and assessing appropriate risk mitigation measures that will provide WFP with reasonable assurance that internal controls are operating effectively in preventing or detecting fraud. A strategic evaluation of school feeding is due to start in 2019 and will include assessment of the relevance of WFP's work on school feeding in light of the 2030 Agenda and the WFP Strategic Plan (2017–2021) and the degree to which WFP is equipped to deliver effective, efficient and sustainable school feeding programmes; the extent to which the expected results of the 2013 school feeding policy have been achieved; the extent to which WFP has contributed to sustainable national school feeding programmes; and the partnership approaches that WFP has put in place at the global and country levels. The results of the evaluation are expected to be presented to the Board for consideration at its 2021 first regular session.

Corporate partnerships

88. The WFP Corporate Partnership Strategy (2014–2017) (WFP/EB.A/2014/5-B), approved by the Board in 2014, articulates WFP's partnership approach based on shared goals and the principles of good partnership outlined in the United Nations Global Humanitarian Platform. The partnership approach is now incorporated as a foundation of the partnership pillar of the Strategic Plan (2017–2021); the principles outlined in the corporate partnership strategy continue to guide partnership implementation of the Strategic Plan, including the Policy on Country Strategic Plans and implementation of the Integrated Road Map. The corporate partnership strategy continues to provide a high-level framework for identifying and guiding the development of effective partnerships.
89. WFP's Integrated Road Map reflects a commitment to the approach outlined in the Corporate Partnership Strategy to building and maintaining partnerships that benefit the people that WFP serves. In accordance with the Strategy all partnerships should:
 - contribute to the achievement of WFP's Strategic Objectives;
 - be cost-effective;
 - reflect international priorities in food security and nutrition;
 - confirm and enhance WFP's standing as an ethical operator; and
 - be properly resourced by all parties.

90. The CSP policy specifically links the CSP processes to WFP's principles of good partnership: equity, transparency, a results-oriented approach, responsibility and complementarity.
91. An evaluation of the Corporate Partnership Strategy (2014–2017) (WFP/EB.A/2017/7-B) was presented to the Board in June 2017. The evaluation's six recommendations focused on implementing the partnership pillar of the Strategic Plan (2017–2021), including by meeting the need to support partnerships through an organization-wide action plan, guidance and tools; strengthening partnership skills in regional bureaux and country offices; developing systems for improving reporting on effectiveness, efficiency and innovation; and revising priority partnership agreements.

Workforce management

92. WFP's current policy on the management of its workforce is set out in the "WFP People Strategy: A People Management Framework for Achieving WFP's Strategic Plan (2014–2017)" (WFP/EB.2/2014/4-B). The People Strategy, which was approved by the Board at its 2014 second regular session, is a blueprint for reinforcing, building, retaining and recruiting WFP's workforce and creating a more people-centred organization that develops the capabilities of its employees.
93. WFP's capacity to deliver results depends on the skills of its employees and their commitment to WFP's mission.
94. WFP needs to retain, develop and reward high performing employees while attracting new and diverse talent. It must amplify the accountability of line managers, enhance performance and optimize operational efficiency. The People Strategy achieves impact through four imperatives, which were informed by and address long-standing issues reported in organizational evaluations. Each imperative has specific objectives. The four imperatives and their corresponding objectives are as follows:
 - *Reinforce a performance mind-set.* Embed WFP values and behaviours and refresh performance management to recognize and reward good performance, identifying criteria for success and demanding individual accountability.
 - *Build WFP's talent.* Develop career frameworks and provide opportunities for learning and growth.
 - *Shift the focus.* Make the country level the central focus of WFP, and define long-term programming to ensure that national staff – 80 percent of WFP's workforce – are provided with opportunities to continue developing their capacities in response to operational and strategic organizational needs.
 - *Equip high-impact leaders.* Mobilize senior leaders, enhance leadership and management capabilities and hold senior leaders accountable.
95. Successful implementation of these four imperatives will significantly enhance WFP's management of its workforce. Implementation is measured through WFP's Corporate Results Framework.
96. An update on implementation of the People Strategy (WFP/EB.1/2016/4-E) was presented at the Board's 2016 first regular session. Achievements to date reinforce the Board's support for the strategy and encourage WFP to build on the momentum gained. The objective of the evaluation is to assess the strategy and its implementation to date and evaluation findings will be a key input for the development of a strategy that takes into account evolving circumstances within WFP, in the wider United Nations system and worldwide.
97. Findings from the ongoing evaluation of the People Strategy will be presented to the Board in February 2020.

