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Summary of the Work of the Second Regular Session of the Executive Board, 2016

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Current and Future Strategic Issues

Opening Remarks by the Executive Director (2016/EB.2/1)

1. The Executive Director noted that this was a turning point in world history, with conflict in developing countries resulting in an unprecedented 65 million displaced people while growing nationalism affected much of the developed world. Despite progress, 795 million people remained hungry, 700 million were extremely poor and 220 million were affected by natural disasters every year.
2. Following months of consultations, the Secretariat was presenting the four documents of the Integrated Road Map, which equipped WFP to contribute towards achievement of the Sustainable Development Goals (SDGs), particularly SDG 2 for zero hunger, and SDG 17 for enhanced partnerships. The Strategic Plan (2017–2021) underscored the importance of WFP's emergency work while outlining its development objectives and activities; Country Strategic Plans (CSPs) provided the framework for cross-sectoral work among all stakeholders in a country; the Financial Framework Review (FFR) replaced project-based funding with Country Portfolio Budgets while enabling WFP to improve reporting to governments and donors; and the Corporate Results Framework (CRF) connected resources to outcomes, enabling country offices to plan, implement and measure progress towards the SDGs. Following favourable advice from the FAO Finance Committee and the Advisory Committee on Administrative and Budgetary Questions (ACABQ), the Executive Director hoped that the Strategic Plan would be approved.
3. At the Board's request, a joint paper on collaboration among the Rome-based agencies (RBAs) would be presented at this session. WFP was also committed to working with other partners, including the private sector and faith-based agencies.
4. Following forecast record contributions of USD 5.6 billion in 2016, the provisional prioritized programme of work in the Management Plan was based on a budget of more than USD 5 billion a year for 2017 to 2019. WFP would be serving fewer people but with better food and for longer periods as it responded to more protracted emergencies. The Management Plan also proposed changes to the Programme Support and Administrative (PSA) budget and its use.
5. Based on cost assessments, plans for establishing a service centre had been abandoned, but other cost excellence initiatives were resulting in savings in many functions, including human resources, management services, financial services, information technology (IT) and supply chains. Developments under the People Strategy included a revamped performance management framework and performance improvement policies; increased staff training opportunities with an enhanced web-based system; greater access to global talent pools for recruiting; and progress towards gender equality, with women accounting for 53 percent of new international recruitments. The new Secretary-General was committed to establishing gender parity in the senior staff of all United Nations agencies.
6. Five of WFP's six Level 3 emergencies were driven by conflict; the sixth – the Southern Africa El Niño response – received less attention. In the Syrian Arab Republic, 5.5 million people were inaccessible or subject to movement restrictions; declining stocks of pre-positioned food were forcing WFP to reduce rations and beneficiary numbers. A million people would need assistance in Iraq; the Yemen response lacked resources; and humanitarian access was shrinking in South Sudan. In Southern Africa, resource shortfalls put WFP's joint activities with FAO at risk. In Latin America and the Caribbean, Hurricane Mathew had increased needs in Haiti and Cuba.
7. WFP was focusing on longer-term solutions including building community resilience; promoting gender equality and gender transformation through development of gender capacities; and innovations, such as those being developed by WFP's Innovation Accelerator in Germany. WFP led in the use of cash-based transfers (CBTs), connecting households to financial services and working with the Office of the United Nations High Commissioner for Refugees (UNHCR) to ensure interconnectivity of tools.
8. The Board commended the Executive Director, management and staff for their tireless response to the unprecedented total of six Level 3 and five Level 2 emergencies, at the same time as engaging in Board consultations on the Integrated Road Map – a transparent, results-oriented

process that promised an ever-more effective and accountable WFP. The Board looked forward to discussing and, it hoped, adopting the four road map documents, which brought pioneering change by aligning WFP's work with the 2030 Agenda. Members welcomed WFP's swift action to strengthen coherence with SDGs 2 and 17, in particular in maximizing synergies with the other RBAs and promoting broader collaboration and partnerships – including beyond the United Nations system, with civil society, non-governmental organizations and the private sector. Greater private-sector collaboration, along the lines of the Memorandum of Understanding signed with the Norwegian Shipowners' Association, had crucial potential to complement WFP's comparative advantages to meet the multiple challenges. Several Board members commended WFP's focus on innovation, highlighting the Munich Innovation Centre and the potential of the Centre of Excellence model to contribute further to South-South cooperation.

9. Several members commended the Executive Director for her dedication to raising WFP's profile in the international system, including through an active presence in New York and at many recent major summits. Partnership building should extend beyond the RBAs to incorporate other partners with no major presence in Rome, chiefly the United Nations Children's Fund (UNICEF) and UNHCR. Several Board members praised WFP's efforts to make its work – and thereby donor resources – go further by ensuring longer-term impact through resilience- and capacity-building in affected communities, but highlighted that the document on RBA collaboration should guide WFP in viewing all of its efforts through the lens of development and recalling the complementary mandates throughout the United Nations system. The Board joined the Executive Director in welcoming the strong humanitarian background and commitment of the United Nations Secretary-General-designate.
10. Welcoming the reformed financial architecture, the Board agreed that non-earmarked, multi-year funding was crucial to give management flexibility in decision-making where needed, but emphasized that the Board must retain oversight capacity. Trust, transparency and accountability were key to allowing more donors to start contributing core funding, and several members highlighted their recent decisions to contribute significant additional funds to support WFP's work over the coming year.
11. Several members emphasized the need for continued attention to the cross-cutting issues of gender, climate, nutrition, disability and accountability to affected populations: meeting the needs of specific groups and integrating these priorities across programming were crucial in enabling WFP to realize the vision of the Integrated Road Map; the Board encouraged WFP to report back on various aspects to facilitate future discussions.
12. Among operations, the Board commended WFP's responses to Hurricane Matthew and the impacts of El Niño, and registered its concerns about the serious ongoing situations in South Sudan, Yemen and, in particular, the Syrian Arab Republic, appealing to all donors to uphold their commitments to providing support. Recalling that more proactive pre-emptive responses could prevent emergencies escalating to Level 2 or 3, several members urged that greater attention be given to the situation in Nigeria and the Lake Chad basin. A member also appealed for increased WFP support during the liberation of Iraqi territory from Daesh, especially in building resilience and promoting the return of displaced people.
13. The Executive Director thanked the Board for its support and guidance, and confirmed that 2017 would be a year of learning and change to deliver the value sought.

Policy Issues

WFP Strategic Plan (2017–2021) (2016/EB.2/2) (*for approval*)

14. The Secretariat thanked the Board for its engagement in a year of consultations. The resulting Strategic Plan aligned WFP with the 2030 Agenda for Sustainable Development and embedded the SDGs – particularly SDGs 2 and 17 – by incorporating SDG targets as WFP strategic objectives, targets and outcomes.
15. The Board commended the transparent and consultative process of designing the Plan and the other Integrated Road Map documents and incorporating members' comments and concerns. The

Plan reflected WFP's mandate and strengths, including in facilitating government ownership of programmes, and highlighted WFP's flexibility to respond to humanitarian emergencies. Members welcomed the Plan's emphasis on gender equality and looked forward to seeing progress in this area.

16. While endorsing the primary focus on humanitarian response and capacities, members also welcomed the Plan's attention in the continuum from emergency to development activities, such as building community resilience and promoting the scale-up of social protection and CBT interventions.
17. Noting that WFP had developed the Plan a year earlier than scheduled, to align with the SDG framework, members called for increased synergy and cross-sectoral collaboration among all United Nations agencies, particularly the Food and Agriculture Organization of the United Nations (FAO) and the International Fund for Agricultural Development (IFAD). Members emphasized the importance of aligning WFP's strategic planning with the Quadrennial Comprehensive Policy Review (QCPR) process.
18. The Board observed that other United Nations entities could benefit from WFP's experience of developing the Plan in alignment with the 2030 Agenda. Development of the CSP policy was expected to help governments plan activities for achieving SDG 2.
19. The Board approved the Strategic Plan (2017–2021) to align WFP's operations with the SDGs and noted its expectation that responding to food security-related emergencies, providing direct humanitarian assistance that helped save lives and livelihoods, and upholding the humanitarian principles would continue to be the major part of WFP's operations. The Board recognized the importance of WFP implementing the Strategic Plan in collaboration with FAO, IFAD and other entities in the United Nations development system to maximize results for achieving the SDGs.

Corporate Results Framework (2017–2021) (2016/EB.2/3) (for approval)

20. In its brief introduction the Secretariat emphasized that the CRF, which constituted the second component of the Integrated Road Map, was designed to provide a “line of sight” over the full range of WFP's work: it would show how WFP's operations contributed to the SDGs, and would identify outcomes that could be attributed to WFP.
21. The Board was pleased that the CRF clearly linked financial commitments to results and would measure WFP's operational performance in line with the Strategic Plan and the SDGs. The Board endorsed the focus on improved management performance, observing that the CRF constituted a tool that would support all WFP processes related to operations, monitoring and reporting, particularly at the country office level. Board members recommended that WFP ensure that the final CRF reflect lessons learned during the various pilot programmes.
22. Board members observed that the CRF indicators supported measurement of results at the output and outcome levels, thereby providing an accurate picture of WFP's achievements over time. The Board recommended that guidance be issued to country offices to support up-take of the CRF in support of beneficiaries. The Board also remarked on the inclusion of gender and disability disaggregation throughout the CRF and observed that this was an important step.
23. The Board noted that the CRF included qualitative indicators relating to partnerships and recognized this as an improvement on current partnership indicators. In this context, Board members were confident that the CRF would enable more efficient planning and more accurate assessments of performance, thereby enhancing accountability and transparency.
24. The Secretariat thanked the Board for its observations, and reminded the members that the aim of the CRF was to promote efficiency and maximize transparency by showing clearly the relationship between resources allocated and results achieved. Guidance material being prepared for country offices would reflect the lessons identified in the pilot schemes. The Board would be kept informed as work progressed.

