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Summary of the work of the 2017 second regular session of the Board

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## **Draft summary of the work of the 2017 second regular session of the Executive Board**

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## **Current and future strategic issues**

### **Opening remarks by the Executive Director (2017/EB.2/1)**

1. Under agenda item 3 the Board heard remarks by the Executive Director, by Ms Amina J. Mohammed, Deputy Secretary-General, and by Ms Fiorella Molinelli Aristondo, Minister of Development and Social Inclusion and Special Representative of the President of Peru, H.E. Pedro Pablo Kuczynski. Following their remarks, the speakers answered questions from the floor. Representatives of the five regional lists and of individual Member States then made statements on the matters on the agenda for the current session.
2. The Executive Director opened his remarks by drawing attention to the increasing scale of humanitarian needs – WFP was responding to seven Level 3 emergencies, which were largely conflict related – and the consequent requirement for major increases in funding, innovation and operational efficiency. Given that the number of hungry people continued to grow, donors needed to scale up their funding where possible, and he emphasized his commitment to developing new and innovative fundraising methods with a view to addressing emergency and sustainable development objectives. Social media platforms, for example, could be used to elicit small contributions from millions of individuals, transforming WFP’s funding.
3. WFP was committed to United Nations reforms designed to address the humanitarian/development nexus under the 2030 Agenda for Sustainable Development. The fundamental need was to assemble the teams and structures that would enable a seamless transition from disaster recovery to sustainable development, bearing in mind the lessons learned from successful programmes that had transformed beneficiary countries into significant donors. A major element in United Nations reform was to minimize competition among agencies for finite resources and to enhance their collaboration in implementing coordinated and efficient programmes to nurture development in the long term. WFP was also seeking to improve its communications with communities, adapt its activities to local needs, ensure that investments produced the desired results, increase transparency and eliminate bureaucratic impediments.
4. Innovations such as cash-based transfers (CBTs) were already helping to reduce costs and maximize efficiency and flexibility; WFP was supporting 30 projects involving innovations such as hydroponics and solar power for food production. WFP’s aims, supported by United Nations reform, included providing support for such innovations, promoting sustainable development based on successes such as food assistance for assets and providing ideas that would enable people to support themselves, because increasing prosperity was the best way to promote peace, which in turn enabled sustainable development in a virtuous cycle.
5. The Executive Director emphasized that implementation of the new approaches depended on developing country strategic plans (CSPs) for every country, with clear objectives and measurement benchmarks: he would be working with the regional and country directors to achieve that. There was also a clear need to recruit experienced, committed leaders to achieve WFP’s emergency and development objectives.
6. Board members expressed appreciation for the Executive Director’s energy and commitment and applauded the increased funding that had been secured through his engagement with major donors. Board members also commended his determination to work in harmony with humanitarian and development partners as contemplated by the call for United Nations reform. In response to questions, the Executive Director said that the increasing use of CBTs was achieving efficiencies and supporting economic development, and he emphasized that private sector funding could be greatly increased, for example through the use of the internet. He also said that the promotion of peace was fundamental to the success of WFP’s initiatives in that resources not used for emergency responses could be directed to development objectives.

### **Ms Amina J. Mohammed, Deputy Secretary-General of the United Nations**

7. In her remarks, the Deputy Secretary-General outlined the progress made in the effort to reform the United Nations to deliver on the 2030 Agenda and commended WFP’s role in the 2016 quadrennial comprehensive policy review that was informing the process.

8. In June 2017, the Secretary-General had presented a report containing 38 suggested actions for enhancing the effectiveness, transparency, accountability and leadership of the United Nations system and strengthening the capacities of country teams in supporting countries as they worked towards the Sustainable Development Goals (SDGs). Proposed actions – to be presented to the United Nations Economic and Social Council (ECOSOC) for approval – included developing guidance on system-wide coherence in data management, fundraising and partnerships; revising the roles of United Nations resident coordinators and country teams and making greater use of regional economic commissions to facilitate a regional approach, similar to that already used in the Sahel; and developing a system-wide funding compact to ensure enhanced value for money and accountability and to encourage donors to support coordinated multi-agency responses with flexible and long-term funding. WFP’s dual mandate and its experience in moving from crisis response to development assistance made its insights on how to turn those intentions into actions and results particularly valuable.
9. The Deputy Secretary-General was leading the joint steering committee established by the Secretary-General to advance collaboration and synergies between the humanitarian and development work of United Nations agencies. Proposals included merging the boards of the United Nations agencies based in New York and strengthening the role of ECOSOC in guiding and ensuring accountability for the United Nations system’s support for countries as they worked towards the SDGs.
10. Delivering on the 2030 Agenda put forward by Member States would be complex and required a joint endeavour. The United Nations counted on WFP’s Board to provide valuable insights and support.
11. Replying to questions from Board members, the Deputy Secretary-General emphasized that countries’ priorities were the main guiding factors in decision making regarding the United Nations’ role in implementing the 2030 Agenda, including in decisions on the roles of resident and humanitarian coordinators and the potential efficiency gains of reducing the number of United Nations agencies present in a country. She encouraged Member States to guide agencies through their governing bodies.
12. The United Nations was seeking to clarify what it meant by results, which must reflect the needs and priorities of donors and host countries, including with regard to protection and gender issues. The 2030 Agenda called for a longer-term approach that included sustainable economic, environmental and social development and required the United Nations to break down the divisions between its humanitarian and development work while retaining its focus on peace and human rights. That would require learning from past challenges and developing new skills, including in joint risk analysis, data collection and management and targeting. Among specific proposals being considered were increasing the funding allocated to resident coordinators – from USD 100 million to USD 300 million – to enable greater inter-agency coordination and clearer articulation of needs in each country, and improving reporting by issuing fewer and more focused reports.

**H.E. Fiorella Molinelli Aristondo, Minister of Development and Social Inclusion, Special Representative of the President of Peru, H.E. Pedro Pablo Kuczynski**

13. In her remarks Ms Aristondo commended WFP’s successful collaboration with local actors in her country and region. The Government of Peru shared the 2030 Agenda’s comprehensive and robust commitment to sustainable development, as reflected in its priorities, the development of multisectoral strategic plans and its submission of its first national voluntary review, detailing progress towards the SDGs and defining a people-centred vision of development that would leave no one behind.
14. Effective multisectoral coordination and national policies had harnessed economic growth to halve monetary poverty, improve living standards and cut chronic child malnutrition by more than half, serving as an example for the region. Despite major progress towards SDG 2, however, significant gaps and inequalities remained: poverty was 14 percent in urban areas but 43 percent in rural areas, and malnutrition was three times higher in mountain and forest regions than in coastal and urban areas. Growing income did not necessarily translate into a better diet: anaemia was a significant problem for rich and poor alike, while overweight and obesity among children

had increased from 17 to 32 percent between 2008 and 2014. These trends were preventing Peru and its people from fully realizing their potential. The additional challenges posed by natural disasters and climate change, which cost lives and hampered development, represented risks that WFP expertise could help countries better respond to and mitigate.

15. Overcoming fragmented and disjointed approaches, the Government of Peru's policies promoted social transformation through integrated multisectoral operational programming, including through a national alliance to combat chronic malnutrition and anaemia, which brought together all levels of government, the private sector, academia, civil society and international stakeholders in strategic partnership with WFP. Innovation had a key role to play, from smartphones and artificial intelligence in helping to prevent and reduce childhood anaemia, to television with young Peruvian chefs promoting healthy, sustainable and inclusive diets. WFP's proposed country strategic plan for 2018–2022 was aligned with government priorities and marked a shift from providing emergency assistance to providing innovative multisectoral support aimed at strengthening institutions, leveraging South-South cooperation as an important tool for achieving zero hunger.
16. In response to a question, Ms Aristondo said that Peru's achievements were the result of a focus on results-based multisectoral approaches; strong coordination aimed at data-based goals targeting those in greatest need; and partnerships involving all relevant stakeholders. Improving water and sanitation and enhancing disaster mitigation and emergency preparedness and response were significant remaining challenges.
17. Members of the Board said that there was a need for synergies in addressing the range of issues facing WFP and that in line with the WFP Management Plan even short-term initiatives should reflect long-term requirements. Board members also said that it was important to ensure that the "leave no one behind" principle included people with disabilities, who should be represented equitably in related decision making. Board members similarly urged WFP to ensure that gender equality was included as a fundamental element in all operations.
18. Members said that there was a need for accurate information on which to base nutrition programmes and urged WFP to work with governments in obtaining the required evidence and adopting innovative nutrition approaches. Members said that the initial success of the Integrated Road Map (IRM) was apparent but cautioned that a much larger proportion of unearmarked multi-year funding was needed to enable WFP to address the range of nutrition, emergency and development needs and play its part in the Grand Bargain. The increased use of cost efficient approaches such as CBTs, the development of innovative solutions and internal reorganization to optimize the use of resources would all facilitate that aim. The conversion of debt in poor countries was an example of innovation that could have long-term benefits. It would be important to communicate successes to justify WFP's investments of taxpayers' money; the "forgotten emergencies" should always be part of that.
19. Board members said that the Rome based agencies were collaborating effectively and recommended that further work be done to exploit the specialist skills of each. Members were unanimous in praising the dedication, courage and energy of WFP staff, who often worked in dangerous and testing conditions to serve beneficiaries, and it was suggested that senior WFP field staff be encouraged to become humanitarian coordinators so that their experience and expertise could be put to optimum use.
20. Members said that the three agencies should focus on addressing the root causes of hunger and promoting sustainable development with the long-term aim of eliminating the need for emergency response. That should be facilitated by engagement with private sector organizations to elicit funding and expertise and coordinated through South–South cooperation initiatives. In conflict areas the promotion of peace and stability should also be a focus where feasible. Some, however, cautioned that such activities should not come at the expense of emergency response.
21. Board members were unanimous in advocating the principle of "turning words into action" in reforms in WFP, particularly in guiding multi-stakeholder investments in promoting peace and food security.

22. The Secretariat expressed appreciation for the Board's support and undertook to apply members' recommendations in implementing the next stage of reforms. WFP would continue to seek efficiencies that enabled it to plough savings back into operations. The Secretariat was particularly grateful for the donation of heavy-duty trucks and would seek to apply innovations such as debt conversion. Senior staff would be encouraged to apply for humanitarian coordinator positions in line with the "turning words into actions" concept.