Gender

98. For WFP, the pursuit of gender equality and women's empowerment is central to fulfilling its mandate to end global hunger and save lives. Gender equality and women's empowerment are

preconditions for equitable and inclusive sustainable development through which all people can fully and freely exercise universal human rights.

99. With the adoption of the Gender Policy (2015–2020) (WFP/EB.A/2015/5-A), which superseded the previous gender policy adopted in 2009 (WFP/EB.1/2009/5-A/Rev.1), WFP committed to a gender transformative approach to achieving food security and nutrition for all women, men, girls and boys. The objectives of the policy will be achieved by embedding gender in policies, programming and practice, from headquarters to regional bureaux and country offices.
100. WFP recognizes gender equality and women’s empowerment as a cross-cutting theme and expects responsibilities and accountabilities to be spread throughout its offices, divisions, functional areas and responsibility levels: gender equality and women’s empowerment are everybody’s business. All WFP employees are responsible and accountable for systematically mainstreaming gender into their work and facilitating WFP’s gender-transformative agenda.
101. Six regional gender implementation strategies and a global action plan with defined outcomes and specific process and programming actions were presented to the Executive Board’s for consideration at its 2016 annual session. Since then, WFP has also developed capacity strengthening tools and resources such as an online gender toolkit, a gender topic page, a gender community, a gender learning channel and support for country office enrolment in a gender transformation programme. Every year an update on the Gender Policy (WFP/EB.A/2018/5-G) is presented for consideration at the Board’s annual session.
102. An evaluation of the Gender Policy (2015–2020) began in 2019, with the results presented to the Executive Board at its 2020 annual session.

Enterprise risk management

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

106. Numerous developments since the first policy have contributed to the mainstreaming and integration of risk management into WFP's strategies, CSP design and operations and to increased understanding of risk management as an integral part of WFP's internal control environment. These efforts continue as WFP seeks to embed risk management disciplines into planning and decision making at all levels of the organization.
107. The Office of Evaluation will consider the eligibility of this evaluation for inclusion in its workplan, taking into account utility considerations and available resources.

Building resilience for food security and nutrition

108. Humanitarian responses to crises save lives and help restore livelihoods but have not always addressed underlying vulnerabilities. Development gains can be wiped out quickly by a natural disaster or conflict or undermined over time by the cumulative effects of stressors. A resilience-building approach to programming helps to mitigate the damaging effects of shocks and stressors before, during and after crises, thereby minimizing human suffering and economic loss. WFP's Policy on Building Resilience for Food Security and Nutrition (WFP/EB.A/2015/5-C) guides the organization's work in strengthening the capacity of the most vulnerable people to absorb, adapt and transform in the face of shocks and stressors in order to achieve sustainable food security and nutrition. The policy changes the way WFP designs, implements and manages programming to ensure coherence in WFP's actions to reduce vulnerability; alignment with the global policy on resilience; and complementarity between WFP's activities and resilience-building programmes of other actors.
109. A resilience-building approach starts with the way that strategies and programmes are conceived, which requires a deep understanding of risk, the collective actions needed to reduce it and the opportunities for women, men and children to build their capacity to better absorb and adapt to shocks and stressors. The 2015 resilience policy requires WFP to bridge the humanitarian–development divide and adopt holistic strategies, including crisis, recovery and long-term development activities that are risk informed, to protect vulnerable people from crises. Consequently, the policy recognizes that food insecurity and undernutrition cannot be addressed adequately in the short term. WFP needs to develop long-term country-level strategic and operational plans that address short-term challenges. A resilience-building approach to programming requires multi-year commitments from donors.
110. WFP's resilience-building approach will require long-term engagement with multiple stakeholders to develop strong partnerships and operations that complement WFP's strengths with the comparative advantages of other agencies. For example, the Rome-based agencies' conceptual framework for strengthening resilience for food security and nutrition defines how WFP, FAO and the International Fund for Agricultural Development (IFAD) through their different entry points have developed a common resilience-building approach to achieving the overarching objective of zero hunger in the face of multi-level and complex vulnerabilities and risks.
111. A strategic evaluation of WFP's support for enhanced resilience was undertaken in 2018 and presented to the Board at its 2019 first regular session (WFP/EB.1/2019/7-A). Management has committed to implementing the seven recommendations outlined in the evaluation report.