Policy on Country Strategic Plans (2016/EB.2/4) (for approval)

25. The Secretariat introduced the policy, which operationalized the Strategic Plan (2017–2021) at the country level; enhanced governance, focus on results and accountability within WFP; and

facilitated smooth transitions between humanitarian and development work in response to changing country contexts.

26. The Board welcomed the policy, noting that it was informed by evaluation findings, experience in CSP pilot countries and best practices from other agencies. CSPs would bridge the humanitarian–development divide, ensuring consistent implementation of the Strategic Plan among countries while retaining the flexibility to respond to emergencies as required. Members highlighted the important role of governments in designing CSPs and noted that by taking into account the priorities, programmes and needs of each country and the added value that WFP could provide, CSPs would help governments and countries plan and implement their own work towards zero hunger. CSP design also had to take into account the capacities of WFP country offices and the available funding sources, and members hoped to see improved efficiency and better outcomes as CSPs replaced the current programme-by-programme approach to budgeting and implementation.
27. The Board urged WFP to ensure complementarity with the work of FAO, IFAD and other United Nations agencies and to use the pilot CSPs as a source of learning and capacity development. Welcoming the introduction of a web portal with information to facilitate donors' decision-making, members requested the opportunity to consider CSPs prior to their presentation for approval; regular updates on budget and other changes during CSP implementation; and additional information on CSP indicators, including work required at the country level to establish the necessary statistics capacity – RBA collaboration would be useful in this.
28. The Secretariat drew the Board's attention to paragraph 36 of the policy, which proposed a process for consulting the Board prior to CSP approval. This process would be applied to all CSPs presented after EB.1/2017.

Collaboration among the United Nations Rome-Based Agencies: Delivering on the 2030 Agenda (2016/EB.2/5) (for consideration)

29. The document presented by the Secretariat was jointly produced by the three RBAs at the request of their membership. It presented the agencies' common vision on collaboration to support countries in implementing the 2030 Agenda, with concrete actions to be taken together. Annexes provided information on ongoing collaboration at four levels: country, global, thematic and in corporate services. With FAO and IFAD, WFP would develop a road map outlining implementation of the actions discussed and would provide the Board with regular updates on progress.
30. The Board welcomed the document and the RBAs' commitment to working together and leveraging each other's comparative advantages. Members commended the emphasis on country-level priorities; WFP's establishment of an RBA collaboration unit; the RBAs' appointment of high-level focal points; and RBA actions through the Committee on World Food Security. The Board urged the RBAs to implement their proposals for collaboration swiftly without waiting for the outcomes of ongoing discussions, and emphasized that the RBAs should work in the wider context of United Nations collaboration and the QCPR process.

31. Board members requested the RBAs to develop concrete deliverables with global goals and timeframes, joint indicators for measuring the impact of collaboration, joint reporting to the three Boards, increased communication between country- and higher-level focal points, regional teams to set country-level priorities, and best practices for collaboration. Mapping of country-level collaboration processes would identify gaps, overlaps and opportunities for collaboration.
32. The Executive Director added that WFP sought to collaborate with FAO and IFAD whenever possible; in some instances, however, FAO and/or IFAD were not present in areas where WFP was working, so not all WFP programmes could be coordinated with the other two agencies. Context, presence and finance were important factors in decision-making regarding collaboration.

Resource, Financial and Budgetary Matters

WFP Management Plan (2017–2019) (2016/EB.2/6) (for approval)

33. The Secretariat stated that resource forecasts were the starting point of the Management Plan, with the PSA budget proposed at a level that ensured WFP was “living within its means”. It was proposed that the indirect support cost (ISC) rate for private-sector contributions be set at 7 percent, making WFP more comparable with other United Nations agencies. Other proposals concerned a technical adjustment of USD 35.1 million for covering some centralized costs with ISC funding, and a transfer of USD 15 million from the PSA Equalization Account to the Immediate Response Account (IRA) to help maintain WFP’s emergency response capabilities.
34. The Board noted the alignment of the Management Plan with the 2030 Agenda. Observing that forecast income was significantly less than resource requirements for assessed needs, Board members recommended that WFP seek further efficiencies, including through enhanced collaboration with other agencies. The Board endorsed the transfer to the IRA to help maintain rapid-response capability and supported the increase in CBT interventions, while cautioning that development and nutrition activities should not be underfunded.
35. Board members urged WFP to apply proven and innovative approaches with a view to maximizing operational effectiveness in the new strategic vision. The Board approved the change in the ISC rate for private-sector contributions to 7 percent, noting that this would simplify administrative processes and should lead to further efficiencies. The Board urged WFP to increase the range of its funding sources, especially to maximize the proportion of multi-year funding.
36. The Board recommended that synergies with the RBAs include corporate services. Endorsing the cost excellence principle, Board members noted the need to clarify costs and cost drivers and urged WFP to find sustainable approaches to funding administrative requirements, replacing the process of adjusting PSA levels. An overriding principle was that WFP maintain its dual emergency and development functions.
37. The Secretariat appreciated the Board’s inputs, noting that PSA cost drivers were being considered in the FFR. WFP’s CBT programmes would be monitored, and the balance of modalities adopted would be continuously reviewed to ensure that beneficiaries received appropriate support. The Secretariat expressed its concern at the 40 percent funding gap, noting that 92 percent of contributions were directed by donors, and reiterated its appeal for more strategic multi-year funding.

Financial Framework Review (2016/EB.2/7) (for approval)

38. Introducing the paper, the Secretariat observed that the FFR, as the fourth component of the Integrated Road Map, set out a new country portfolio budget structure for WFP that replaced the current project-based structure and would lead to increased operational effectiveness, enhanced transparency and more detailed reporting on performance to the Board.

39. The Board noted that the new structure would encourage donors to allocate more flexible funding, while the formulation of WFP Strategic Outcomes tied to single focus areas would ensure alignment with donors' funding lines. It would also provide greater traceability regarding costs and cost drivers; however, improved gender disaggregation would require enhanced data-collection methods.
40. The Board approved of the country-level and calendar-year budgeting approach and of the harmonization of cost categories with other United Nations agencies, and noted that bilateral approvals would continue to be required for trust funds. Board members were confident that the new financial structure would support WFP's food assistance approach by encouraging flexible, predictable multi-year funding, promoting transparency and enhancing the effectiveness, efficiency and sustainability of operations through realistic resource-based planning and improved performance management. The Board noted that issues including staffing, risk management and administrative capacities in country offices would require further attention.
41. The Board approved the transitional arrangements required for implementing the 16 pilot CSPs and Country Portfolio Budgets in 2017. The Board requested that it be kept up to date on implementation and on what refinements would be made on the basis of lessons learned from the pilot schemes. Board members observed that further consultation was required on the proposed thresholds for delegations of authority and the changes envisaged in the General Rules and Financial Regulations.
42. The Secretariat appreciated the Board's engagement and provided assurance that extensive consultation and bilateral engagement would continue in 2017, to inform Member States and donors about the pilot experience, discuss proposals for delegated authority thresholds and outline draft amendments to the General Rules and Financial Regulations. The need for effective knowledge transfer to country offices was recognized: the single integrated project management structure based on revised planning and budgetary assumptions would support this. The Secretariat noted that in addition to existing organizational resources, USD 15 million was earmarked in the Management Plan for corporate initiatives such as the Integrated Road Map, which would be discussed further, prior to sharing the formal costed proposal in February 2017.

Evaluation Reports

Synthesis Report of Operation Evaluations (2015–2016) (2016/EB.2/8) (for consideration)

43. The Director of Evaluation presented the synthesis report, highlighting major findings and lessons: institutional reforms were accelerating and gradually taking hold, with WFP increasingly adopting an enabler approach; however evidence from the operations evaluated also found WFP's swift adaptation of operations outpacing its technical capacities to operationalize such changes in full, specifically in evidence-based design, systemic capacity development, comprehensive and inclusive partnerships, and planning for sustainability.
44. The Board thanked the Director for her comprehensive presentation, welcoming the informative sample of WFP's portfolio provided by the 15 operations covered, and noting patterns emerging from the report and its precursors from previous years. Board members highlighted specific lessons and urged WFP to take these into account when embarking on the Integrated Road Map: greater attention to robust evidence-based programme design – incorporating nuanced analysis, building on evaluation outcomes and making better use of technical data – was crucial for the corporate transition towards the CSP approach, with gender programming to incorporate qualitative aspects and, particularly, gender analysis to inform programme design. A more systematic approach to capacity development and greater consistency in building partnerships were needed.
45. Noting the importance of partnerships and preparation for hand-over, the Board strongly encouraged WFP to assess and incorporate potential synergies systematically, particularly through better leveraging of the comparative advantages of United Nations partners: sustainability should be a guiding principle for all operations, with exit strategies and hand-over addressed in CSPs. Noting that several lessons were recurrent, the Board enquired how management would address these issues to "graduate out" of the annual synthesis report findings.