## Policy issues

### Update on the Integrated Road Map (2017/EB.2/2) (for approval)

23. The Secretariat said that 2017 had been a year of learning as WFP refined the IRM to take into account feedback from the Board and lessons learned during the pilot phase. Twelve country offices were implementing the CSP framework, while 53 more would begin in January 2018 and 17 would continue with the project based framework in 2018, working towards making the transition no later than January 2019. The Advisory Committee on Administrative and Budgetary Questions and the Finance Committee of the Food and Agriculture Organization of the United Nations (FAO) had recommended that the Board approve the interim and transitional governance arrangements being presented by the Secretariat.
24. Board members expressed satisfaction with progress in 2017 and confidence that the IRM strengthened WFP's ability to respond to emergencies and use its resources effectively. Welcoming the extended timeframe for implementation, and the interim governance arrangements that would enable WFP to respond rapidly in emergencies and ensure Board oversight, members said that any proposed change to WFP rules and regulations should be circulated well in advance of the session at which the Board would consider it. The consultative process used in developing and refining the IRM had helped to ensure that WFP's actions responded to the priorities and needs of Member States, donors and host governments.
25. Noting the large shortfall in resources, several Board members warned that the success of the IRM at the country level depended on adequate funding. They flagged the recent declines in unearmarked funding, which accounted for only 6.4 percent of total contributions against a target of 30 percent by 2020. To encourage more flexible contributions, WFP should describe its use of unearmarked funds in future annual performance reports and generate evidence on the efficiency gains and other benefits of unearmarked funding.
26. Areas of the IRM requiring further refinement included prioritization of needs, risk management and mitigation, beneficiary targeting, partnerships and monitoring and evaluation. Members requested analysis of the value added by WFP's activities compared with those of other agencies; an assessment of IRM implementation and its results at the country, regional and corporate levels by 2020, focusing on the alignment between CSPs and country priorities and South-South cooperation; and clarification of the role of regional bureaux in designing, implementing and financing CSPs. In addition they said that they looked forward to using the forthcoming online portal as a source of budgetary and other information and the platform managed by the Secretariat for communicating their own comments, requirements and suggestions.
27. Thanking the Board for its inputs and support, the Secretariat reiterated its commitment to generating evidence and building confidence to encourage donors to increase unearmarked contributions while observing that donors often earmarked funds due to current prerequisites and policies. The CSP framework linked long-term objectives to short-, medium- and long-term activities and thus provided opportunities for donors to provide more flexible and multi-year contributions, and some donors were adapting their policies to take advantage of those opportunities. WFP's priority, however, was to raise funds for implementing the CSP framework regardless of the degree of earmarking. The Secretariat confirmed that regional bureaux could manage and receive contributions for regional operations. It also explained that the selection of CBTs and other transfer modalities was based on context and assessments of local market and other conditions. The Secretariat noted that it was working with countries to manage the workload for coming Board sessions.

**Emergency preparedness policy (2017/EB.2/3) (for approval)**

28. Noting that the emergency preparedness policy was the outcome of several consultations, the Secretariat emphasized that it reflected the need to encompass a range of issues and responsibilities in the management of shocks. It embodied a coherent approach to emergency preparedness at the corporate and country office levels and reflected WFP's commitment to collective action and positive returns on investments. The precise alignment of national-level initiatives with country needs and CSPs would maximize efficiency, and the provisions for rapid response teams would enable WFP to respond effectively to emergencies as they arose.
29. The Board welcomed the policy, with members saying that it sought to ensure returns on investment. Board members said that risk-focused planning should be central in moving from reactive emergency responses to proactive initiatives promoting sustainable development, and they urged WFP to raise un-earmarked multi-year funding that could be invested positively. Several members recommended that benchmarks be set to ensure efficiency. The Board commended the provisions for recruiting and training staff as emergency preparedness specialists in line with the integrated human resource management approach. It was essential that WFP's work in this area be aligned with national-level needs, particularly with regard to training national specialists, and coordinated with international initiatives. Board members approved the focus on empowering women and including people with disabilities but recommended that the ultimate aim should be gender transformation. The financial implications of the updated policy should be monitored regularly.
30. Board members observed that an effective rapid reaction system would result in increased efficiency and said that there was a need to ensure adherence to humanitarian principles and to make accountability, sustainability and the humanitarian/development nexus central elements in the policy. The collaborative nature of the policy was commended: work with the United Nations clusters and with international and local actors would result in increased efficiency in the long term, particularly in preventing duplication of effort. Investments to optimize national preparedness systems would lead to national ownership and would promote the use of multi-hazard risk assessments; in that regard, engagement with private-sector organizations would be essential. Several Board members said that there was a growing need for response mechanisms adapted to urban settings, which accounted for an increasing proportion of needs.
31. The Secretariat thanked the Board for its support, noting that the policy document would remain a work in progress to ensure that it was up to date. Training for local specialists was under way, and WFP recognized that it needed to maintain a full roster of trained emergency response personnel that included both senior staff and junior staff actively training to succeed their senior colleagues. The Secretariat assured the Board that its recommendations with regard to financing would be implemented and that planning for responses in urban contexts was already under way.

**Progress report on Rome based agencies collaboration (2017/EB.2/4) (for consideration)**

32. The Secretariat presented the progress report on collaboration between the three Rome based agencies, including efforts at the country, regional and global levels. The report had been discussed at the joint meeting of the FAO Programme and Finance Committees and would be presented to the FAO Council and the International Fund for Agricultural Development (IFAD) Board in December.
33. Members of the Board welcomed the report and emphasized the value of collaboration in the face of the current unprecedented humanitarian crisis. They praised the high-level support for collaboration as exemplified by the recent field trip to Ethiopia by the principals of the three agencies and expressed appreciation for the many instances of collaboration described in the report, particularly at the country level.
34. Members said that the report could be strengthened by including systematic analysis of current collaboration, good practices, challenges and lessons learned. The impact of collaboration could be quantified using a set of jointly developed indicators, and it was said that collaboration must be a means of increasing efficiency and effectiveness rather than an end in itself.
35. Some members said that it was important to maintain a clear delineation between the roles of the three agencies. Others encouraged them to seek opportunities to expand collaboration with other

- agencies, including the United Nations Children’s Fund (UNICEF), the Office of the United Nations High Commissioner for Refugees (UNHCR) and the World Health Organization.
36. The informal joint meeting of the governing bodies of the three agencies was welcomed, but it was suggested that Member States should be more involved in the planning of the next one and that sufficient time must be allotted to questions and answers.
  37. The Secretariat thanked the members of the Board for their comments. The Secretariat would continue to work together with FAO and IFAD on strengthening the report. Regarding expanded collaboration between the Rome based agencies and United Nations bodies, there were several examples given such as The State of Food Security and Nutrition in the World report and the global food security cluster. One example of highly effective collaboration was a joint, multi-country programme to foster the economic empowerment of rural women described in paragraph 13 of the report. It embodied good practices in joint planning, and the Deputy Secretary-General was using it as a model partnership for work in the Sahel. The partnership would be discontinued in April 2018, however, due to a lack of funding.

#### **Update on the implementation plan of the nutrition policy (2017/EB.2/5) (for consideration)**

38. Updating the Board on the implementation plan for WFP’s nutrition policy, the Director of the Nutrition Division presented the estimated cost of implementing the policy. In line with the global nutrition community’s call for greater investment in nutrition to achieve the SDGs, the cost of implementing the current policy would be higher than the cost of implementing the previous policy.
39. Board members welcomed the detailed overview of implementation progress, expressing support for the priorities set in the implementation plan. They noted that, at USD 92 million, the cost estimate did not include the resources required to implement nutrition programming but instead represented the additional cost of building the evidence, capacity, operational models and support required to implement activities stemming from the policy.
40. Members commended WFP’s actions based on the evaluation of the previous nutrition policy, placing greater emphasis on risk management and mitigation and shifting overall focus to field level results. They also welcomed the integration of nutrition workforce planning, underscoring the need for experienced and skilled nutritionists to effectively address nutrition and work in partnership – especially in conflict situations. Members observed that nutrition education for both staff and beneficiaries would be key to leveraging all programmes to improve nutrition. In that regard they noted the relevance of school feeding in realizing the goals of the nutrition policy, even though it was not included in the implementation plan, and its importance in addressing the nutritional needs of school-age children. Members emphasized the importance of a resource mobilization strategy to raise the significant level of funding required and asked for more information on how WFP would prioritize programmes should shortfalls arise.
41. In response to the questions, the Director clarified that a monitoring and evaluation plan had been developed to track implementation progress and that a resource mobilization strategy existed and could be shared at a meeting of the friends of WFP nutrition. She highlighted that gender and Rome based agency partnership, for example through the Committee on World Food Security, were core to policy implementation. She expressed agreement that nutrition in emergency contexts required expanded capacity and reaffirmed that WFP was committed to applying research and evidence to ensure that CBT programming yielded positive nutrition outcomes.

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

#### **List D statement on oversight**

42. In their statement on oversight issues, the members of List D welcomed recent developments in WFP’s oversight function and reiterated requests for the continuation of quarterly consultations on oversight matters; more systematic and comprehensive information on specific investigations, including findings and follow-up; clarification of the timeframes and responsibilities for improving enterprise risk management and internal controls; a self-assessment by the Audit Committee; inclusion of the counter-fraud work of the Office of the Inspector General in

the regular reporting to the Board; regular updates on ongoing enhancements to the proactive integrity review (PIR) process; and the inclusion of management responses in PIR and audit reports. They applauded recent improvements to the terms of reference of the Audit Committee and the new Inspector General's efforts to prioritize inspections, and they also requested the Inspector General to explore the provision of a positive assurance opinion in her annual assurance statement, as recommended by the Audit Committee.

43. The Secretariat reiterated its commitment to satisfying the above requests and updated the Board on recent progress in its efforts to do so. Currently, however, the Office of the Inspector General lacked the resources to provide positive assurance. The Audit Committee would discuss a model for self-assessment at its meeting in December 2017.