South–South and triangular cooperation

112. South–South and triangular cooperation (SSTC) is recognized as a key means of implementing the 2030 Agenda and the Sendai Framework for Disaster Risk Reduction in accordance with SDG 17. In facilitating the sharing of expertise, capacities, knowledge, technologies and resources among two or more developing countries, WFP contributes to achieving greater impact on SDG 2 by supporting developing countries in sharing and scaling up nationally owned and locally tested hunger solutions and promoting national ownership of food security and nutrition. SSTC is also critical in order to help countries strengthen country capacities to bridge the development-humanitarian peace nexus. WFP has stepped up its approach to brokering SSTC to support national governments in achieving progress on food security and nutrition and has

responded to the growing country demand for its support on brokering South–South cooperation by adopting a policy on SSTC (WFP/EB.A/2015/5-D) in 2015. South-South cooperation is critical for WFP and its host governments to access and mobilize the expertise, technologies and financial resources that already exist in developing countries. In order to reach the remaining 815 million people affected by chronic food deprivation worldwide the knowledge and innovations from developing countries are indispensable. There has been a sharp increase in the number of WFP country offices engaging in these types of partnerships with their host governments, from 48 percent in 2014 to 73 percent in 2018, and the upwards trend continues. SSTC features in 94 percent of WFP CSPs and interim CSPs. WFP’s network of centres of excellence increased in 2019 and now includes centres in Brazil, China and Côte d’Ivoire. WFP’s SSTC policy builds on its existing engagement in SSTC and is based on the following guiding principles: focus on the most vulnerable people and communities to promote local ownership; ensure inclusiveness and balance; facilitate learning and innovation; strengthen country systems and capacities; emphasize complementarity; add value; and build on existing structures.

113. Supporting SSTC enables WFP to support national efforts in the following areas:
- enhancing country capacities by complementing other forms of WFP technical assistance;
 - maximizing resources (in kind or cash);
 - promoting the scaling up of locally tested innovations; and
 - engaging countries as advocates and agents for change towards a world of zero hunger.
114. In doing so, WFP:
- facilitates the sharing of experiences, knowledge, skills, information and practices for achieving zero hunger;
 - encourages innovations and the scaling up of innovative food security practices;
 - enhances SSTC engagement with developing countries that have experiences to share (e.g. through WFP’s centres of excellence);
 - partners with regional and sub-regional organizations to spur intra-regional SSTC collaboration;
 - enhances links with local research institutions and NGOs to build the evidence base for zero hunger activities; and
 - integrates and aligns its work with broader United Nations system-wide SSTC initiatives.
115. SSTC should be seen as complementary to North–South cooperation and as one of a portfolio of mechanisms for enhancing WFP’s engagement with host governments and complementing WFP’s own technical assistance and capacity strengthening support to host governments in key programmatic areas such as school feeding, nutrition, smallholder support, resilience building and emergency preparedness. An evaluation of the South–South and triangular cooperation policy has been initiated in 2019 and findings will be presented to the Board in February 2021.

Fraud and corruption

116. WFP’s current anti-fraud and anti-corruption policy (WFP/EB.A/2015/5-E/1) supersedes the previous policy adopted in 2010 (WFP/EB.2/2010/4-C/1). WFP does not and will not tolerate fraud and corruption in the course of its activities or operations and will take measures to prevent, detect and deter fraud and corruption perpetrated to its detriment by WFP personnel or by cooperating partners, suppliers or other third parties and will take robust action when they occur.
117. Changes introduced by the policy include:
- greater authority to investigate wrong-doing committed by third parties to WFP’s detriment;
 - authority to conduct proactive integrity reviews in high-risk processes and operations;