46. The Secretariat thanked the Board for its careful consideration of the report. The Director of Evaluation confirmed that decentralized evaluations would replace the operation evaluation series in terms of evaluation coverage – at the activity level – after 2017. Management added that the CSP process provided opportunities for WFP to improve its pace in resolving such recurrent systemic issues, ensuring country-based discussions on the drivers of hunger situations that required in-depth review of available evidence. Clear messages had been received, which WFP hoped to build into the CSP process, including the need for good evidence-based programme design, theories of change linking activities to outcomes, a more consistent approach to capacity development and the strengthening of gender capacity in regional bureaux and country offices.

East and Central Africa Portfolio

47. The Regional Director drew attention to the challenges in the region. Poor rains were constraining agricultural output and causing food prices to rise significantly: in Kenya, for example, 1.5 million people were severely food-insecure, and in Somalia the number of needy people had increased by 60 percent. The situation in Ethiopia had improved during the year, but 9.7 million people still faced crisis levels of food insecurity.
48. The region continued to host millions of refugees from Burundi, the Democratic Republic of the Congo, Somalia and South Sudan; the Regional Director flagged growing concerns in Uganda, the largest refugee-hosting country in Africa, with more than 300,000 people crossing from South Sudan since July 2016. WFP and UNHCR had scaled up operations to make food and other assistance available to refugees, but rations had been cut by up to 50 percent and further cuts were inevitable in view of the number of new arrivals and the limited resources available: of the USD 57 million required for the next six months, only USD 10 million had been pledged.
49. Collaboration with the RBAs had included the Integrated Phase Classification system and a market information system in South Sudan, resilience-building for agropastoralists in Kenya, enhanced market access for small-scale farmers in Somalia, and nutrition programmes, CBT projects and support through the Food Security Cluster co-led by FAO and WFP. The best results had been obtained in collaboration where agencies targeted the same areas, with clear demarcation of responsibilities among and adequate resources for all partners.
50. The accelerating conflict in South Sudan was affecting transport and deliveries of food assistance: food insecurity and malnutrition were increasing as displacement increased and the economic and security situation worsened. With its United Nations partners, WFP was reaching 3 million needy people in spite of difficulties and the high cost of delivering assistance by air to remote locations. This work had prevented a humanitarian catastrophe, but peace and long-term solutions were urgently needed.
51. The Board expressed its concern at the situation and suggested that long-term collaborative approaches such as reforestation and partners' investments in improved agriculture and national social protection programmes could be considered with a view to mitigating drought.
52. The Regional Director thanked donors for their contributions to date, noting that significant injections of resources were needed to enable WFP and its partners to continue to address the ongoing challenges.

Summary Evaluation Report – Burundi Country Portfolio (2011–2015) and Management Response (2016/EB.2/9) (for consideration)

53. The Director of Evaluation presented the evaluation, which was timed to inform development of the new interim CSP for Burundi in 2017 and the next United Nations Development Assistance Framework (UNDAF). Having been designed in a period of relative stability that was interrupted by violently contested elections in 2015, the portfolio provided an example of WFP's work in fragile and complex political contexts. Evaluation findings had been discussed with WFP and national stakeholders.
54. The Regional Director noted that evaluation recommendations had informed the country programme (CP) budget revision to be presented later in the session and the protracted relief and recovery operation (PRRO) budget revision to be approved by the Executive Director. Management agreed with and was implementing all the recommendations.

- 55. The Board welcomed the evaluation and its generally positive findings, including those regarding WFP's strategic role and its alignment with priorities of the Government, WFP's partners and donors. Members expressed concern about resource shortfalls and gaps in monitoring data, and warned that some of the recommended activities may be overambitious in the current funding climate. They encouraged careful use of resources, increased coordination with other actors, and greater attention to gender in the interim CSP design.
- 56. The Director of Evaluation and the Evaluation Officer clarified the rationale for the recommendations: Burundi faced chronic challenges so WFP had to do more than meet immediate needs, and the evaluation had noted gender as a driver of food insecurity. The Regional Director added that rather than introducing new activities, WFP would adapt existing ones to facilitate those of partners. Resource and capacity gaps sometimes hampered partners' intentions to collaborate.
- 57. The Deputy Country Director outlined work to enhance data collection and analysis, including by improving coordination with partners and other actors in the field. A joint humanitarian assessment and response plan conducted with the United Nations Office for the Coordination of Humanitarian Affairs would facilitate targeting of emergency and recovery activities and prevent overlaps with CP targeting.

Budget Increases to Development Activities – Burundi Country Programme 200119 (2016/EB.2/10) (for approval)

- 58. The Country Director introduced the budget increase, which extended the CP for 12 months, allowing WFP to continue and expand programme activities and develop an interim CSP. With the 2015 political crisis and environmental impacts on agriculture and the economy threatening a decade of relative peace and growth, Burundi faced a serious food security situation and had the highest rates of chronic malnutrition in Africa. The proposed increase incorporated recent evaluation recommendations, and activities would focus on the most vulnerable people.
- 59. The Board endorsed the focus on resilience-building through capacity development for affected populations, and the attention to preventing deterioration in the food security and nutrition status of vulnerable people. Members highlighted the country office's effective cooperation with a broad range of United Nations entities in Burundi, suggesting that the model be replicated elsewhere. In particular, RBA collaboration helped link the expansion of home-grown school feeding to smallholder agriculture, boosting economic growth and the sustainability of outcomes. Noting that several bilateral donors had ended direct support to the Government, the Board inquired whether the Burundi PRRO would also require additional resources.
- 60. The Country Director thanked the Board for its support, agreeing that partners' provision of complementary services for vulnerable and malnourished people was essential. Highlighting WFP's effective partnership with the Government, she confirmed that the PRRO budget increase fell within the delegated authority of the Executive Director, so would not come before the Board.

Budget Increases to Protracted Relief and Recovery Operations – South Sudan 200572 (2016/EB.2/11) (for approval)

- 61. The Country Director presented the budget revision to PRRO 200572, which had been approved three years previously with flexible tools for recovery. The outbreak of conflict in July 2016 had changed and increased needs, requiring an emergency operation (EMOP) in conflict areas while the PRRO continued in more stable ones. With poor harvests forecast for the next two or three crop seasons, food insecurity was likely to reach its highest levels ever.
- 62. Recognizing the severe challenges facing South Sudan, the Board commended the country office for its humanitarian and logistics work and welcomed the two-pronged approach to assistance, attention to developing national capacities to find sustainable solutions, and coordination with the Government and United Nations partners.

63. Responding to questions, the Country Director explained that support costs were high because of the country's poor logistics infrastructure. The EMOP's food assistance-for-assets activities focused on training, and did not overlap with those of the PRRO; nutrition activities in the PRRO targeted refugees only. Context analysis and engagement with armed actors along trade routes would inform and facilitate the country office's measures for protecting staff and warehouses.

West Africa Portfolio

64. The Regional Director outlined WFP's activities in the region where it was assisting 7.5 million beneficiaries in 20 countries.
65. Exacerbated by recent events in Nigeria, the crisis in the Lake Chad basin – Cameroon, Chad, the Niger and Nigeria – had left 4.4 million people severely food-insecure. WFP planned to assist 3 million people in the four countries, using CBTs as much as possible and targeting areas that were difficult to reach, the main cities in Borno and Yobe regions, and areas to which people were returning. WFP was working with UNICEF and non-governmental organizations to address access problems. It relied on rapid intervention teams and helicopters for many distributions. To the extent possible, WFP purchased food locally, from more stable areas of the subregion.
66. Despite recent elections in the Central African Republic, there were still 400,000 internally displaced people, and another 400,000 refugees from the country living in neighbouring countries. The volatile situation made the current funding shortage particularly worrying. Crisis in Mali had left northern areas of the country inaccessible and created knock-on effects in Burkina Faso, Mauritania and the Niger. Côte d'Ivoire, Guinea, Liberia and Sierra Leone needed attention to prevent a recurrence of Ebola.
67. Commending WFP for its work, the Board noted the need to increase attention to and funding of activities in this region.
68. Responding to specific questions, the Regional Director reported that the Nigeria and Cameroon country offices would present their CSPs in June 2017; consultations on the preparation of other CSPs were under way and much progress was expected in 2017. He flagged Benin, Guinea, Mauritania and Senegal as countries with serious, chronic problems worthy of additional funding.

Country Programmes – Côte d'Ivoire 200960 (2016/EB.2/12) (for approval)

69. The Country Director observed that the national economy was recovering from recent unrest, large numbers of refugees were returning to their homes, and the national constitution had been amended to promote long-term stability. The Government, WFP and other United Nations partners were addressing challenges related to drought, economic inequalities and malnutrition. The school feeding programme was constrained by low agricultural output: it provided the only daily meal for some children, but the nutrition value was declining. Low educational attainment among girls contributed to the vicious cycle of poverty and malnutrition, and anaemia was increasingly prevalent. The Government had recently made primary education mandatory for all children and was implementing nutrition programmes with a variety of partners. The CP would soon transition to the CSP format, although resource mobilization remained a challenge.
70. The Board welcomed the proposals, which would support the positive changes towards economic and political stability and enable WFP to shift from recovery to development programming. The support for sustainable social protection and universal primary schooling was warmly endorsed. Board members applauded the CP's alignment with national and United Nations priorities, the focus on gender equality, and the synergies evident in the school feeding and asset creation programmes; for which some members requested clarification regarding implementation modalities.
71. The Country Director thanked the Board for its support, noting that a gender audit with UN-Women was in progress with a view to optimizing programme design, and a new ministry had been established to manage national emergency response programmes. WFP would work with communities to determine optimum delivery modalities. The country office was establishing baseline data for future assessments.