**WFP Management Plan (2018–2020) (2017/EB.2/6) (for approval)**

44. The Secretariat presented highlights from the plan: projected funding for 2017 was USD 6 billion; the projected gap between requirements and income in 2018 was 35 percent, down from 40 percent in 2017; the programme support and administrative (PSA) budget remained unchanged at USD 335 million but was presented in a new way to clarify the links between resources and results; reducing the indirect support cost (ISC) rate to 6.5 percent would free an additional USD 25 million for beneficiaries; funds from the PSA equalization account (PSAEA) would be allocated to critical corporate initiatives, the immediate response account and the staff wellness fund; and the Secretariat proposed to extend its self insurance provisions to cover all commodity losses up to the time of handover to beneficiaries or cooperating partners.
45. Board members welcomed the sound financial situation reported in the Management Plan – which was the first to reflect the innovations introduced under the IRM – and the document's new more transparent presentation. Members urged the Secretariat to continue its efforts to enhance efficiency, maximize support to beneficiaries, clarify the criteria for prioritizing activities, attract more flexible and multi-year funding and broaden the donor base. In particular, they looked forward to seeing the results of the 2018 pilot on mobilizing resources from individuals and requested additional information on the influencers programme and humanitarian impact bonds. Fundraising efforts must generate significantly more money than they cost.
46. Board members expressed support for the proposals put forward in the plan, including the allocation of PSAEA funds to critical corporate initiatives; some members requested clarification of the funding of recurring versus non-recurring expenses; others questioned the use of PSAEA rather than PSA resources for staff wellness. Members also said that it was important to ensure that the reduced ISC rate provided adequate funding for WFP's management functions and was in line with the provisions of the quadrennial comprehensive policy review (QCPR) regarding harmonization.
47. Several members expressed concern about the potential impact of budget shortfalls on resilience building, saying that, while efforts to save lives remained the priority, building resilience and addressing the root causes of hunger mitigated the risk of conflict and helped reduce migration. There were also concerns regarding the reduction of WFP assistance in some countries and the risk of market distortions resulting from increased use of CBTs and local procurement.
48. Specific questions were raised regarding the development of a policy for ensuring that people with disabilities were included in all WFP programmes.
49. Responding to questions, the Secretariat confirmed that the new ISC rate was in line with QCPR provisions. Information on humanitarian impact bonds would be provided in early 2018, along with proposals for future critical corporate initiatives for the Board's consideration. Efforts to raise funds from individuals would start with the collection of baseline data and development of a WFP "brand". Regarding the risk of CBTs distorting markets, the Secretariat reiterated its commitment to selecting transfer modalities that suited the context and objectives of programmes.

**Revised terms of reference of the Audit Committee (2017/EB.2/7) (for approval)**

50. Board members noted with satisfaction that the revised terms of reference of the Audit Committee reflected the changes agreed during consultations and in discussion with the FAO Finance Committee, observing in particular that they extended the “cooling off periods” for former Audit Committee members, Executive Board members and former WFP staff, provided for indemnification of Audit Committee members carrying out their responsibilities and changed the composition of the selection panel to consist of five Executive Board members, one from each electoral list, and that these provisions appeared to be in line with the best practices of other United Nations organizations. Board members expressed confidence that the updated terms of reference would support WFP’s internal controls and ensure the integrity of its activities.
51. In response to questions, the Secretariat assured the Board that the process for selecting new Audit Committee members was well established and that the provisions relating to indemnification were in accordance with United Nations best practices.

**Evaluation reports****Synthesis report of operation evaluations (2016–2017) (2017/EB.2/8) (for consideration)**

52. The Secretariat outlined the document in some detail, drawing attention to the recommendations and noting in particular that the evaluators had recorded evidence that the restrictions on earmarked funding had constrained the implementation of certain operations.
53. The Board welcomed the document, with members observing that it covered a representative range of operations and reflected improvements in many activity areas. Members said that WFP’s operations were improving in terms of design and alignment with national objectives, were more accurately targeted and were more efficient in the use of resources. Members noted with satisfaction the increased attention to gender issues at the design stage, resource transfers and increased upstream support and capacity building in activities relating to the zero hunger initiative. Monitoring and evaluation were improving, and partnerships were clearly effective. Members expressed particular pleasure at seeing evidence of the evolution of WFP’s operational model from providing direct food assistance to brokering collaborative hunger solutions; this was significant in terms of the CSPs.
54. Some members cautioned that various weaknesses were nonetheless evident: there was a clear need for greater internal coherence, and funding gaps were having negative effects in a number of operational contexts. Board members asked for clarification as to whether the six lessons in the document were the outcome of the latest evaluation synthesis report or whether they had been drawn from previous evaluations. Some members urged WFP to investigate structural gender barriers and enhance its monitoring and capacity building with a view to informing future operations. Members said that evaluations should be based on a consistent model and should present more outcome data, and that the management of data should be reassessed.
55. The Secretariat thanked the Board for its support and advice. The Director of Evaluation confirmed that the six lessons drawn from this cohort of reports also echoed key lessons from earlier reports. She said that the intent of the Office of Evaluation in coming years was to provide various types of evaluation reports to reflect the range of evidence stemming from WFP’s interventions in the context of the IRM and decentralized evaluations. The Office of Evaluation sought to involve governments at the design stage of projects and to work with private sector organizations to leverage resources and expertise; South–South cooperation would be a significant part of this approach. The Secretariat agreed that the handling of gender-related issues should focus on transformation rather than statistical reporting: 18 country offices were already piloting a gender transformation programme in line with the IRM. The Secretariat undertook to keep the Board informed of developments in evaluations and the CSP system through informal consultations.

## Latin America and the Caribbean portfolio

56. The Regional Director detailed WFP's responses to recent emergencies, initiatives to improve evidence generation for programme development and other innovative approaches being implemented in the region.
57. In response to recent natural disasters in Caribbean countries where WFP did not maintain a presence, WFP had played a coordinating role; deployed telecommunications, logistics and shared services expertise to assist a broad range of government, United Nations, non-governmental organization (NGO) and private sector partners; and catalysed rapid-response and early-recovery interventions. The transition to longer-term reconstruction would require continued coordination and effective partnerships.
58. Three recent evidence generation initiatives had aimed to identify challenges, develop solutions and document good practices: quantitative analysis from a joint WFP-CEPAL pilot study had shown the economic impact of the double burden of malnutrition on productivity, education and health, through a methodology to be expanded to other countries and made available as a tool for public, private and civil society actors working towards SDG 2; a joint study with the Organization of American States, the Inter-American Development Bank, the International Organization for Migration and IFAD had illustrated the links between climate change, food security and migration, and the need for long-term investments; and a third initiative, on shock responsive social protection, had identified focus areas for innovation and investment.
59. The Rome based agencies had identified ways to strengthen interagency cooperation at the regional and country levels based on analysis and government dialogue. WFP had signed a memorandum of understanding with FAO and looked forward to signing another with IFAD, with initial efforts focused on documenting best practices for collaboration.
60. Board members commended WFP's operational responses, welcomed its investment in evidence generation to inform future programming and asked how United Nations reform might affect its regional presence.
61. Saying that reform aimed to ensure that the United Nations system functioned effectively in each country, the Regional Director reiterated that WFP's presence would evolve based on countries' own assessments of their needs. Learning from its recent activities in the Caribbean, WFP was working with donors to strengthen emergency response capacities, evaluate procurement and enhance social protection. Partnerships with UNICEF, the World Bank and others would remain key, while the Rome based agencies would enhance their collaboration at all levels.

### **Country strategic plan – Peru (2018–2022) (2017/EB.2/9) (for approval)**

62. The Country Director said that the CSP was based on four main features of WFP's working environment in Peru: the Government's commitment to eradicating hunger and malnutrition, with targets for 2021; the success of the gastronomic movement in involving young people in efforts to end hunger; the country's vulnerability to natural disasters; and the Government's drive to involve all of society in achieving zero hunger. Through the CSP, WFP would introduce and test innovations that could be disseminated in other middle-income countries.
63. Welcoming the CSP, Board members commended WFP's switch from providing technical assistance in specific areas to supporting the Government in decision making, investments and policy design as it followed its whole of society approach to ending hunger. Noting that poverty rates remained high in some areas, members expressed pleasure that the CSP prioritized vulnerable communities and groups, including women. With 59 percent of the population living in areas of high vulnerability to natural disasters and climate change, WFP's support for the development of disaster mitigation and response tools was also valuable.
64. Board members expressed support for the CSP's emphasis on collecting data, generating evidence and documenting lessons learned; its promotion of gender equality and women's empowerment; and its use of national capacities – including the Chefs for Zero Hunger initiative – with potential for sharing through South–South cooperation. They encouraged WFP to enhance its collaboration with the private sector.

65. While the CSP promoted food systems based on local crop production as a way of building food security and resilience, some members said that this could have been articulated more explicitly. The challenge of working in numerous and dispersed localities was also highlighted.
66. Responding to points raised, the Country Director emphasized the importance of WFP's private sector partners not only as sources of funding but also as food producers and fortifiers as well as communications and financial services providers and advisers that facilitated implementation. To avoid fragmentation of activities, WFP worked with national and local government to target areas with the greatest needs, following an approach used in other middle-income countries affected by El Niño.

#### **Country strategic plan – Guatemala (2018–2021) (2017/EB.2/10) (for approval)**

67. The Country Director presented WFP's first CSP for Guatemala, a middle-income country with high levels of inequality and vulnerability to climate change, where poverty affected more than two thirds of the entire population and 80 percent of indigenous people. The overarching goal of the CSP was to enhance the food and nutrition security of 687,000 beneficiaries through an integrated programme approach. A comprehensive zero hunger strategic review, comprising consultations and workshops with the Government, non-governmental partners, civil society, academia and United Nations bodies, had identified five priority areas for cooperation, articulated through the CSP's five strategic outcomes, focusing where WFP's comparative advantages would catalyse Guatemala's efforts to harness its potential and achieve the SDGs.
68. Members of the Board welcomed the CSP's alignment with national priorities and plans and commended its strategic focus on rural areas, women, children and indigenous populations as a means of reaching those farthest behind, in keeping with the 2030 Agenda and other commitments. The integration of gender and climate change as crosscutting elements across all strategic outcomes would effectively address key constraints on a population characterized by sharp gender and income inequalities and highly vulnerable to the effects of climate change. Members praised the integration of robust and well articulated partnerships at various levels, saying that Guatemala provided a good example of how interagency cooperation, especially among the Rome based agencies, could foster sustainable gains through support for value chains, local purchasing and smallholder farmers; it was also a model for South–South cooperation, including initiatives with regional partners such as Brazil, Chile, Colombia and Peru in areas such as social protection, health care, poverty reduction and reduction of malnutrition. One member expressed concern that the joint FAO-Mexico *Mesoamerica sin hambre* cooperation initiative was not mentioned in the CSP document, saying that it was a successful programme that had benefited Guatemala and several other countries and strongly complemented partnerships with other countries in the region.
69. Welcoming the Board's comments and support, the Regional Director confirmed that WFP would seek to integrate the *Mesoamerica sin hambre* initiative into its activities in Guatemala.