- expanded definition of fraud and corruption to include coercive and obstructive practices in addition to the fraudulent, corrupt and collusive practices that were already covered by the 2010 policy;
 - enhanced obligations on the part of vendors to grant the Office of Inspections and Investigations access to any records, documents and other relevant information; and
 - WFP's first online anti-fraud and anti-corruption training module, which is mandatory for all staff.
118. WFP plans to update the anti-fraud and anti-corruption policy in 2020 for presentation to the Board at the 2021 first regular session. The new policy will incorporate emerging best practices in the management of fraud risks. WFP's updated risk appetite statement for fraud and corruption risks, approved at the 2018 second regular session of the Board, is as follows: "WFP is investing in its management side anti-fraud and anti-corruption (AFAC) capability and ongoing employee training to deter and detect potential instances and limit any impacts. WFP commits to investigating substantive reports of violations of the AFAC policy and taking appropriate disciplinary action/sanctions when allegations are substantiated. In addition, WFP will take measures for corrective action, including, but not limited to, recovery of WFP losses".
119. Based on consultations with the "owner" of the anti-fraud and anti-corruption policy (the Office of the Inspector General), the Office of Evaluation considered that there was insufficient time to complete an evaluation aimed at informing the policy development process.

Evaluation

120. Following the peer review of WFP's evaluation function by the United Nations Evaluation Group and the Development Assistance Committee,¹⁴ the Board at its 2015 second regular session approved a revised WFP evaluation policy for the period 2016–2021 (WFP/EB.2/2015/4-A/Rev.1), which replaced the policy adopted in 2008 (WFP/EB.2/2008/4-A). The current policy reaffirms WFP's commitment to international evaluation principles, norms and standards and sets a new strategic direction and normative framework for WFP's evaluation function, combining centralized and demand-led decentralized evaluation to ensure that WFP is fit for the future under the 2030 Agenda.
121. The policy seeks to:
- embed evaluation at the heart of WFP's culture of accountability and learning, ensuring that evaluation is planned for and evaluation findings and lessons are comprehensively incorporated into all WFP policies, strategies and programmes;
 - inform WFP staff and stakeholders of the purpose of evaluation, its conceptual and normative framework and the roles, accountabilities and standards for evaluation throughout WFP, including coverage, use and human and financial resource requirements;
 - ensure that evaluation coverage norms are applied to WFP's policies, strategies and programmes by the Office of Evaluation for centralized evaluations and by other headquarters divisions, regional bureaux and country offices for decentralized evaluations;
 - enhance capacities for evaluation throughout WFP, with management arrangements that meet the norms and standards of the United Nations Evaluation Group; and
 - develop and model best practices in partnership with other evaluation actors involved in international humanitarian and development work relevant to WFP.
122. The evaluation policy will be reviewed in 2021 through an external peer review, as foreseen in the Evaluation Charter.

¹⁴ WFP/EB.A/2014/7-D.

Policy on country strategic plans

123. WFP operates in an increasingly complex world that is marked by protracted humanitarian crises and other global food security and nutrition challenges. Guided by WFP's Strategic Plan (2017-2021), WFP's policy on CSPs (WFP/EB.2/2016/4-C/1/Rev.1) responds to these challenges by replacing WFP's programme categories and project documents with coherent country portfolios that provide clear lines of sight from the resources deployed to the results achieved.
124. The CSP approach seeks to support countries in responding to emergencies and making progress towards zero hunger, operationalize the WFP Strategic Plan (2017–2021) at the country level and enhance strategic coherence, focus, operational effectiveness and partnerships. Combined with new financial and corporate results frameworks, the CSP framework has the potential to improve the quality of WFP's assistance by identifying WFP's specific contributions in a country; establishing the basis for effective partnerships, including with the Rome-based agencies; increasing effectiveness and efficiency in emergency response and integrating it into a broader framework for zero hunger; aligning WFP's contribution with national SDG targets and national and United Nations plans; reducing transaction costs; and enhancing performance reporting and accountability.
125. CSPs are designed to run for up to five years based on national zero hunger strategic reviews that aim to catalyse country action towards achieving SDG 2 through jointly agreed strategic outcomes. In contexts where the development of a national zero hunger strategic review is not feasible or has not been completed, an interim CSP will be designed to run for a period of up to three years.
126. The summary report on a strategic evaluation of pilot CSPs was presented to the Board at its 2018 second regular session (WFP/EB.2/2018/7-A). The evaluation concluded that adoption of the CSP as the framework for planning, managing and delivering WFP's interventions was a significant step forwards. At that early stage, the contribution of CSPs to WFP's intended outcomes was generally positive, but results differed among outcomes and countries. The evaluation led to a recommendation that WFP maintain its commitment to making the CSP approach fully "fit for purpose", with more systematic learning processes and a comprehensive review in 2020. It called for maintaining strong engagement in the United Nations reform process and continuing to strengthen the performance monitoring and reporting system in accordance with a revised corporate results framework. The evaluation team recommended that WFP, including its Executive Board, continue to address constraints to more flexible and predictable financing, exploiting the opportunities for better management and reporting that the CSP approach offers.