Budget Increases to Development Activities – Burkina Faso Country Programme 200163 (2016/EB.2/13) (for approval)

- 72. The Country Director introduced the budget increase, which extended the CP by 12 months, enabling the country office to improve geographical targeting, increase impact and expand partnerships in preparation for hand-over to the Government.
- 73. The Board supported the budget increase to maintain existing activities while the Government set national development priorities and WFP transitioned to a CSP. Members commended WFP's work on value chains, sustainable livelihoods, capacity development of the Government and communities, and synergies with partners. Praising in particular school feeding activities and their impact on girls' attendance, the Board suggested that future evaluations seek more precise evidence in this area, including regarding value for money. Several members highlighted the impact of the local yoghurt-purchasing pilot, which ensured predictable incomes for women's dairy cooperatives, strengthened the milk value chain and boosted the local economy, thereby building resilience and sustainability. While supporting local producers of fortified products reduced reliance on international supplies, technical support and training on quality standards would add value, as would further capacity development for partners and farmers' organizations. The Board agreed that building partnerships was crucial to improve the overall response, given funding constraints, but requested more details.
- 74. The Regional Director thanked the Board for its support, emphasizing the severe impact of funding shortfalls and confirming that the value of school feeding would be a focus of future evaluation activities.

Budget Increases to Development Activities – Ghana Country Programme 200247 (2016/EB.2/14) (for approval)

- 75. The Deputy Country Director introduced the budget increase, which extended the CP by 12 months to align it with national plans and lay the groundwork for future WFP activities in the country.
- 76. The Board welcomed the extension to align the CP with the 2012–2017 United Nations Development Assistance Framework (UNDAF) and the 2018–2021 phase of Ghana's long-term national development plan; it also provided time for Ghana to design an action plan for achieving the SDGs at the national level and to conduct a zero hunger strategic review to inform WFP's CSP starting in 2018. The Board endorsed WFP's collaboration with national authorities and welcomed activities tackling issues such as climate change and gender disparities, in line with WFP's Strategic Plan. In particular, members commended WFP's capacity development activities, private-sector engagement, and emphasis on strengthening government capacity to manage home-grown school feeding programmes, enhancing links to smallholder agriculture and ensuring the nutrition content of food. Some members noted the value of South–South and triangular cooperation in leveraging support from WFP's Centre of Excellence in Brazil. Noting the increased use of CBTs, members requested further detail on the value these brought to the local economy.
- 77. The Deputy Country Director responded to Board concerns by observing that regardless of any post-election change in government, Ghana's long-term development plan guaranteed the continued relevance of planned activities.

Protracted Relief and Recovery Operations – the Niger 200961 (2016/EB.2/15) (for approval)

- 78. The Country Director noted that PRRO 200961 was aligned with the Government's 3N (*les Nigériens Nourissent les Nigériens*) initiative and SDG priorities in partnership with FAO and IFAD. It was seasonally adjustable and included an emergency response element; the aim was to maximize resilience while gradually shifting to ownership by the Government and communities. WFP was supporting a proposed national system for purchasing from local small-scale farmers.
- 79. Noting the large numbers of beneficiaries, increasing malnutrition and high costs in the PRRO, the Board urged WFP to maximize its partnerships and exploit the multi-sector approach to promote sustainability and the transfer of capacities to the Government. The Board commended

the climate-smart aspect of the operation, recommending further cooperation with the African Risk Capacity initiative, and the focus on adolescent girls' education and welfare, although questions were raised regarding the practicalities of addressing gender issues. Board members asked for more information on the integrated package for beneficiaries transferred to the PRRO, and on links to the Lake Chad EMOP.

80. Board members urged WFP to ensure that the operation was adequately staffed and resourced and that progress was accurately reported through optimized monitoring. Some members were concerned that funding for nutrition-specific activities could be affected if programme components were consolidated, and that underfunding could affect operational continuity.
81. The Country Director offered to provide a document addressing many of the Board's questions, observing that WFP was working with UNHCR to promote self-sufficiency in refugee communities. PRRO 200961 was linked to the Lake Chad EMOP in that both focused on self-sufficiency. Changes in nutrition programming were based on the latest data and were in line with 3N priorities.

Budget Increases to Protracted Relief and Recovery Operations – Chad 200713 (2016/EB.2/16) (for approval)

82. The Country Director introduced the budget increase, which responded to food and nutrition needs for vulnerable populations in Chad and facilitated the transition to a CSP in 2018. The revision maintained the shift from relief to resilience; incorporated the recommendations of the mid-term evaluation; focused on strengthening partnerships with UNHCR, FAO and UNICEF; and expanded the use of market-based tools.
83. Recognizing the continuing needs, including for large refugee populations, the Board approved the budget revision and expressed appreciation of WFP's work in Chad. Members recommended collaboration with UNHCR to improve the vulnerability-based targeting methodology, and welcomed the use of biometric registration. They advised caution to avoid negative side-effects of CBT programmes, and maintaining malnutrition treatment programmes until results were better.
84. The Country Director observed that CBT programmes were preceded by in-depth market assessments, and beneficiary feedback mechanisms and post-distribution monitoring were being enhanced. Malnutrition prevention and treatment programmes would be implemented concurrently, with a shift to prevention-only activities considered when malnutrition rates were below 10 percent. The country office was engaging with the World Bank and the Government on social protection and with the national women's association on improving gender aspects of the PRRO, including design and monitoring of activities.

Asia and the Pacific Portfolio

85. Noting that strategic reviews were ongoing or imminent in 14 countries in the region, as part of implementation of the Integrated Road Map, the Regional Director mentioned that preliminary findings highlighted food security challenges related to rapid economic growth, including urbanization, food quality and the double burden of over- and undernutrition. Responding to this situation, WFP's engagement would focus increasingly on national capacity development, food security analysis, and support for national emergency preparedness and response mechanisms; WFP's gender and protection policies and the new "disability charter" would also inform programme design.
86. The Regional Director noted that the Integrated Road Map would consolidate the current country-level programmes from 30 to 14. The new regional portfolio would align WFP's operations with work towards the SDGs and involve partnerships with governments, the private sector, local authorities and Red Cross/Red Crescent societies in a "whole-of-society" approach. In addition, RBA collaboration was being formalized through several country-level agreements framing joint advocacy, operations and assessment activities.
87. Major challenges facing the region related to resource constraints and uncertain pipelines: ideally, these would be resolved before the CSPs were introduced to ensure a smooth transition from current project portfolios.

88. The Board commended initiation of the CSP pilots. Some members recommended further strengthening of existing partnerships, leveraging the centre of excellence model, and enquired about the possibility of expanding P4P in the region. The Regional Director noted all of these points and registered his appreciation of the Board's support in realizing the strategic shift that is central to roll-out of the Integrated Road Map.

Budget Increases to Protracted Relief and Recovery Operations – Afghanistan 200447 (2016/EB.2/17) (for approval)

89. The Secretariat introduced the budget increase, which would extend PRRO activities for 18 months.
90. The Board endorsed the increase, registering its concern at the sharply deteriorating food security of many Afghans. Welcoming the response to evaluation recommendations, the Board commended the shift towards activities with longer-term impact: mainstreaming Purchase for Progress activities and increasing food purchases from local smallholders would contribute to building local capacities and resilience, thereby enhancing sustainability. The Board supported increased use of CBTs but urged WFP to ensure robust monitoring to ensure that resources reached the most vulnerable people. Underscoring the importance of protecting beneficiaries, particularly girls, women and persons with disabilities, the Board strongly encouraged the country office to finalize and implement its protection strategy. Recalling the recently approved EMOP for Afghanistan and the competing demands on donors, several members inquired how WFP would harmonize PRRO and EMOP activities to ensure appropriate coverage and avoid duplication; and prioritize activities should operations not be fully funded. Commending strategic partnerships with FAO and UNICEF, and strong engagement with national ministries in the zero hunger strategic review process, the Board encouraged broader cooperation to improve overall assistance.
91. The Secretariat confirmed that, if necessary, it would prioritize life-saving assistance over longer-term resilience- and livelihood-building activities; clarified that returnees and refugees – a number likely to increase significantly – would be included under the EMOP, not the PRRO; and highlighted that recent government permission for biometrics would allow the use of System for Cash Operations (SCOPE) cards, helping to avoid duplication.

Southern Africa Portfolio

92. The Regional Director reported on the impact of the silent crisis caused by El Niño, with the resulting vulnerability leading households to engage in harmful coping methods, such as removing children from school, selling assets, early marriage or moving to find work, and making it difficult to save for future shocks. This food security and nutrition situation had reached the worst-case scenarios forecast in 2014, 2015 and 2016. A 22 percent drop in cereal production had left 39 million people food-insecure and caused most countries in the region to declare national emergencies. Highlighting the particularly severe situation in Madagascar, Malawi and Mozambique, the Regional Director thanked host governments, other partners and the Board for the response to the Southern Africa appeal, which had allowed WFP to scale up food and nutrition interventions in seven countries.
93. However, the crisis was deepening, and WFP needed USD 350 million dollars to respond to needs until April 2017. Given crises in other parts in the world, resource shortfalls were likely and WFP would work with national partners to prioritize life-saving activities for the most vulnerable groups. Forecasts for a weak La Niña with high rainfall made it necessary to prepare for wide-scale flooding.
94. WFP had strong partnerships with communities, governments and NGOs in the region and worked through and with the Southern African Development Community in an enabling rather than implementing role, providing technical support to emergency assessment committees, and policy advice. WFP had good relationships with the other RBAs, especially FAO, with which it was planning a joint regional action plan for responding to La Niña and building resilience; IFAD was expected to join this initiative.