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

70. The Regional Director gave an overview of food security and displacement in East and Central Africa and updates on Burundi, South Sudan and the Horn of Africa drought. Regional needs had increased, driven by deteriorating food security in Burundi, Somalia and South Sudan.
71. WFP had extended the Level 3 declaration for South Sudan. A massive scale up of assistance in 2017 was reaching a record 4.6 million people, averting famine, but twice as many people were in Integrated Food Security Phase Classification (IPC) Level 4 emergency conditions than in 2016, and 25,000 were facing catastrophe in two counties.
72. The region's refugee population had grown by 21 percent over 2017, with Uganda hosting the most refugees in Africa, while funding gaps had led WFP to cut rations in six countries.
73. The drought response continued in Ethiopia and Kenya, with cash transfers to 1.6 million people in the latter. Cash transfers and expanded safety nets were being considered for Ethiopia. Famine had been prevented in Somalia thanks to a fivefold increase in assistance, but 3.1 million were facing food insecurity and 770,000 internally displaced persons (IDPs) depended on assistance.

74. In Burundi, rising food insecurity combined with funding shortfalls meant WFP was providing half rations to fewer than 500,000 of the 2.6 million people who were acutely food insecure. The growing returnee population was also vulnerable.
75. Innovative projects were under way to improve the supply chain in Kenya, boost dietary diversity in Ethiopia and fight child malnutrition in Burundi. Supercereal Plus for WFP programmes across East Africa was being manufactured under an initiative in Rwanda.
76. Board members asked for clarification on the situation in Eritrea and Rwanda, on proposed fortified biscuit production in Ethiopia and on how earmarked and unearmarked funding was used at the country level.
77. The Regional Director explained that no IPC assessment had been done for Rwanda. A food security assessment conducted in Eritrea two years earlier had not been cleared for public release. The situation in the latter appeared unchanged, although rainfall had improved recently.
78. The Deputy Executive Director noted the comment on funding visibility, assuring the Board that with WFP's new reporting systems it would be easier to provide information on earmarked and unearmarked spending.

**Summary evaluation report – South Sudan country portfolio (2011–2016) and management response (2017/EB.2/11) (for consideration)**

79. The Director of Evaluation presented the main highlights of the South Sudan country portfolio evaluation. She praised the collaborative engagement of partners in South Sudan and staff in the country office, regional bureau and headquarters who had facilitated the evaluation despite the extremely challenging circumstances in South Sudan.
80. Management thanked the Office of Evaluation and expressed its appreciation for the high quality of the evaluation report, which had informed the interim CSP and would help guide WFP's approach in South Sudan over the coming four years. Management confirmed that it had accepted and acted on all five evaluation recommendations.
81. Members of the Board welcomed the detailed analysis and broadly positive findings of the evaluation report, noting with appreciation the complex task accomplished by the Office of Evaluation in conducting the evaluation under the challenging conditions in South Sudan. Expressing satisfaction that WFP's portfolio of activities and performance were relevant and effective, members noted in particular that general food distribution had prevented further deterioration of severe food insecurity and commended WFP's leading role in the overall humanitarian response, capitalizing on its comparative advantages, especially in logistics and common services. Among the many positive results, members highlighted the impact of school feeding activities on increasing enrolment and retention rates, strengthened national capacities in analyses and assessments of food and nutrition security and consideration of gender issues and the focus on synergistically linking emergency response and long-term development activities. Noting the value of complementary interventions and a strong interagency framework, the Board urged greater focus on joint analysis, programming, monitoring and partnerships with other humanitarian actors given the scale of need and challenging operational context. Members welcomed management's adoption of clear, specific and time-bound measures in response to the evaluation recommendations and said that they looked forward to receiving updates on those responses.
82. In response to Board comments the Director of Evaluation confirmed that, in accordance with WFP's evaluation policy and the requirements of the IRM, all CSPs would undergo country portfolio evaluations in their penultimate years to provide a solid evidence base for the subsequent programming and CSP cycles; the first such evaluations would be conducted in 2019.

**Interim country strategic plan – South Sudan (2018–2020) (2017/EB.2/12) (for approval)**

83. The Country Director said that the interim country strategic plan (ICSP) design was informed by consultations with the Government, donors, United Nations partners, NGOs and others, the country portfolio evaluation and Member State comments, as instability had prevented a strategic review of government priorities for achieving SDG 2. Strategic changes in the ICSP included a focus on community participation and long-term solutions even in emergencies, and the ICSP reflected greater flexibility appropriate to a highly volatile situation.
84. Members of the Board welcomed the ICSP and its strategic direction. It was said that while most of the budget and planned activities were understandably dedicated to crisis response, and while lifesaving must be the priority, interventions should also be aimed at development and resilience building.
85. Some members called for more detail on risk management and an increased commitment to transparency and incident reporting to donors. One requested regular security system analysis to keep staff and beneficiaries safe.
86. Board members asked how WFP would ensure gender sensitive monitoring and evaluation to underpin the ICSP. Members urged WFP to use the right mix of assistance modalities, maximizing the use of local markets and CBTs, seeking among other things to maximize cost efficiency, while monitoring for potential adverse effects such as market distortions.
87. Members said that the ICSP did not acknowledge the risk that WFP operations might aggravate conflict. Members asked how WFP would work with partners, including the Ministry of Health on the Scaling Up Nutrition (SUN) programme, and why planned SUN activities with UNICEF were not reflected in the logframe. It was also noted that the ICSP did not specify when the SCOPE beneficiary and transfer management system would be made compatible with partner systems.
88. The Country Director thanked the Board members for their comments and across the board support for the ICSP, saying that enhanced government ownership would be considered as the Government drew up its new national development strategy. As an example of WFP's commitment to transparency, stakeholders had been immediately informed of food losses in July 2017, and the risk management framework had been shared, while the compliance strategy and gender action plan were available to interested stakeholders. Partnerships were both strategic, such as with FAO on data analysis, and ad hoc, as when WFP had worked to respond to armyworm infestation. Work was under way to achieve interagency compatibility with regard to SCOPE. Efficiency and effectiveness were constant concerns. A new cost cutting strategy sought to reduce reliance on air operations through increased pre-positioning, new supply corridors and infrastructure maintenance to keep roads open longer into the rainy season.
89. The Regional Director added that a joint plan with UNICEF was in place to implement community management of moderate acute malnutrition. WFP funded a SUN coordinator in the Ministry of Health and was seeking to optimize the coordinator's impact.
90. WFP was examining market interventions and closely monitoring any adverse effects. Markets were not integrated but investments could be made to improve market integration with a view to implementing cash transfer modalities later.

**Country strategic plan – Uganda (2018–2022) (2017/EB.2/13) (for approval)**

91. The Country Director presented the CSP, which had the support of national stakeholders and supported the Government's efforts to end hunger by 2030 and achieve lower middle-income country status by 2020 in accordance with Uganda's second national development plan and Uganda Vision 2040, its long-term development blueprint. The budget had been increased from USD 800 million to USD 1.2 billion, mainly to assist the refugees continuing to enter Uganda from neighbouring countries, especially South Sudan.
92. Board members welcomed the CSP, praising its focus on meeting the needs of both host and refugee populations; addressing the root causes of hunger; supporting the Government in the development of a homegrown school meals policy and programme; strengthening resilience to changes in climate; and the use of CBTs, including for refugees.

93. With 77 percent of Uganda's population working in agriculture and many smallholder farmers within the refugee population, the CSP's livelihood support and knowledge transfer activities were particularly appreciated; the specific targeting of female smallholder farmers was appreciated because women were often underrepresented, despite their major role in agriculture. Board members encouraged the country office to work with FAO, the centre of excellence in Brazil and other partners to improve agricultural capacities and national school feeding. Noting the Government's generous policy of providing refugees with access to land and income generating opportunities, members flagged the risk of the demand for land exceeding availability and asked what options WFP was considering for that eventuality.
94. Thanking the Board for its inputs and support, the Country Director confirmed that WFP was promoting South-South cooperation, including through the centre of excellence in China, and was working with FAO and other United Nations agencies through the Delivering as One initiative. WFP viewed Uganda's approach to hosting refugees as a potential model for adoption in other countries and was working with the Government and partners to identify ways of addressing the challenges faced. The Regional Director added that Uganda was the first country to benefit from the World Bank's low-interest loans for investments that benefited refugees and host communities. The Government representative affirmed that the CSP instilled a greater sense of country ownership and partnership.

### **Asia and the Pacific portfolio**

95. The Regional Director described WFP's successful responses to flooding in Nepal and Bangladesh, drought in Sri Lanka and ongoing work in Afghanistan.
96. Owing to the crisis at the border of Myanmar and Bangladesh, where the latter was hosting approximately 620,000 Rohingya refugees, forest had been cleared to build a mega camp for the refugees. As a result the refugees were vulnerable to fire, and site clearance and ad hoc habitation was having a negative environmental impact. Refugees had global acute malnutrition rates above 24 percent, while a lack of clean water and sanitary facilities was exacerbating their nutrition and health problems.
97. The scale of the influx was placing heavy demands on the country office but WFP had been delivering, activating common services and providing high-energy biscuits and general food distribution, including rice drawn from Government reserves. Some USD 50 million was required to deliver life saving support through the end of February. There was growing concern over adequate site planning and access roads in view of the 2018 monsoon season.
98. IRM rollout in the region remained on schedule.
99. Board members thanked the Regional Director, saying that there was a need for a regional strategic framework for vulnerable Pacific island states to replace individual country approaches, particularly with regard to logistics, telecommunications and needs assessments. Members expressed satisfaction that training, assessments of infrastructure and food requirements and development opportunities were already under way.
100. Board members called for more extensive visits to refugee areas in Bangladesh and Myanmar to enable accurate assessments of needs. Members took note of the Regional Director's observations regarding his visit to camps in Rakhine and the absence of international NGOs, as well as the information shared by the Myanmar Country Director regarding devastated and abandoned Rohingya villages. Although limited, access had been restored and basic needs were being met. WFP was using various means, including satellite imagery, to obtain information on food security and assistance.
101. One member expressed concern about the situation of the refugees in Bangladesh. The Executive Director was invited to visit the refugee area, in follow-up to his October mission, as soon as practicable to view the situation first hand.