Environment

127. Achieving food security and ending hunger require healthy natural ecosystems and sustainable use of natural resources. Many food-insecure populations bear the consequences of degraded land and forests, scarce water, biodiversity loss, polluted soils, water and air and unmanaged waste. These environmental factors have impacts on human health and limit the availability, accessibility, utilization and stability of food.
128. WFP recognizes that care of the environment is essential to food security and sustainable development. The WFP Environmental Policy (WFP/EB.1/2017/4-B/Rev.1) commits WFP to developing mechanisms for systematically identifying, avoiding and managing risks to the environment arising from WFP's activities. It also recognizes that WFP's food assistance activities can generate environmental benefits and it commits WFP to pursuing such benefits while seeking to avoid harm.
129. Guided by a set of overarching principles, the policy supports WFP in:
 - progressively enhancing the environmental sustainability of its activities;
 - protecting the environment;
 - increasing resource efficiency and minimizing its carbon footprint;

- aligning its actions with good international practice and global standards for environmental sustainability; and
 - strengthening the capacity of partners to plan and implement environmentally sound activities for food security and nutrition.
130. The policy commits WFP to developing planning and implementation tools, including environmental standards that lay out essential protection measures and minimum expectations, a screening and categorization process for identifying and managing environmental risks and an environmental management system consistent with standard ISO 14001 of the International Standards Organization.
131. The policy and its tools apply to programme activities and support operations, spanning emergency humanitarian and longer-term development activities. Flexibility to deal with varying operational demands is being built into implementation procedures.
132. The Office of Evaluation will consider the eligibility of this evaluation for inclusion in its workplan, taking into account utility considerations and available resources.

Climate change

133. In the face of climate-related risks to food security and nutrition and the urgent need to adapt to the adverse effects of climate change, WFP's mandate and services have never been more relevant. WFP is being asked to respond to a growing number of climate disasters alongside demands to support efforts to deal with other complex hazards.
134. WFP's climate change policy (WFP/EB.1/2017/4-A/Rev.1) defines how WFP will contribute to national and global efforts to prevent climate change from undermining work to end hunger and malnutrition. It provides WFP staff with guiding principles and programmatic options for managing climate risks in food systems and contributing to climate action. WFP will use this framework to identify the vulnerability of food-insecure populations and their adaptation priorities, to guide the use of food assistance in addressing climate-related vulnerability and to leverage innovative tools, approaches and partnerships to strengthen the resilience and coping capacities of the most vulnerable food-insecure populations.
135. The goal is to support the most vulnerable food-insecure communities and governments in building their resilience and capacities to address the impacts of climate change on hunger, in line with the WFP Strategic Plan (2017–2021). To achieve this, WFP focuses on three main objectives, working with partners to maximize complementary capacities while incorporating these objectives into its CSPs. The three objectives are:
- To support the most vulnerable people, communities and governments in managing and reducing climate-related risks to food security and nutrition and adapting to climate change.
 - To strengthen local, national and global institutions and systems to prepare for, respond to and support sustainable recovery from climate-related disasters and shocks.
 - To integrate enhanced understanding of the impacts of climate change on food security and nutrition into local, national and global policy and planning, including South–South cooperation, to address the impacts of climate change on food security and nutrition.
136. In addition, while focusing on climate change adaptation and addressing loss and damage from climate extreme events, WFP also recognizes the potential co-benefits of programmes, in terms of greenhouse gas emission reductions and carbon sequestration, and the importance of achieving climate neutrality, as reflected in WFP's environmental policy.
137. WFP actions will support implementation of the Paris Agreement on climate change and the 2030 Agenda and achievement of the SDGs, particularly SDG 2 on achieving zero hunger, SDG 17 on partnerships and SDG 13 on climate action.