95. This diverse region required diverse approaches, ranging from providing full emergency responses to supporting governments in addressing gender and protection issues, for example.

Budget Increases to Development Activities – Malawi Country Programme 200287 (2016/EB.2/18) (for approval)

96. The Country Director indicated that the budget revision would align the country office's programmes with national plans and priorities and the 2019–2024 UNDAF. The proposed extension did not envisage a major strategic shift, but the scale of activities would increase slightly. The country office was building on successful interventions such as the joint programme on girls' education with UNICEF and the United Nations Population Fund (UNFPA), home-grown school meals, and the prevention of stunting pilot, which provided a blueprint for future nutrition investments in Malawi and elsewhere.
97. Devastating climate shocks, including floods and the strongest El Niño-induced dry spell for 35 years, had left 6.5 million Malawians – 40 percent of the population – in need of food assistance and compounded the fragile situation, exacerbating vulnerability and eroding development gains. The country office would continue investing in short- and long-term hunger solutions with increased focus on evidence generation. Best practice guidelines for school meal programmes were being published, and the country office had recently hosted a high-level forum on shock-responsive social protection systems.
98. The Board endorsed the budget revision, commending WFP's work in gender, partnerships with other United Nations agencies, and plans to hand over school meal activities to the Government. Members emphasized the importance of expanding capacity development interventions and building resilience at the community and household levels.
99. The Country Director appreciated the Board's support and highlighted intentions to build on capacity development activities and develop joint strategies with partners, particularly United Nations agencies involved in the next UNDAF. Recognizing the importance of partnerships, the country office would work with research institutions, academia and the Red Cross on evidence generation.

Budget Increases to Protracted Relief and Recovery Operations – Madagascar 200735 (2016/EB.2/19) (for approval)

100. The Country Director highlighted the alarming deterioration in food and nutrition security in southern Madagascar, which resulted from several years of drought exacerbated by El Niño phenomena.
101. The Board welcomed the budget increase and proposed approach to mitigating the food insecurity of the most vulnerable people following three years of crop failure and prolonged drought. Endorsing the shift from planned resilience-building activities to scaling up of relief operations to reach more than 1 million people in the worst-affected areas, members reiterated that such prioritization of life-saving activities should be complemented by longer-term work to build resilience to future shocks. Underscoring how synergies and collaboration maximized results, the Board welcomed in particular WFP's coordinated efforts with UNICEF and the joint FAO/WFP response plan – targeting households with complementary assistance to reduce food consumption gaps and rebuild livelihoods simultaneously – as excellent examples of effective partnership leveraging comparative advantages. Noting that other actors provided food transfers in some contexts where WFP used cash, a Board member urged WFP to use geographical targeting to avoid overlap, and to monitor local market prices closely to ensure that cash transfers did not have an inflationary effect.
102. Responding to Board comments, the Country Director confirmed that monitoring was under way and WFP would use cash only where appropriate.

Middle East, North Africa, Eastern Europe and Central Asia Portfolio

103. The Regional Director and the Country Director observed that more than half of the people in Yemen were food-insecure and children were malnourished. Rations were being halved to ensure full coverage, and WFP was scaling up its work to reach an anticipated 1 million beneficiaries. The conflict was causing rapid economic decline at a time when more and more people required assistance: negative coping mechanisms and increasing criminality were among the direct outcomes. The Yemen EMOP now provided split rations to 6 million beneficiaries, but resources were scarce and deliveries were hampered by damaged roads and insecurity. A budget revision was being prepared, but the long-term solution would have to be based on a peace agreement.
104. In the Syrian Arab Republic, several thousand people trapped in Aleppo were short of food and water, and WFP's stocks were running out; 95,000 people were on half rations. With several protracted crises in the region, WFP was also focusing on linking humanitarian response to early recovery and resilience-building. In Armenia and Tajikistan, WFP was working with governments to include school meals in national safety net programmes, in partnership with FAO and IFAD. In Jordan and Lebanon, school feeding had been extended to support Syrian refugee children. A climate warning programme was being set up in Egypt with a view to maximizing crop production, and resilience-building operations were being coordinated with FAO and IFAD for greater efficiency. The Regional Director thanked donors for their contributions to date.
105. The Board noted the seriousness of the situation. Members requested clarification of the effects of the CSP approach on operations, and the extent to which country offices could adapt to changing circumstances. They drew attention to the need to be kept regularly informed.
106. The Regional Director appreciated the Board's engagement, observing that the introduction of CSPs would depend on local situations and assuring the Board that further communications were being planned to ensure that donors were fully informed. The need for flexibility was recognized, but change was hampered by lack of food stocks and funding. Substantial and immediate support was essential to prevent a major humanitarian crisis.

Summary Evaluation Report – Iraq Country Portfolio (2010–2015) and Management Response (2016/EB.2/20) (for consideration)

107. In introducing the summary report, the Director of Evaluation noted that the situation in Iraq had worsened during the evaluation period, leaving almost a quarter of the population below the poverty line and 3.2 million people displaced. The country strategy, designed during a period of comparative peace, had therefore been largely redundant since early 2014, when WFP appropriately redirected its focus to respond to humanitarian needs. While overall performance of the country portfolio was mixed, evaluation findings were positive regarding the country office's flexibility and collaboration with partners to meet immediate life-saving needs and address gaps and challenges.
108. Management agreed with the seven evaluation recommendations, but suggested a different timeframe for development of Iraq's CSP. Recognizing the monitoring and targeting challenges, the Regional Director reported that WFP and partners were developing a strategy for targeting people with no alternative to food assistance.
109. The Board endorsed the evaluation findings and management's response to recommendations. In particular, members welcomed the attention to gender issues and the findings regarding collaboration with United Nations partners, notably the inter-agency rapid-response mechanism, and flexible response to external events, which demonstrated how WFP could provide food assistance in fragile contexts. Members agreed with the revised timeframe proposed by management for preparation of the CSP.
110. The Board recommended working with the Government to improve targeting and monitoring and accelerate hand-over of WFP activities to the national Public Distribution System. Members encouraged WFP to support school feeding and to scale up the use of CBTs cautiously, on the basis of careful market assessments. With conflict-related shocks likely to continue, some

members questioned the feasibility of predicting future needs rather than focusing on maintaining flexibility.

111. The Director of Evaluation directed the Board to the annexes of the main evaluation report, which provided details of the sources of evaluation evidence. She clarified that recommendation 1 called for starting the CSP development process in 2016, but not completing it. The Evaluation Officer added that the independent evaluation team was gender-balanced, geographically representative and had a wide range of technical skills.
112. The Regional Director recognized the need for flexibility, but analysis and scenario design helped the country office prepare for different situations.

Protracted Relief and Recovery Operations – Syrian Refugee Crisis (Regional) 200987 (2016/EB.2/21) (for approval)

113. The Secretariat introduced the PRRO, underscoring how the Syrian crisis demanded a new approach after six years. Strong collaboration across the region – leveraging the comparative advantages of multiple partners to create sustainable and scalable programmes that bridged the humanitarian–development divide – reflected WFP’s corporate direction, transitioning to resilience-building and livelihood-strengthening activities once emergency assistance needs had been reduced.
114. The representative of the United Nations Development Programme (UNDP) emphasized the need for synergies among such diverse but complementary partners as UNDP and WFP in testing innovative responses to a crisis that had defied the established humanitarian architecture.
115. The Board commended the constructive multi-stakeholder dialogue in developing the PRRO – the world’s largest cash-based assistance operation. This approach strove to preserve the dignity of beneficiaries, strengthen national safety nets and retail systems, and provide multidimensional support to host communities as well as Syrian refugees, thereby promoting self-sufficiency and bolstering longer-term sustainability. The shift towards resilience programming would make both humanitarian and development efforts go further; investments in livelihoods, people and building national capacities would help refugees move from dependence on WFP vouchers, empowering them to provide for themselves. Political and legal barriers to viable employment for refugees required local political solutions, which WFP could promote by highlighting the net benefit in capital, skills and opportunities that refugees contributed to host communities.
116. Noting the high costs and reaffirming the need for multi-year, un-earmarked contributions, the Board appealed to donors to continue their generous support and urged WFP to take account of the overwhelming humanitarian needs when considering activities beyond emergency relief, prioritizing life-saving interventions should resource constraints require.
117. The Secretariat thanked the Board for its support of Vision 2020, emphasizing the need for continuous resources to deliver on commitments to building resilience while safeguarding the essential work of saving lives. Partnerships were closely monitored to avoid duplication and ensure that efforts strengthened governments in preparation for hand-over.

Protracted Relief and Recovery Operations – Syrian Arab Republic 200988 (2016/EB.2/22) (for approval)

118. The Country Director introduced the PRRO, which built on five years of WFP presence in the Syrian Arab Republic and the gradual introduction of recovery, rebuilding and resilience activities in areas of comparative calm throughout 2016.
119. The Board commended the country office’s work in a country where many people relied on WFP assistance. While endorsing the focus on longer-term needs, members sought assurance that WFP was protecting beneficiaries, assets and staff in this volatile context. It was crucial that WFP boost local food supply chains, employment opportunities and market mechanisms, and work with partners to ensure that CBT programmes were expanded only where market capacity was sufficient. Members urged WFP to continue working to improve humanitarian access, including by developing innovative delivery mechanisms.