**Country strategic plan – Sri Lanka (2018–2022) (2017/EB.2/14) (for approval)**

102. The Country Director presented the five-year Sri Lanka CSP, developed following a country portfolio evaluation and zero hunger strategic review involving a broad range of stakeholders and incorporating input from Board consultations. It was aligned with government priorities and foresaw a shift away from traditional WFP food-assistance programmes towards policy support and capacity strengthening plus nationally owned CBT and social protection interventions, all underpinned by strong multi-stakeholder partnerships.
103. Board members commended the CSP's alignment with government priorities and focus on regional disparities, noting that despite overall socioeconomic gains gender inequality prevailed and pockets of extreme poverty persisted, with alarmingly high rates of stunting and wasting. Members endorsed the CSP's approach to these severe and interlinked socioeconomic, food insecurity and malnutrition challenges articulated through four strategic outcomes, as well as the roughly equal division of WFP-provided resources among the key CSP focus areas, reflecting a need to bridge humanitarian and development activities. Members commended the robust partnership framework involving a range of stakeholders and endorsed the gradual shift envisaged by the end of the CSP period away from traditional food assistance towards complementary policy support and government capacity strengthening to promote national ownership and sustainability.
104. Several members expressed satisfaction that concerns regarding gender, disabilities, cash transfers and strengthening government capacities expressed during consultations had been incorporated into the CSP, and they encouraged WFP to take a similar approach in developing other CSPs. Members endorsed the goal of fostering national ownership, with one asking whether the rate of progress would allow for the handover of the school meals programme to the Government by 2022.
105. The Country Director clarified that while the Government was committed to national ownership of the school meals programme its handover would be gradual and dependent on the availability of funds in the national budget. Capacity strengthening was central, including South–South cooperation with China on post-harvest losses through its WFP centre of excellence, as was interregional dialogue, including with the Latin America and Caribbean region, where countries such as Peru had relevant lessons on nutrition advocacy to share.

**Country strategic plan – Myanmar (2018–2022) (2017/EB.2/15) (for approval)**

106. Introducing the CSP, the Country Director emphasized its flexibility, allowing adaptation to changing conditions and persistent challenges including conflict, population displacement, climate change, malnutrition and gender inequality. As noted in footnote 49 of the CSP, WFP had the Government's authorization to work throughout the country but access to conflict affected areas in Northern Rakhine state for needs assessments by United Nations agencies still had to be negotiated, and the CSP would probably need to be revised once WFP gained full access.
107. Welcoming the CSP as an appropriate response to the country's challenges, Board members applauded its focus on addressing the structural and social causes of hunger and inequality. They encouraged WFP to build on its experience and expertise in capacity building, integration of nutrition education into all activities, the use of CBTs and school feeding. The "e-wallet" programme, for example, could be disseminated to other countries. Emphasizing the importance of linking nutrition to agricultural activities, members urged WFP to ensure that adequate consideration was given to local food systems, especially as they affected food access; the beneficiary feedback mechanism would facilitate this by informing the country office of any problems.
108. One member, supported by several others, said that the CSP should not be approved until WFP had full access to Rakhine state and could conduct a full needs assessment; the draft decision before the Board should be amended to call for full access and for consideration of the CSP to be deferred to the first regular session of the Board in 2018, with interim arrangements to ensure assistance to people in need until then. Other members said that the CSP should be approved at the current session: while the situation in Rakhine state was grave, conditioning approval of a CSP on access was inconsistent with WFP's humanitarian mandate and its adherence to

humanitarian principles; it would also be inconsistent with normal Board practice, since WFP faced access restrictions in many countries, including those with approved CSPs. Various other proposals were made to amend the draft decision, including to request the Myanmar Government to comply with a recent Security Council presidential statement on the Rohingya people in Myanmar; to set a date for further Board review of the situation; and to call for an end to the violence in Rakhine state. Some Board members said that any wording that risked bringing WFP's political neutrality into question must be avoided.

109. Responding to points raised, the Country Director noted that the CSP addressed the needs of 700,000 people throughout the country, of which currently only 150,000 were in Rakhine state. There, although access was still limited, WFP had in the preceding few days reached 10,000 of the 36,000 beneficiaries planned for November and within two weeks of the most recent attacks had resumed distributions to the 120,000 IDPs in Sittwe; the total number of people assisted in Rakhine was likely to be far higher than currently planned, however, as access improved and needs were assessed. With regard to nutrition, WFP would work with the World Bank on the CSP's nutrition education interventions, and nutrition sensitive and nutrition specific activities would be incorporated into all of WFP's programmes. The school meals programme was reaching 400,000 children and WFP planned to increase that number with a view to eventually handing it over to the government.
110. The Regional Director reiterated WFP's commitment to continual monitoring of the situation in Rakhine state and expressed confidence that any necessary changes could be successfully implemented under the CSP, noting that in Bangladesh an unanticipated Level 3 emergency had been accommodated quickly and smoothly through a budget revision for that country's CSP.
111. Following its debate the Board reached consensus as reflected in decision 2017/EB.2/15, whereby it looked forward to a comprehensive update on the country strategic plan for Board consideration at its 2018 first regular session.
112. The Permanent Representative of Myanmar thanked the Board for the approval of the CSP, which was fully aligned with national development policies and plans. He condemned the attacks perpetrated in northern Rakhine state by the Arakan Rohingya Salvation Army and expressed the willingness of his Government to continue to engage with Bangladesh and the international community to achieve the earliest possible repatriation of displaced persons from Rakhine state.

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

113. The Regional Director said that conflict was driving displacement and hunger in the region with the most refugees and IDPs in the world. WFP had assisted 20 million people in 2017, particularly in Syria, Yemen and Iraq. Access and funding were major obstacles.
114. Four million people in Syria were receiving monthly assistance, with 1.4 million living in hard to reach and besieged areas. In the five countries neighbouring Syria, 2.5 million were receiving CBTs. WFP reached 1.9 million in Iraq, mostly with ready to eat rations, and 500,000 in the State of Palestine.
115. WFP was also working in protracted crisis situations, as in Sudan and the State of Palestine; countries with longstanding refugee caseloads like Algeria and Iran; and middle-income countries like Armenia and Kyrgyzstan.
116. Funding shortfalls were hampering operations in Yemen, Syria, Iraq, the State of Palestine and Ukraine. Only half of WFP beneficiaries in Yemen were receiving full rations. Caseloads in Syria and Palestine were being scaled down due to lack of funds.
117. The Level 2 emergency in Ukraine had been deactivated and operations were winding down; remote monitoring would continue.
118. WFP was working on contingency and business continuity plans for Lebanon and Syria, with staff wellbeing a top priority. WFP was committed to new ways of working in the region and to building the resilience of the most vulnerable but needed secure funding to continue its work.
119. One member of the Board asked how serious the threat of famine in Yemen was and called for regular updates.

120. The regional director said that the situation in Yemen was not yet famine but was deteriorating. WFP had over 150,000 mt of food that it would not be able to distribute should access issues persist. Without increased funding and access, the likelihood of famine would increase.

**Country strategic plan – Kyrgyz Republic (2018–2022) (2017/EB.2/16) (for approval)**

121. In his introduction the Country Director observed that all recommendations by Member States made during consultations had been incorporated into the CSP. Saying that the aim was to support the Government in addressing food security, nutrition and capacity development, the Country Director outlined the elements of the CSP: hot and nutritious school meals to be extended nationwide; support for vulnerable smallholder farmers to increase food and economic security; adaptation to climate change; and programmes addressing SDGs 2 and 17. The nutrition elements focused on activities designed to improve hygiene practices, behavioural change and the utilization of fortified flour.
122. Board members commended the social and economic development aims of the CSP and their alignment with government plans, as well as the nutrition and school meals elements, which would increase attendance and food security and act as safety nets if necessary, and called for an increase in the number of children covered by the school meals programme. The programme for assisting smallholder farmers would promote food security, improve nutrition and enhance resilience to shocks. Board members also approved of the involvement of women in CSP activities, which would support economic growth, empower women and promote gender parity. They noted with satisfaction that partnerships were a fundamental part of the CSP, which would help to ensure the effectiveness of the activities.
123. Board members also pointed out some of the challenges facing the CSP, including structural economic weaknesses, large numbers of poor people, limited agricultural land and frequent natural shocks. Inclusive economic development was hampered by corruption and inadequate electricity generating capacity. Some members noted that 80 percent of the CSP focused on assistance to address the root causes of inadequate nutrition, with 20 percent allocated to resilience building. Members said that although 50 percent of CSP beneficiaries were women the CSP could do more to promote gender transformation, and some asked for clarification on the analysis that would underlie the development of gender transformative instruments.
124. The Country Director thanked the Board for its observations, which would help WFP to achieve the ambitious outcomes of the CSP, saying that collaboration with a large number of actors would be essential to including all schools in the optimized school meals programme. With regard to gender, the Country Director said that the first task was to ensure that women were included in decision making on school meals committees; the long-term aims were to empower rural women by enhancing their livelihood skills and to achieve greater gender parity.

**Country strategic plan – State of Palestine (2018–2022) (2017/EB.2/17) (for approval)**

125. The Country Director presented the CSP, which would support 314,000 vulnerable and severely food insecure people in Gaza and the West Bank at a total cost of USD 241 million. Building on the outcomes of the State of Palestine's national strategic review of food security and nutrition and WFP's 2011–2015 country portfolio evaluation, the CSP was aligned with the State of Palestine's 2017–2022 national policy agenda and social development sector strategy and United Nations development assistance framework 2018–2022.
126. Board members welcomed the CSP's alignment with national and international frameworks and approach to prioritizing the needs of the most vulnerable through relevant strategic outcomes, saying that the refined targeting strategy sought to reach and empower severely food insecure households, especially those headed by women. The evidence based strategic shift to scaling up CBTs and expanding the e-voucher system in collaboration with the Ministry of Social Development would strengthen social safety nets, help vulnerable households build resilience to protracted threats and shocks, promote ownership of food choices and stimulate the local economy with secondary impacts and job creation. WFP should further explore partnerships with local businesses, agribusinesses and farmers cooperatives to multiply positive impacts and track the effects of the shift to CBT on gender. Members commended the integration of

nutrition education to combat micronutrient deficiencies and encouraged further nutrition sensitive programming to tackle all impacts of malnutrition.