138. The Office of Evaluation will consider the eligibility of this evaluation for inclusion in its workplan, taking into account utility considerations and available resources.

Nutrition

139. At its 2017 first regular session, the Executive Board approved a new nutrition policy covering the period 2017–2021 (WFP/EB.1/2017/4-C), which supersedes the previous nutrition policy (WFP/EB.1/2012/5-A), covering the period 2012–2014, and a number of other documents.¹⁵
140. The current policy builds on the recommendations of the previous nutrition policy and reinforces WFP's commitment to addressing malnutrition as a primary means of achieving SDG 2. The policy aligns WFP with SDG target 2.2, aiming to contribute to the elimination of all forms of malnutrition – including overweight and obesity – through both direct implementation of nutrition programmes and technical assistance to governments with regard to nutrition solutions developed by countries themselves.
141. The policy simultaneously considers the availability of, access to, demand for and consumption of nutritious foods – with a goal of adequate and healthy diets for vulnerable people of all ages. Efforts are guided by evidence of where the greatest impact can be made, such as by targeting the first 1,000 days of life (from conception to a child's second birthday) and by investing in the nutrition of adolescent girls. The policy also confirms that addressing nutrition in emergencies is a central priority.
142. In June 2017, the Board took note of the "Implementation Plan of the Nutrition Policy" (WFP/EB.A/2017/5-C), which was presented for consideration at the Board's 2017 annual regular session. Building on priority archetypes identified at the regional level, the Plan identifies four policy priorities: improving the management of acute malnutrition; preventing stunting; aligning with national plans for nutrition; and working in partnership on nutrition from the field to global levels. The policy and plan emphasize improving and, in certain cases, expanding programming. Means of enhancing nutrition results include widespread integration of social behaviour change and communication, greater support for food fortification, leveraging all WFP interventions to address the underlying causes of malnutrition through nutrition-sensitive programming, strengthening capacities within WFP and among partners and building evidence, among others.
143. The Implementation Plan was developed to align with, complement and draw on CSPs. For CSPs that are still in progress, it will provide guidance on the nutrition priorities and programming that could be included in them. The plan also outlines a strategy for headquarters in supporting regional and country-level action and in offering global leadership on nutrition.
144. The Executive Board took note of an update on the implementation plan of the nutrition policy (WFP/EB.2/2017/4-D) at its 2017 second regular session. The update included a costing plan that indicated that USD 70 million was required at the regional level while USD 22 million was required at headquarters for the development and dissemination of guidance, provision of technical support, enhancement of analytical tools for nutrition and improved support for nutrition in emergencies and risk mitigation at headquarters. Field-based costs have been developed from the regional level and consist of investments in staffing, partnership, capacity strengthening, programmatic development and nutrition situation analysis. The costs of implementing nutrition programmes in the field are included in country strategic plans and country portfolio budgets and are not reflected in the costing plan.
145. The Office of Evaluation will consider the eligibility of this evaluation for inclusion in its workplan, taking into account utility considerations and available resources.

¹⁵ "Food for Nutrition: Mainstreaming Nutrition in WFP" (WFP/EB.A/2004/5-A/1 and Corr.1), "Micronutrient Fortification: WFP Experiences and Ways Forward" (WFP/EB.A/2004/5-A/2); "Nutrition and Emergencies: WFP Experiences and Challenges" (WFP/EB.A/2004/5-A/3); and "Reaching Mothers and Children at Critical Times of Their Lives" (WFP/EB.3/97/3-B).

Emergency preparedness

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

Oversight

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

Acronyms used in the document

CBT	cash-based transfer
CSP	country strategic plan
FAO	Food and Agriculture Organization of the United Nations
NGO	non-governmental organization
SDG	Sustainable Development Goal
SSTC	South–South and triangular cooperation