120. Responding to points raised, the Country Director confirmed that CBTs still accounted for only a small share of food assistance; partners used SCOPE for their own activities. An electronic tool for targeting ranked beneficiaries according to their degree of vulnerability. WFP's investments along the supply chain had created 2,000 jobs, mainly for internally displaced people, with other beneficiaries employed on producing date bars. WFP had procured 3 percent of its needs locally in 2016, and hoped to increase this to 10 percent in 2017. Increased humanitarian access depended also on finding a political solution to the conflict.

Protracted Relief and Recovery Operations – Ukraine 200953 (2016/EB.2/23) (for approval)

121. The Country Director explained that insecurity in eastern areas of the country was affecting 3.1 million people who needed assistance and had no safe areas of refuge; households were going hungry and food prices were rising. In spite of restrictions on transport and access, WFP was supporting displaced people with monthly food parcels and CBTs.
122. Agriculture in other parts of Ukraine was productive and grain exports were continuing, but an economic crisis was likely because fiscal reforms were being delayed and there were few resources to support populations in need. Medium- and long-term interventions were needed, but humanitarian organizations were impeded by complex bureaucracy: WFP was operating through local partners because its presence was challenged in areas outside government control.
123. WFP was carrying out assessments to decide on assistance modalities and to ensure that its operations were aligned with partners' priorities. In the immediate future, CBT projects would be scaled up, and recovery activities would be developed in collaboration with the Government.
124. The Board recognized the scale of the problems, observing that the deteriorating situation could lead to negative coping strategies and criminality. Board members commended the alignment of the PRRO with the UNDAF and the Government's social protection system, and its gender-sensitive approach, recommending that WFP purchase its resources locally to support the national economy. Some members cautioned that the use of CBTs in insecure environments would be a high-risk option, and asked for clarification as to the duration of the operation.
125. Thanking the Board for its engagement, the Country Director emphasized that WFP's food purchases were all locally sourced, and CBTs were supported by businesses and shops. The PRRO would be implemented for one year initially: a budget revision would follow as the Integrated Road Map came into effect. Funding was urgently needed to maintain support for beneficiaries.

Budget Increases to Protracted Relief and Recovery Operations – State of Palestine 200709 (2016/EB.2/24) (for approval)

126. The Country Director introduced the budget revision, which aligned the PRRO with national plans and United Nations programmes taking into account findings from the recent country portfolio evaluation. With needs continuing to be high, particularly in Gaza, WFP's support was essential for creating the conditions for longer-term recovery and resilience-building.
127. Noting that conditions in the State of Palestine left many people reliant on assistance, the Board welcomed the budget revision and the PRRO's alignment with national social safety net programmes in preparation for eventual hand-over to the Palestine Authority. Members encouraged the country office to continue expanding its use of CBTs while enhancing data collection and analysis to demonstrate the benefits for local markets. Such visibility facilitated donors' funding decisions, and WFP should continue exploring new sources of resources.
128. In response to questions, the Country Director added that resilience-building and other activities had been suspended because of resource restrictions and the resulting prioritization of more urgent needs. The country office had reduced rations rather than the period of assistance, but the reductions were forcing households to make savings on other expenditure, such as for warm clothes or medicines. The country office would provide regular updates on PRRO implementation and developments in the State of Palestine.

Latin America and the Caribbean Regional Overview

129. The Regional Director drew attention to the two main emergencies affecting the region in 2016. WFP had responded jointly with national governments – including through social protection systems – the RBAs and other United Nations agencies.
130. In Haiti, WFP's integrated food and nutrition approach provided general food/cash distributions and blanket supplementary feeding. Joint food security assessments with FAO had found that 1.4 million people were in need of food assistance, of whom 806,000 were in urgent need. WFP planned to reach 800,000 people with a total budget of USD 48 million, only 30 percent of which had been received. CBTs targeted 22,000 food-insecure families. WFP's special operation required USD 10 million to provide common logistics and telecommunication services until February 2017; USD 5 million had been received. WFP and partners were delivering assistance to isolated locations from an inter-agency storage depot.
131. In Cuba, Hurricane Matthew had affected 365,000 people. Thanks to effective preparedness activities, including pre-positioning of food, WFP was the first agency on the ground supporting the Government's response.
132. The Government of Ecuador had requested WFP to provide food assistance to more than 520,000 people affected by the earthquake. WFP was delivering cash transfers through the Government's Safety Net Platform.
133. In the Dry Corridor, El Niño and the resulting agricultural losses had left more than 1 million people food-insecure or in need of food assistance. WFP's regional PRRO supported national responses, but had reached only 146,000 people in October in El Salvador, Guatemala and Honduras, because of resource constraints.
134. WFP and the RBAs were addressing malnutrition in: i) Colombia, through South–South cooperation with Brazil to increase small-scale farmers' access to markets; ii) Cuba, through capacity development to enhance value chains; and iii) the Dominican Republic and Honduras, through support to school feeding and nutrition programmes.
135. Studies had found that 58 percent of families in the region allocated two-thirds of their incomes to food purchases. WFP-supported research in the Dominican Republic had identified rice fortification as an effective and low-cost way of addressing micronutrient deficiencies. In Guatemala, a study by WFP and partners had quantified dietary deficiencies in fruits, vegetables and foods of animal origin.
136. The Board observed that it was important to address inequality through food security and nutrition programming in a region that produced enough food but where 25 percent of children were anaemic; Board members noted the aim of eradicating anaemia by 2025. They welcomed WFP's collaboration with governments and other partners in ensuring optimum use of scarce resources, and thanked WFP's regional team for its work. The Board noted that the region required higher funding levels to ensure successful outcomes.

Administrative and Managerial Matters

Appointment of the Director of Evaluation (2016/EB.2/26) (*for approval*)

137. Having heard an outline of the selection process from the Chief of Staff, the Board approved the appointment of Ms Andrea Cook (United Kingdom) as the new Director of Evaluation with an anticipated start date of January 2017.

Other Business

Joint Meeting of the Boards of UNDP, UNFPA, UNOPS, UNICEF, UN-Women and WFP

138. The President noted that she had co-chaired the joint meeting, together with the President of the UNDP Executive Board. The meeting had considered documents on the acquisition and use of macro data and the implications of the SDGs for United Nations organizations and on how funds and programmes work in fragile contexts, including in middle-income countries. There had been dedicated discussions on these two topics, with invited internal and external experts.
139. The proceedings had adopted a format that minimized formal presentations and encouraged free debate among Member States; the President suggested that this approach might profitably be introduced at the joint meeting of the governing bodies of the RBAs envisaged for 2017.
140. Details of the discussions were available in the annex of the report of the joint meeting, on the Executive Board website under the Board Activities section.

ANNEX I**Decisions and Recommendations****Adoption of the Agenda**

The Board adopted the Agenda.

14 November 2016

Election for Vacant Positions in the Bureau and Appointment of the Rapporteur

The Board elected H.E. Anil Wadhwa (India, List B) as member of the Bureau and Mr Artur Pollok (Poland, List E) as member alternate of the Bureau.

In accordance with Rule XII of its Rules of Procedure, the Board appointed Mr Evgeny Vakulenko (Russian Federation, List E) Rapporteur of the Second Regular Session of 2016.

14 November 2016

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

Current and Future Strategic Issues2016/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.

14 November 2016

Policy Issues2016/EB.2/2 **WFP Strategic Plan (2017–2021)**

The Board, reaffirming its commitment to WFP's mandate as reflected in the General Rules and Regulations, approved the "WFP Strategic Plan (2017–2021)" (WFP/EB.2/2016/4-A/1/Rev.2*), which would align the organization's operations with the Sustainable Development Goals. The Board noted its expectation that responding to food security-related emergencies and providing direct humanitarian assistance that helps save lives and livelihoods and upholding the humanitarian principles would remain WFP's primary focus and continue to be the major part of WFP's operations. The Board recognized the importance of WFP implementing its Strategic Plan (2017–2021) in collaboration with FAO, IFAD and other UNDS entities to maximize results for achieving the SDGs.

The Board also took note of the comments of the Advisory Committee on Administrative and Budgetary Questions (ACABQ), (WFP/EB.2/2016/5(A,B,C)/2, WFP/EB.2/2016/4(A,B,C)/2) and the Food and Agriculture Organization of the United Nations (FAO) Finance Committee (WFP/EB.2/2016/5(A,B,C)/3, WFP/EB.2/2016/4(A,B,C)/3*).

14 November 2016

2016/EB.2/3 Corporate Results Framework (2017–2021)

Having considered WFP's corporate strategic results frameworks (2017–2021) (WFP/EB.2/2016/4-B/1/Rev.1*), the Board:

- approved the WFP Corporate Results Framework (2017–2021); and
- took note of the management performance approach (2017–2021).

The Board also took note of the comments of the ACABQ, (WFP/EB.2/2016/5(A,B,C)/2, WFP/EB.2/2016/4(A,B,C)/2) and the FAO Finance Committee (WFP/EB.2/2016/5(A,B,C)/3, WFP/EB.2/2016/4(A,B,C)/3*).