127. Noting with concern the sharp decrease in funding between 2015 and 2016, combined with restrictions on geographical targeting, trade and investment, access to land and water resources, and the cumulative impacts of civil unrest and armed hostilities, members stressed the importance of adequate unearmarked sustainable funding and unrestricted humanitarian access to all territories. Efforts to enhance partnerships with other humanitarian and development actors were key to responding to changing needs effectively. Members encouraged WFP to enhance activities aimed at strengthening the capacity of national institutions and devote greater resources to building resilience. One member recalled that the humanitarian principles of impartiality and neutrality and avoiding politicization were crucial to ensuring that no one was left behind.
128. The Country Director welcomed the Board's comments, confirmed that WFP aspired to pilot unrestricted cash-based transfers based on positive evidence from Jordan and underscored the need for flexible, unrestricted funding for WFP to meet its obligations and to make the best use of resources.

**Interim country strategic plan – Islamic Republic of Iran (2018–2020) (2017/EB.2/18)**  
*(for approval)*

129. The Country Director introduced the ICSP, which aimed to assist 30,000 of the most vulnerable refugees living in camps. The Islamic Republic of Iran hosted the fourth largest population of refugees in the world.
130. While noting that it assisted only 3 percent of the refugees in the country, Board members welcomed the ICSP as WFP's contribution to the regional solutions strategy for Afghan refugees adopted by the Office of the United Nations High Commissioner for Refugees and the governments of Afghanistan, the Islamic Republic of Iran and Pakistan in collaboration with WFP. Members praised the focus on increasing self-sufficiency among the poorest refugees and addressing the challenges faced by women in Iran; the emphasis on working in partnership, including with the other Rome based agencies; and the use of market analysis to guide the shift to a hybrid transfer model using both cash based and food transfers, as recommended in evaluations and assessments. CBTs had potential in promoting education for girls and increasing refugee self-reliance.
131. Members highlighted the value of enhancing emergency preparedness and response in an earthquake-prone country where the risk of water scarcity could also threaten food systems and have particularly negative results for refugees. They called on donors to support WFP's work in Iran.
132. Responding to points raised, the Country Director confirmed that FAO had signed on to the solutions strategy and was working with WFP and the Government to identify opportunities for joint implementation of agricultural activities in refugee camps, with FAO supplying seeds for gardening and land rehabilitation projects. Since 1999, WFP's promotion of education for girls in refugee camps had helped increase the proportion of school aged girls attending school from 32 to 80 percent. Regarding home based income generating activities for women in refugee camps, the Country Director clarified that WFP was seeking markets for the handicraft products of 350 women through a network of charities in Teheran. The ultimate aim was to expand the programme to 3,600 women and to find women entrepreneurs in Iran willing to employ the women refugees as handicraft producers.

## West Africa portfolio

### Interim country strategic plan – Central African Republic (2018–2020) (2017/EB.2/19) (for approval)

133. Observing that the main constraint on WFP's work was instability, the Country Director said that the ICSP aligned with the Government's national recovery and peacebuilding plan and United Nations development strategies and maintained WFP's crisis response while promoting recovery through purchase for progress (P4P) and other food for asset activities. WFP would work with the Government, national partners, FAO and other United Nations organizations towards the five strategic outcomes, with an emphasis on sustainable development, while each component had gender objectives. WFP would implement protection initiatives through the protection cluster and open new transport corridors to accelerate deliveries and reach all needy populations.
134. Board members expressed approval of the priorities of the ICSP, noting that the Central African Republic was last on the human development index and was characterized by high levels of poverty and gender inequality, weak markets and widespread insecurity. Food insecurity was at alarming levels, affecting women and children disproportionately. A quarter of the population was displaced internally or in neighbouring countries.
135. Members praised the alignment of the ICSP with the country's United Nations development assistance framework and peace building plan, which had the potential to drive reconciliation and economic recovery, as well as the focus on human development, calling for more support for smallholder farmers. Some members said that WFP and its partners should seek to increase agricultural productivity in all sectors in line with the zero hunger goal and the United Nations development assistance framework. The provisions for partnerships with local NGOs and with United Nations organizations and the plan for transferring responsibilities to the Government were praised, as was the proposed national data management and accounting system, which could facilitate the development of gender transformational programmes.
136. Members decried attacks on humanitarian teams, saying that access had to be assured and WFP's logistics capacities optimized. Some suggested that the ICSP might be overambitious and sought clarification of its links with national initiatives.
137. The Country Director thanked the Board for its support, affirming that the ICSP matched assessed needs and capacities; WFP was increasing its presence, upgrading storage facilities, pre-positioning food and increasing staff capacity in accordance with requirements. Complaint systems were being upgraded to enable beneficiaries to give feedback; rapid response teams were being assembled to scale up food distributions to beneficiaries; and the nutrition programme included both prevention and treatment for moderate acute malnutrition and scaled up P4P activities focusing on women's agricultural cooperatives.
138. The Regional Director thanked the Board for its recognition of the commitment and courage of WFP staff in the Central African Republic.

## Southern Africa portfolio

139. The acting Regional Director outlined the varied situations across the region, saying that, despite a recent decline in the number of people requiring food assistance, political instability, conflict, erratic weather and climate change continued to drive new flows of people into acute food insecurity and malnutrition.
140. With four CSPs under way, Southern Africa led the way for other regions in rolling out the IRM, providing valuable lessons in reframing engagement, generating partnerships and expanding resource bases.
141. The ongoing crisis in the Democratic Republic of the Congo was persistently severe, with renewed violence and further displacement creating a complex and demanding situation warranting a system-wide Level 3 emergency declaration, reflecting the urgent need for the entire aid system to scale up to meet the immense needs of 7.7 million people facing severe or acute food insecurity. Noting that WFP's earlier internal Level 3 categorization of the situation in Kasai

had crucially accelerated its response, she appealed for Board support in securing the significant investments required to continue the surge as planned.

142. Erratic weather and drought continued to affect vulnerable populations in Namibia and exacerbate hunger in Madagascar. The 2018 lean season would affect the poorest households in food deficit areas of Lesotho, Malawi, Mozambique and Zimbabwe. Enabling people, communities and governments to overcome persistent and seasonal vulnerability remained WFP's ultimate task in the region, and its close collaboration with the Southern African Development Community (SADC) secretariat was a core pillar of WFP's regional approach. Shock-responsive social protection systems, which would improve livelihoods and reduce vulnerability over time, and programmes aimed at empowering refugees to become self-reliant, in collaboration with UNHCR, would promote sustainability.
143. Board members welcomed WFP's role as a respected partner and source of expert support in a region that would continue to feel the multifaceted impacts of climate change and suffer slow-onset crises and cyclical shocks that, while less high profile than conflicts and sudden-onset crises, involved complex and chronic vulnerabilities that required continuous engagement by WFP. WFP's close and effective coordination with the SADC secretariat should continue.
144. The Regional Director agreed that resilient and responsive safety nets and adaptation to climate change would remain key to responding to the recurrent shocks and challenges likely to continue across Southern Africa.

**Interim country strategic plan – Democratic Republic of the Congo (2018–2020) (2017/EB.2/20)**  
*(for approval)*

145. Presenting the ICSP, the Country Director said that WFP was working with the Government on all aspects of it. It was ambitious, but its cash-based approaches could make a significant contribution to long-term development.
146. Saying that the overriding needs were to address chronic malnutrition and food insecurity as a basis for further development in line with the Government's plans and SDG and zero hunger targets, Board members expressed support for the procurement of food from smallholder farmers as a tool for sustainable economic and agricultural development and for South–South cooperation to enhance local capacities. Capacity development for government staff was also a prerequisite for economic recovery; other training would focus on institutional capacities for disaster response. Board members observed that the large numbers of refugees and IDPs were affecting host communities, which required support, and expressed concern about the scale of needs and the effects of conflict on implementation of the ICSP, with some asking whether the ICSP was overambitious under the circumstances and some requesting clarification regarding cooperation among the Rome based agencies.
147. Some members noted that while 70 percent of the population was engaged in agriculture only 1 percent of the national budget was allocated to the sector. High food prices were attributed to inefficient production, and arable land was ample but not being cultivated. Initiatives to increase production were therefore significant as means of addressing malnutrition and driving economic development. Board members also urged WFP to address gender based violence and related issues under the ICSP.
148. Board members expressed approval of assessments to inform targeting and of plans to scale up, but asked whether WFP had the resources to monitor its widespread activities effectively. Some members recommended emergency food assistance for displaced people to forestall the need for subsequent food security and nutrition interventions.
149. The Country Director said that P4P activities were efficient in terms of food procurement and also helped to drive reconciliation in conflict areas. He assured the Board that WFP's staff and resources were adequate, while stressing that the support of partners was indispensable; the main constraint on current activities was the 70 percent funding gap. The Country Director said that while more land could be cultivated the main impediment to food availability was the difficulty of getting it delivered to markets. According to FAO, the country had the potential to provide food for 2 billion people but lacked the means to tap that potential. Board members acknowledged that the structural and political challenges were not new and expressed gratification that WFP

was seeking to establish a sustainable presence in the Democratic Republic of the Congo in collaboration with the other Rome based agencies.

## **Other business**

### **Housing allowance of the Executive Director (2017/EB.2/23) (for approval)**

150. Following the Secretariat's presentation of the document, which noted the comments of the FAO Finance Committee and that the Secretariat had provided additional clarification on the indices used in the review and further detail on the real estate analysis, the Board approved a housing allowance of EUR 160,000 per year, inclusive of services and utilities, with effect from 1 April 2017 until further notice. Based on the review, the ceiling remained at the same level approved by the Board at its 2012 second regular session. The allowance would continue to be a reimbursement for the actual cost of a property and be reviewed every five years.

### **Report of the joint meeting of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP**

151. The Vice-President reported on the latest joint meeting of the executive boards of the United Nations Development Programme, the United Nations Population Fund (UNFPA), the United Nations Office for Project Services, UNICEF, the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) and WFP, held in New York on 19 June 2017, which featured two main topics: "operationalizing the decisions of the quadrennial comprehensive policy review of operational activities for development of the United Nations system, specifically taking into consideration climate change and building resilience" and "working with adolescents and youth to achieve the Sustainable Development Goals".
152. On the first topic the meeting participants had concluded that implementation of the 2030 Agenda required partnerships with all stakeholders and had called for an enhanced coordinated approach in supporting climate change and resilient development, and they had acknowledged that WFP was already aligning its activities with those of others as required to achieve sustainable development and that its recently adopted climate change policy was in line with the common core principles for a United Nations system-wide approach to climate action. On the second topic, inspiring presentations had been made by two young guest speakers, who outlined their vision of the ability of young people to change the world for the better.
153. The Vice-President suggested that the joint meetings of these agencies, held regularly, constituted a best practice that argued for holding regular joint meetings of the governing bodies of the Rome based agencies. They also offered examples of practices that should be adapted to further such meetings, such as planning well in advance with participation by the bureaux; selecting topics on which to focus discussion; and allowing a full day for discussion.

## ANNEX I

### Decisions and recommendations

#### Adoption of the agenda

The Board adopted the agenda.

*13 November 2017*

#### Appointment of the Rapporteur

In accordance with Rule XII of its Rules of Procedure, the Board appointed Ms Angélica Jácome (Panama, List C) Rapporteur of the second regular session of 2017.

*13 November 2017*

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

### Current and future strategic issues

2017/EB.2/1

#### Opening remarks by the Executive Director

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

*13 November 2017*

### Policy issues

2017/EB.2/2

#### Update on the Integrated Road Map

Having considered the "Update on the Integrated Road Map" (WFP/EB.2/2017/4-A/1/Rev.1) and recalling the Executive Board decisions concerning 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 the "Update on the Integrated Road Map" (WFP/EB.A/2017/5-A/1), the Executive Board:

- i) *noted* that while certain country offices would continue to implement the project-based system, the country strategic plan (CSP), interim country strategic plan (ICSP), transitional interim country strategic plan (T-ICSP) and limited emergency operation modalities, including country portfolio budgets – hereafter referred to as the "CSP framework" – that are foreseen in the Integrated Road Map (IRM) would, following a pilot phase in 2017, be introduced in 2018;
- ii) *noted* the progress on the IRM, where the experience of implementing the pilot CSPs and one ICSP had served to inform and refine the design of the country portfolio budget, CSP and ICSP structures, and decided that their pilot phase would end on 31 December 2017, noting that they would be implemented as standard CSPs and ICSPs for the remainder of their duration;
- iii) *recalled its request to the Executive Director, made at the 2017 annual session, to present at the 2017 second regular session proposals in respect of the application of the General Rules and Financial Regulations to allow for the implementation of the CSP framework in 2018, as well as the Secretariat's commitment to present proposals, also at the 2017 second regular session, on principles to guide, on an interim basis during 2018,*

*full cost recovery, together with proposed interim delegations of authority to the Executive Director for operations carried out under the CSP framework;*

- iv) *recalled that WFP's General Rules and Financial Regulations were expected to be amended at the 2018 second regular session and approved:*
- 1) the continued application of existing General Rules and Financial Regulations to country offices implementing the current project-based system; and
  - 2) for countries operating under the CSP framework:
    - a) the temporary application of provisions of the General Rules and Financial Regulations referring to existing programme categories as if such references were to the CSP framework; and
    - b) derogations from provisions of General Rule XIII.4 and Financial Regulations 1.1 and 4.5 relating to cost categories and full cost recovery in order to allow for the application of the principles referenced in paragraph v, below;
- v) *decided, pending amendment of the General Rules and Financial Regulations at the 2018 second regular session, to extend the principles previously approved by the Board for the purpose of pilot CSPs<sup>1</sup> to the CSP Framework in effect in 2018, with the exception of those formulated in connection with full cost recovery, which should be applied as follows:*
- 1) The following high-level cost categories should apply to all types of contributions:
    - a) transfer and implementation costs, which represent the operational costs of a contribution;
    - b) adjusted direct support costs, i.e., a country-specific percentage of the transfer and implementation costs of a contribution for all activities, save for those related to mandated common services, for which a different adjusted direct support cost rate would be applied due to the manner in which costs for those activities are budgeted, and;
    - c) indirect support costs (ISC), i.e., a standard, Board-determined, percentage of the transfer and implementation and adjusted direct support costs of a contribution. Notwithstanding the foregoing, the Board-determined ISC may, as an interim measure pending consideration of the role of extra budgetary funding at the 2018 second regular session, be varied through the continued use of trust funds and extra budgetary accounts in instances where they have in the past been employed to fund activities that are now part of the CSP framework;
  - 2) Except as otherwise provided in subparagraph 3, below, all donors should provide sufficient cash or other acceptable resources to cover the full operational and support costs related to their contributions; and
  - 3) The exceptions currently provided for full cost recovery, set forth in General Rule XIII.4 (e) – (h), should continue to be applied in accordance with current practices. As the category of direct support costs would no longer exist for programmes operating under the CSP Framework, for the purposes of waiver authorization under General Rule XIII.4 (g) “direct support costs” should mean “costs that prior to application of the CSP Framework would have

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<sup>1</sup> See WFP/EB.2/2016/15, decision 2016/EB.2/7, para. v.

constituted direct support costs”, and the Executive Director’s authority to reduce or waive ISC for such contributions should encompass adjusted direct support costs as well;

- vi) *approved*, for the period from 1 January 2018 to 29 February 2020, the interim delegations of authority to the Executive Director that are set forth in annex II to the Update on the Integrated Road Map (WFP/EB.2/2017/4-A/1/Rev.1), noting that permanent delegations of authority to the Executive Director would be approved, following a review of the interim delegations of authority, by the Executive Board at its 2020 first regular session; and
- vii) *noted* that in the interest of a more efficient transition to the CSP framework, certain country offices that planned to submit CSPs to the Executive Board for approval at the Board’s 2018 first regular session had indicated a preference for commencing CSP implementation from 1 January 2018. In order to facilitate that, the Executive Board requested the Secretariat to submit for approval by correspondence, in accordance with Rule IX.8 of the Rules of Procedure of the Executive Board, short-term ICSPs that detailed activities to be implemented under the Integrated Road Map framework from 1 January 2018 through 31 March 2018 for those countries and also noted that a similar process might be followed for countries operating under the legacy project system in 2018 that would present CSPs or ICSPs for Executive Board approval at the Board’s 2019 first regular session.

The Board also took note of the comments of the Advisory Committee on Administrative and Budgetary Questions (WFP/EB.2/2017/4-A/2, WFP/EB.2/2017/5-(A,B,C)/2 and WFP/EB.2/2017/10-A/2) and the Finance Committee of the Food and Agriculture Organization of the United Nations (WFP/EB.2/2017/4-A/3, WFP/EB.2/2017/5-(A,B,C)/3 and WFP/EB.2/2017/10-A/3).

*14 November 2017*

2017/EB.2/3

**Emergency preparedness policy**

The Executive Board approved the “Emergency preparedness policy: Strengthening WFP emergency preparedness for effective response” (WFP/EB.2/2017/4-B/Rev.1).

*14 November 2017*

2017/EB.2/4

**Progress report on Rome based agencies collaboration**

The Board took note of the “Progress report on Rome based agencies collaboration” (WFP/EB.2/2017/4-C).

*14 November 2017*

2017/EB.2/5

**Update on the implementation plan of the nutrition policy**

The Board took note of the “Update on the implementation plan of the nutrition policy” (WFP/EB.2/2017/4-D).

*14 November 2017*

**Resource, financial and budgetary matters**

2017/EB.2/6

**WFP Management Plan (2018–2020)**

Having considered WFP's Management Plan (2018–2020) (WFP/EB.2/2017/5-A/1/Rev.1), the Board:

- i) **took note** that the 2018 programme support and administrative appropriation assumed a funding level of USD 5.7 billion in 2018;
- ii) **took note** of the projected operational requirements of USD 9.0 billion for 2018 and the prioritization proposals to align the activities of WFP with anticipated funding, as outlined in section III of the Management Plan (2018–2020);
- iii) **approved** the establishment of the “strategy and direction”, “services to operations” and “governance, independent oversight and fundraising” appropriation lines;
- iv) **approved** a 2018 programme support and administrative appropriation of USD 335.4 million, to be allocated as follows:
 

strategy and direction	USD 48.2 million
services to operations	USD 200.1 million
governance, independent oversight and fundraising	USD 87.1 million
<b>Total</b>	<b>USD 335.4 million</b>
- v) **approved** the following uses of the programme support and administrative equalization account:
  - a transfer of USD 9 million to the immediate response account reserve
  - a transfer of USD 8 million to the staff wellness special account
  - allocation of USD 35.6 million for critical corporate initiatives
- vi) **approved** a single corporate indirect support cost recovery rate of 6.5 percent for 2018;
- vii) **approved** a proposal to extend the scope of the self-insurance retention scheme from the moment WFP takes possession of goods up to their physical hand-over and to provide coverage for losses that are non-insurable under an external insurance cover;
- viii) **approved** a ceiling of USD 82 million for corporate services advances from 2018 and looked forward to reviewing this as part of future Management Plans; and
- ix) **authorized** the Executive Director to adjust the programme support and administrative component of the budget in accordance with a 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.2/2017/4-A/2, WFP/EB.2/2017/5-(A,B,C)/2 and WFP/EB.2/2017/10-A/2) and the Finance Committee of the Food and Agriculture Organization of the United Nations (WFP/EB.2/2017/4-A/3, WFP/EB.2/2017/5-(A,B,C)/3 and WFP/EB.2/2017/10-A/3).

14 November 2017

- 2017/EB.2/7      **Revised Terms of Reference of the Audit Committee**  
The Board approved the “Revised Terms of Reference of the Audit Committee” (WFP/EB.2/2017/5-B/1/Rev.1).  
  