14 November 2016

2016/EB.2/4 Policy on Country Strategic Plans

The Board:

- *approved* the Policy on Country Strategic Plans (WFP/EB.2/2016/4-C/1/Rev.1*) (the CSP Policy);
- *requested* the Executive Director to submit Country Strategic Plans containing pilot Country Portfolio Budgets for Executive Board approval in 2017 (pilot CSPs);
- *noted* that the CSP Policy provided for modification of WFP's existing programme categories, which would necessitate amendments to the WFP General Rules and Financial Regulations, and accordingly *authorized*, pending normative amendments expected to be approved at EB.2/2017, the temporary application to the pilot CSPs of provisions of the WFP General Rules and Financial Regulations referring to existing programme categories as if such references were to the Country Strategic Plan; and
- *requested* the Secretariat to propose for Executive Board approval at EB.2/2017 amendments to the programmatic terminology employed in WFP General Rules and Financial Regulations to accommodate the Country Strategic Plans framework.

The Board also took note of the comments of the ACABQ, (WFP/EB.2/2016/5(A,B,C)/2, WFP/EB.2/2016/4(A,B,C)/2) and the FAO Finance Committee (WFP/EB.2/2016/5(A,B,C)/3, WFP/EB.2/2016/4(A,B,C)/3*).

14 November 2016

2016/EB.2/5 Collaboration among the United Nations Rome-based Agencies: Delivering on the 2030 Agenda

The Board took note of "Collaboration among the United Nations Rome-based Agencies: Delivering on the 2030 Agenda" (WFP/EB.2/2016/4-D/Rev.1).

15 November 2016

Resource, Financial and Budgetary Matters

2016/EB.2/6 WFP Management Plan (2017–2019)

Having considered WFP's Management Plan (2017–2019) (WFP/EB.2/2016/5-A/1/Rev.2), the Board:

- i) *took note* that the 2017 Programme Support and Administrative appropriation assumed a funding level of USD 5.2 billion in 2017;
- ii) *took note* of the projected operational requirements of USD 9.0 billion for 2017 and the prioritization proposals to align this with anticipated funding, as outlined in Section III;
- iii) *approved* a 2017 Programme Support and Administrative appropriation of USD 335.4 million, to be allocated as follows:

programme support: regional bureaux and country offices	USD 146.0 million
programme support: Headquarters	USD 53.6 million
management and administration	USD 135.8 million
Total	USD 335.4 million
- iv) *approved* a transfer from the Programme Support and Administrative Equalization Account of USD 15 million to the Immediate Response Account;
- v) *approved* a single corporate indirect support cost recovery rate of 7.0 percent for 2017;
- vi) *approved* a ceiling of USD 82 million for corporate services advances from 2017, and looked forward to reviewing this as part of future Management Plans; and
- vii) *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 ACABQ, (WFP/EB.2/2016/5(A,B,C)/2, WFP/EB.2/2016/4(A,B,C)/2) and the FAO Finance Committee (WFP/EB.2/2016/5(A,B,C)/3, WFP/EB.2/2016/4(A,B,C)/3*).

15 November 2016

2016/EB.2/7

Financial Framework Review

Having considered the Financial Framework Review (FFR) (WFP/EB.2/2016/5-B/1/Rev.1), the Board:

- i) *noted* that the FFR was composed of three work streams: budgeting for operational effectiveness; resource-based planning; and macro-advance financing;
- ii) *noted*, in connection with the budgeting for operational effectiveness work stream, that under the Policy on Country Strategic Plans (WFP/EB.2/2016/4-C/1/Rev.1*) (CSP Policy) each Country Strategic Plan, Interim Country Strategic Plan and limited emergency operation would include a country portfolio budget (CP Budget), to which the approval mechanisms and transition and implementation arrangements set forth in the CSP Policy would apply;
- iii) *noted* that, under the CSP Policy, Country Strategic Plans containing pilot CP Budgets (Pilot CSPs) would be submitted for Board approval in 2017, and *requested* the Executive Director to ensure that the experience of such Pilot CSPs informed the final design of the CP Budget and CSP structure;
- iv) *noted* that the roll-out across WFP of the CP Budget structure was expected to begin in 2018, following its finalization and the approval of amendments to the General Rules, Financial Regulations and Executive Director delegations of authority at EB.2/2017;

- v) in line with the recommendations set forth in the FFR, *approved* the following principles to guide the introduction of pilot CP Budgets in 2017 and the finalization of the CP Budget structure:
 - a. that the CP Budget structure encompass all operations in all contexts, replacing the multiple programme and project budgets and also reflecting the trust fund budgets where possible, that currently exist within a country;
 - b. that the CP Budget be summarized in four high-level cost categories – transfer costs, implementation costs, adjusted direct support costs, and indirect support costs;
 - c. that each CSP include a CP Budget, broken down by the four high-level cost categories set forth in point v) b of this decision and approved by total budget per WFP Strategic Outcome;
 - d. that the CP Budget be results-oriented with clear links from WFP Strategic Results to WFP Strategic Outcomes to activities to costs; and
 - e. that the principle of full-cost recovery, applied to contributions, would employ the high-level cost categories of transfer and implementation costs, adjusted direct support costs, and indirect support costs; and that the full-cost recovery norms approved by the Executive Board in the General Rules be simplified.
- vi) consistent with these principles, the Executive Board *further approved* the following elements for inclusion in the CP Budget structure:
 - a. that the CP Budget be stated by calendar year;
 - b. that, where a country has a Country Strategic Plan or Interim Country Strategic Plan, the initial response to an emergency be handled either by modifying an existing strategic outcome or by introducing new strategic outcomes in a CP Budget;
 - c. that more detailed cost planning elements be aligned with harmonized United Nations cost categories, where possible; and
 - d. that, as a complement to CSPs, country-level budget and operational information from WFP's annual planning process be made available for information purposes to Member States, as outlined in paragraphs 50–57 of the FFR.
- vii) *noted* that the application of the principles set forth above would derogate from, and eventually require amendment of, provisions of the General Rules and Financial Regulations relating to cost categorizations and the manner in which full-cost recovery is achieved;
- viii) *expected* that experience of the Pilot CSPs would assist in identifying the necessary normative amendments to the General Rules and Financial Regulations, and *requested* the Executive Director to present the necessary proposals for approval at EB.2/2017;
- ix) *authorized*, as a temporary measure pending the Executive Board's approval of amendments of the WFP General Rules and Financial Regulations at EB.2/2017, derogations from provisions of General Rule XIII.4 and Financial Regulations 1.1 and 4.5 concerning cost categorizations and the manner in which full-cost recovery was achieved, solely where these were necessary to permit application to the 2017 Pilot CSPs of the CP Budget principles that are listed at point v of this decision;
- x) *noted* that adoption of the CSP framework would require revision of the programme category terminology and the budgetary thresholds that are included in the Delegations of Authority to the Executive Director and *looked forward* to the Secretariat's proposal on the revised delegations of authority, to be presented to the Executive Board for approval at EB.2/2017;

- xi) *granted*, as a temporary measure for 2017, authority to the Executive Director to make revisions to the Pilot CSPs, subject to existing delegations of authority with respect to emergency operations, with the understanding that any such revisions would be reported promptly to the Executive Board; and
- xii) *noted* that informal consultations would be scheduled in 2017 to ensure informed and extensive engagement with the Board regarding the finalization of the CP Budget structure and approval of amendments to the General Rules, Financial Regulations and Executive Director delegations of authority at EB.2/2017.

The Board also took note of the comments of the ACABQ, (WFP/EB.2/2016/5(A,B,C)/2, WFP/EB.2/2016/4(A,B,C)/2) and the FAO Finance Committee (WFP/EB.2/2016/5(A,B,C)/3, WFP/EB.2/2016/4(A,B,C)/3*).

15 November 2016

Evaluation Reports

2016/EB.2/8 **Synthesis Report of Operation Evaluations (2015–2016)**

The Board took note of “Synthesis Report of 2015–2016 Operation Evaluations” (WFP/EB.2/2016/6-C), taking into account considerations raised by the Board during its discussion.

15 November 2016

East and Central Africa Portfolio

2016/EB.2/9 **Summary Evaluation Report – Burundi Country Portfolio (2011–2015) and Management Response**

The Board took note of “Summary Evaluation Report – Burundi Country Portfolio (2011–2015)” (WFP/EB.2/2016/6-A) and the management response in WFP/EB.2/2016/6-A/Add.1, and encouraged further action on the recommendations, taking into account considerations raised by the Board during its discussion.

15 November 2016

2016/EB.2/10 **Budget Increases to Development Activities – Burundi Country Programme 200119**

The Board approved the proposed budget increase of USD 23.4 million for Burundi country programme 200119, with a one-year extension from 1 January to 31 December 2017 (WFP/EB.2/2016/8-A/1).

15 November 2016

2016/EB.2/11 **Budget Increases to Protracted Relief and Recovery Operations – South Sudan 200572**

The Board approved the proposed budget increase of USD 191 million for South Sudan Protracted Relief and Recovery Operation 200572 “Food and Nutrition Assistance for Relief and Recovery, Supporting Transition and Enhancing Capabilities to Ensure Sustainable Hunger Solutions” (WFP/EB.2/2016/8-C/3), with a one-year extension from 1 January to 31 December 2017.