The Board also took note of the comments of the Advisory Committee on Administrative and Budgetary Questions (WFP/EB.2/2017/4-A/2, WFP/EB.2/2017/5-(A,B,C)/2 and WFP/EB.2/2017/10-A/2) and the Finance Committee of the Food and Agriculture Organization of the United Nations (WFP/EB.2/2017/4-A/3, WFP/EB.2/2017/5-(A,B,C)/3 and WFP/EB.2/2017/10-A/3).  
  
*14 November 2017*

### **Evaluation reports**

- 2017/EB.2/8      **Synthesis report of operation evaluations (2016–2017)**  
The Board took note of the “Synthesis report of operation evaluations (2016–2017)” (WFP/EB.2/2017/6-B), taking into account considerations raised by the Board during its discussion.  
  
*14 November 2017*

### **Latin America and the Caribbean portfolio**

- 2017/EB.2/9      **Country Strategic Plan – Peru (2018–2022)**  
The Board approved the Peru Country Strategic Plan (2018–2022) (WFP/EB.2/2017/7-A/3/Rev.1) at a total cost to WFP of USD 12,033,437.  
  
*13 November 2017*

- 2017/EB.2/10      **Country Strategic Plan – Guatemala (2018–2021)**  
The Board approved the Guatemala Country Strategic Plan (2018–2021) (WFP/EB.2/2017/7-A/2) at a total cost to WFP of USD 67,476,305.  
  
*13 November 2017*

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

- 2017/EB.2/11      **Summary evaluation report – South Sudan country portfolio (2011–2016) and management response**  
The Board took note of the “Summary evaluation report – South Sudan country portfolio (2011–2016)” (WFP/EB.2/2017/6-A) and the management response (WFP/EB.2/2017/6-A/Add.1) and encouraged further action on the recommendations, taking into account considerations raised by the Board during its discussion.  
  
*14 November 2017*

- 2017/EB.2/12      **Interim Country Strategic Plan – South Sudan (2018–2020)**  
The Board approved the “South Sudan Interim Country Strategic Plan (2018–2020)” (WFP/EB.2/2017/7-B/4) at a total cost to WFP of USD 3,182,700,929.  
  
*15 November 2017*

- 2017/EB.2/13      **Country Strategic Plan – Uganda (2018–2022)**  
The Board approved the “Uganda Country Strategic Plan (2018–2022)” (WFP/EB.2/2017/7-A/7) at a total cost to WFP of USD 1,236,043,556.

*15 November 2017*

#### **Asia and the Pacific Portfolio**

- 2017/EB.2/14      **Country Strategic Plan – Sri Lanka (2018–2020)**  
The Board approved the “Sri Lanka Country Strategic Plan (2018–2022)” (WFP/EB.2/2017/7-A/6) at a total cost to WFP of USD 46,830,793.

*15 November 2017*

- 2017/EB.2/15      **Country Strategic Plan – Myanmar (2018–2022)**  
The Board approved the “Myanmar Country Strategic Plan (2018–2022)” (WFP/EB.2/2017/7-A/1/Rev.1) at a total cost to WFP of USD 310,802,972, and, in reference to footnote 49 and in view of recent developments, looked forward to a comprehensive update on this country strategic plan for Board consideration at its 2018 first regular session.

*15 November 2017*

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

- 2017/EB.2/16      **Country Strategic Plan – Kyrgyz Republic (2018–2022)**  
The Board approved the “Kyrgyz Republic Country Strategic Plan (2018–2022)” (WFP/EB.2/2017/7-A/5/Rev.1) at a total cost to WFP of USD 59,254,332.

*15 November 2017*

- 2017/EB.2/17      **Country Strategic Plan – State of Palestine (2018–2022)**  
The Board approved the “State of Palestine Country Strategic Plan (2018–2022)” (WFP/EB.2/2017/7-A/4) at a total cost to WFP of USD 241,418,015.

*15 November 2017*

- 2017/EB.2/18      **Interim Country Strategic Plan – Islamic Republic of Iran (2018–2020)**  
The Board approved the “Islamic Republic of Iran Interim Country Strategic Plan (2018–2020)” (WFP/EB.2/2017/7-B/1/Rev.1) at a total cost to WFP of USD 18,102,145.

*15 November 2017*

#### **West Africa portfolio**

- 2017/EB.2/19      **Interim Country Strategic Plan – Central African Republic (2018–2020)**  
The Board approved the “Central African Republic Interim Country Strategic Plan (2018–2020)” (WFP/EB.2/2017/7-B/2/Rev.1) at a total cost to WFP of USD 288,799,392.

*16 November 2017*

**Southern Africa portfolio****2017/EB.2/20 Interim Country Strategic Plan – Democratic Republic of the Congo (2018–2020)**

The Board approved the “Democratic Republic of the Congo Interim Country Strategic Plan (2018–2020)” (WFP/EB.2/2017/7-B/3) at a total cost to WFP of USD 722,646,604.

*16 November 2017*

**Organizational and procedural matters****2017/EB.2/21 Biennial programme of work of the Executive Board (2018–2019)**

The Board approved the “Biennial programme of work of the Executive Board (2018–2019)” (WFP/EB.2/2017/8/Rev.1), as proposed by the Bureau and the Secretariat.

*16 November 2017*

**Summary of the work of the Executive Board****2017/EB.2/22 Summary of the Work of the Annual Session of the Executive Board, 2017**

The Board approved the “Draft Summary of the Work of the Annual Session of the Executive Board, 2017”, the final version of which would be embodied in document WFP/EB.A/2017/14.

*16 November 2017*

**Other business****2017/EB.2/23 Housing allowance of the Executive Director**

The Board decided that the Executive Director’s housing allowance should be set at EUR 160,000 per year, inclusive of services and utilities, with effect from 1 April 2017 until further notice. Based on a security risk assessment, WFP would also provide and maintain necessary security equipment, which would remain WFP property.

The Board further decided that the housing allowance should continue to be a reimbursement for the actual cost of a property, should continue to be indexed annually against the Italian retail price index and should be reviewed at five-year intervals by the Bureau and the Board, taking into account market rates and the allowances paid to the heads of other United Nations agencies in Rome.

The Board also took note of the comments of the Advisory Committee on Administrative and Budgetary Questions (WFP/EB.2/2017/4-A/2, WFP/EB.2/2017/5-(A,B,C)/2 and WFP/EB.2/2017/10-A/2) and the Finance Committee of the Food and Agriculture Organization of the United Nations (WFP/EB.2/2017/4-A/3, WFP/EB.2/2017/5-(A,B,C)/3 and WFP/EB.2/2017/10-A/3).

*15 November 2017*

## ANNEX II

**Agenda**

1. ***Adoption of the agenda (for approval)***
2. ***Appointment of the Rapporteur***
3. ***Opening remarks by the Executive Director***

*Statements by:*

*Special Guest, Ms Amina J. Mohammed, Deputy Secretary-General of the United Nations*  
*High-Level Guest, Her Excellency Fiorella Molinelli Aristondo, Minister of Development and Social Inclusion, Special Representative of the President of Peru,*  
*His Excellency Pedro Pablo Kuczynski*

4. ***Policy issues***
  - a) Update on the Integrated Road Map *(for approval)*
  - b) Emergency preparedness policy *(for approval)*
  - c) Progress report on Rome based agencies collaboration *(for consideration)*
  - d) Update on the implementation plan of the nutrition policy *(for consideration)*
  - e) Compendium of policies relating to the strategic plan *(for information)*
5. ***Resource, financial and budgetary matters***
  - a) WFP Management Plan (2018–2020) *(for approval)*
  - b) Revised terms of reference of the Audit Committee *(for approval)*
  - c) Work plan of the External Auditor *(for information)*
6. ***Evaluation reports (for consideration)***
  - a) Summary evaluation report – South Sudan country portfolio (2011–2016) and management response
  - b) Synthesis report of operation evaluations (2016–2017)
7. ***Operational matters***
  - a) Country strategic plans *(for approval)*
    - Guatemala (2018–2021)
    - Kyrgyzstan (2018–2022)
    - Myanmar (2018–2022)
    - Peru (2018–2022)
    - Sri Lanka (2018–2022)
    - State of Palestine (2018–2022)
    - Uganda (2018–2022)
  - b) Interim country strategic plans *(for approval)*
    - Central African Republic (2018–2020)
    - Democratic Republic of the Congo (2018–2020)
    - Islamic Republic of Iran (2018–2020)
    - South Sudan (2018–2020)

- c) Projects approved by correspondence (*for information*)
  - 1) Budget increases for country programmes
    - Burkina Faso 200163
    - Egypt 200238
    - Ghana 200247
    - Guinea 200326
    - Liberia 200395
    - Nicaragua 200434
  - 2) Budget increases for development projects
    - Haiti 200150
  - 3) Budget increases for protracted relief and recovery operations
    - Chad 200713
    - Madagascar 200735
    - Malawi 200692
    - Mali 200719
- d) Reports of the Executive Director on operational matters (*for information*)
  - 1) Budget increases for protracted relief and recovery operations approved by the Executive Director (1 January–30 June 2017)
  - 2) Emergency operations approved by the Executive Director or by the Executive Director and the Director-General of FAO (1 January–30 June 2017)
- 8. **Organizational and procedural matters**
  - Biennial programme of work of the Executive Board (2018–2019) (*for approval*)
- 9. **Summary of the work of the annual session of the Executive Board, 2017**  
(*for approval*)
- 10. **Other business**
  - a) Housing allowance of the Executive Director (*for approval*)
  - b) Report of the joint field visit of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP to Nepal (*for information*)
  - c) Report of the joint meeting of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP (*for information*)
- 11. **Verification of adopted decisions and recommendations**

**Acronyms used in this document**

CBT	cash-based transfers
CSP	country strategic plan
ECOSOC	Economic and Social Council
ICSP	Interim country strategic plan
IDP	internally displaced person
IFAD	International Fund for Agricultural Development
IPC	Integrated Food Security Phase Classification
IRM	Integrated Road Map
ISC	indirect support cost
NGO	non-governmental organization
PIR	proactive integrity review
PSA	programme support and administrative (budget)
PSAEA	PSA equalization account
QCPR	quadrennial comprehensive policy review
SADC	Southern African Development Community
SDG	Sustainable Development Goal
SUN	Scaling Up Nutrition
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNHCR	Office of the United Nations High Commissioner for Refugees