15 November 2016

West Africa Portfolio

2016/EB.2/12 **Country Programmes – Côte d’Ivoire 200960 (2017–2020)**

The Board approved Côte d’Ivoire country programme 200960 (2017–2020) (WFP/EB.2/2016/7), for which the food requirement is 27,097 mt at a cost of USD 29.2 million, the cash-based transfer requirement is USD 18.2 million and the total cost to WFP is USD 68.4 million.

16 November 2016

2016/EB.2/13 **Budget Increases to Development Activities – Burkina Faso Country Programme 200163**

The Board approved the proposed budget increase of USD 6 million for Burkina Faso country programme 200163, with a 12-month extension from 1 January to 31 December 2017 (WFP/EB.2/2016/8-A/4).

16 November 2016

2016/EB.2/14 **Budget Increases to Development Activities – Ghana Country Programme 200247**

The Board approved the proposed budget increase of USD 16.4 million for Ghana country programme 200247, with a 12-month extension from 1 January to 31 December 2017 (WFP/EB.2/2016/8-A/3).

16 November 2016

2016/EB.2/15 **Protracted Relief and Recovery Operations – Niger 200961**

The Board approved the proposed protracted relief and recovery operation the Niger 200961 “Strengthening Resilience in the Niger through an Integrated Multi-Sector and Multi-Partner Safety Net and Disaster Risk Reduction Approach” (WFP/EB.2/2016/8-B/3).

16 November 2016

2016/EB.2/16 **Budget Increases to Protracted Relief and Recovery Operations – Chad 200713**

The Board approved the proposed budget increase of USD 141 million for Chad protracted relief and recovery operation 200713 “Building Resilience, Protecting Livelihoods and Reducing Malnutrition of Refugees, Returnees and Vulnerable People” (WFP/EB.2/2016/8-C/4), with a 12-month extension from 1 January to 31 December 2017.

16 November 2016

Asia and the Pacific Portfolio

2016/EB.2/17 **Budget Increases to Protracted Relief and Recovery Operations – Afghanistan 200447**

The Board approved the proposed budget increase of USD 209.3 million for Afghanistan protracted relief and recovery operation 200447 “Assistance to Address Food Insecurity and Undernutrition”, with an 18-month extension from 1 January 2017 to 30 June 2018 (WFP/EB.2/2016/8-C/1).

16 November 2016

Southern Africa Portfolio

2016/EB.2/18 Budget Increases to Development Activities – Malawi Country Programme 200287

The Board approved the proposed budget increase of USD 77.8 million for Malawi country programme 200287, with a 24-month extension from 1 January 2017 to 31 December 2018 (WFP/EB.2/2016/8-A/2).

16 November 2016

2016/EB.2/19 Budget Increases to Protracted Relief and Recovery Operations – Madagascar 200735

The Board approved the proposed budget increase of USD 82.1 million for Madagascar protracted relief and recovery operation 200735 (WFP/EB.2/2016/8-C/5).

16 November 2016

Middle East, North Africa, Eastern Europe and Central Asia Portfolio

2016/EB.2/20 Summary Evaluation Report – Iraq Country Portfolio (2010–2015) and Management Response

The Board took note of “Summary Evaluation Report – Iraq Country Portfolio (2010–2015)” (WFP/EB.2/2016/6-B/Rev.1*) and the management response in WFP/EB.2/2016/6-B/Add.1, and encouraged further action on the recommendations, taking into account considerations raised by the Board during its discussion.

17 November 2016

2016/EB.2/21 Protracted Relief and Recovery Operations – Syrian Refugee Crisis (Regional) 200987

The Board approved the proposed regional protracted relief and recovery operation Syrian Refugee Crisis (Regional) 200987 “Assistance to Vulnerable Syrian Refugees and Host Communities in Egypt, Iraq, Jordan, Lebanon and Turkey” (WFP/EB.2/2016/8-B/2).

17 November 2016

2016/EB.2/22 Protracted Relief and Recovery Operations – Syrian Arab Republic 200988

The Board approved the proposed protracted relief and recovery operation Syrian Arab Republic 200988 “Food, Nutrition and Livelihood Assistance to the People Affected by the Crisis in the Syrian Arab Republic” (WFP/EB.2/2016/8-B/1/Rev.1*).

17 November 2016

2016/EB.2/23 Protracted Relief and Recovery Operations – Ukraine 200953

The Board approved the proposed protracted relief and recovery operation Ukraine 200953 “Assistance for Food-Insecure and Vulnerable Populations Affected by Conflict and Loss of Livelihoods in Eastern Ukraine” (WFP/EB.2/2016/8-B/4).

17 November 2016

2016/EB.2/24 **Budget Increases to Protracted Relief and Recovery Operations – State of Palestine 200709**

The Board approved the proposed budget increase of USD 58.4 million for State of Palestine protracted relief and recovery operation 200709 “Food Assistance for Food-Insecure Populations in the West Bank and Gaza Strip” (WFP/EB.2/2016/8-C/2).

17 November 2016

Organizational and Procedural Matters

2016/EB.2/25 **Biennial Programme of Work of the Executive Board (2017–2018)**

The Board approved “Biennial Programme of Work of the Executive Board (2017–2018)” (WFP/EB.2/2016/11/Rev.1), as proposed by the Bureau and the Secretariat.

16 November 2016

Administrative and Managerial Matters

2016/EB.2/26 **Appointment of the Director of Evaluation**

Following the recommendation by the Executive Director, the Board approved the appointment of Ms Andrea Cook (United Kingdom) as Director of Evaluation for a single non-renewable and non-repeatable term of six years, with no subsequent re-entry into WFP.

16 November 2016

Summary of the Work of the Executive Board

2016/EB.2/27 **Summary of the Work of the Annual Session of the Executive Board, 2016**

The Board approved “Draft Summary of the Work of the Annual Session of the Executive Board, 2016”, the final version of which would be embodied in the document WFP/EB.A/2016/14.

16 November 2016

Projects Approved by Correspondence

Budget Increases to Protracted Relief and Recovery Operations – Haiti 200618

The Board approved by correspondence the budget increase of USD 48.1 million for Haiti protracted relief and recovery operation 200618 “Strengthening Emergency Preparedness and Resilience”.

4 November 2016

ANNEX II**Provisional Agenda**

1. *Adoption of the Agenda (for approval)*
2. *Election for Vacant Positions in the Bureau and Appointment of the Rapporteur*
3. *Opening Remarks by the Executive Director*
4. *Policy Issues*
 - a) WFP Strategic Plan (2017–2021) (*for approval*)
 - b) Corporate Results Framework (2017–2021) (*for approval*)
 - c) Policy on Country Strategic Plans (*for approval*)
 - d) Collaboration among the United Nations Rome-based Agencies: Delivering on the 2030 Agenda (*for consideration*)
 - e) Update on Collaboration among the Rome-based Agencies (*for information*)
5. *Resource, Financial and Budgetary Matters*
 - a) WFP Management Plan (2017–2019) (*for approval*)
 - b) Financial Framework Review (*for approval*)
 - c) Work Plan of the External Auditor (*for information*)
6. *Evaluation Reports (for consideration)*
 - a) Summary Evaluation Report – Burundi Country Portfolio (2011–2015) and Management Response
 - b) Summary Evaluation Report – Iraq Country Portfolio (2010–2015) and Management Response
 - c) Synthesis Report of Operation Evaluations (2015–2016)

Operational Matters

7. *Country programmes (for approval)*
 - Côte d'Ivoire 200960 (2017–2020)
8. *Projects for Executive Board Approval (for approval)*
 - a) Budget increases to development activities
 - Burkina Faso CP 200163
 - Burundi CP 200119
 - Ghana CP 200247
 - Malawi CP 200287
 - b) Protracted relief and recovery operations
 - Niger 200961
 - Syrian Refugee Crisis (Regional) 200987
 - Syrian Arab Republic 200988
 - Ukraine 200953

- c) Budget increases to protracted relief and recovery operations
 - Afghanistan 200447
 - Chad 200713
 - Madagascar 200735
 - State of Palestine 200709
 - South Sudan 200572

9. ***Reports of the Executive Director on Operational Matters (for information)***

- a) Budget Increases to PRROs Approved by the Executive Director (1 January–30 June 2016)
- b) Emergency Operations Approved by the Executive Director or by the Executive Director and the Director-General of FAO (1 January–30 June 2016)

10. ***Projects Approved by Correspondence (for information)***

- Haiti 200618

11. ***Organizational and Procedural Matters***

- Biennial Programme of Work of the Executive Board (2017–2018) (*for approval*)

12. ***Administrative and Managerial Matters***

- Appointment of the Director of Evaluation (*for approval*)

13. ***Summary of the Work of the Annual Session of the Executive Board, 2016 (for approval)***

14. ***Other Business***

- Report on the Joint Field Visit of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP to the Kyrgyz Republic (*for information*)
- Oral Report on the Joint Meeting of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP (*for information*)

15. ***Verification of Adopted Decisions and Recommendations***

Acronyms Used in the Document

CBT	cash-based transfer
CP	country programme
CRF	Corporate Results Framework
CSP	Country Strategic Plan
EMOP	emergency operation
FAO	Food and Agriculture Organization of the United Nations
FFR	Financial Framework Review
IFAD	International Fund for Agricultural Development
IRA	Immediate Response Account
ISC	indirect support cost
IT	information technology
PRRO	protracted relief and recovery operation
PSA	Programme Support and Administrative
QCPR	Quadrennial Comprehensive Policy Review
RBA	Rome-based agency
SCOPE	System for Cash Operations
SDG	Sustainable Development Goal
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund