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ANNUAL PERFORMANCE REPORT FOR 2010



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NOTE TO THE EXECUTIVE BOARD

This document is submitted for approval by the Executive Board

The Secretariat invites members of the Board who may have questions of a technical nature with regard to this document to contact the WFP staff focal points indicated below, preferably well in advance of the Board's meeting.

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DRAFT DECISION

The Board approves the Annual Performance Report for 2010 (WFP/EB.A/2011/4), noting that it provides a comprehensive record of WFP's performance for the year.

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HOW TO USE THIS REPORT

The format and content of this year's Annual Performance Report (APR) are different from previous reports and provide a new level of analysis of performance in terms of the WFP Strategic Plan (2008–2013). The APR for 2010 is in four parts:

Part I: Introduction includes the strategic context in which WFP's mission was carried out;

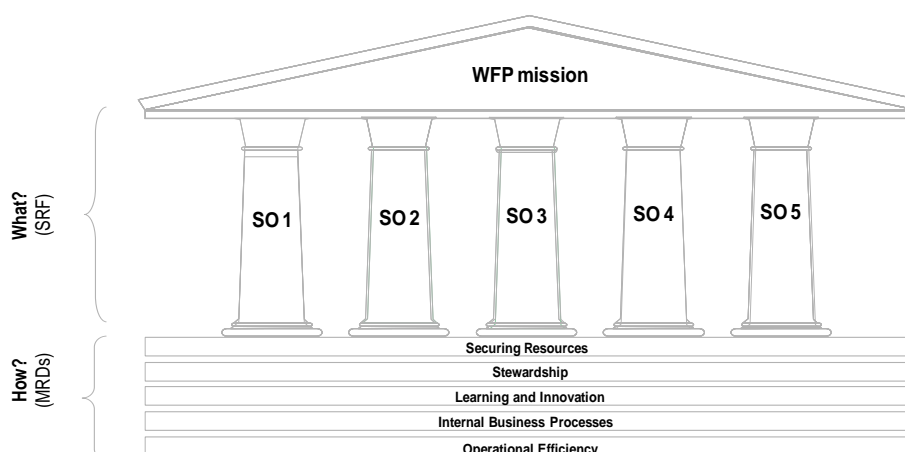
Part II: Performance Results by Strategic Objective reports the consolidated performance of WFP's operations at the output and outcome levels against each Strategic Objective;

Part III: Organizational Performance by Management Result Dimension gives an account of the work done to support WFP's Strategic Objectives; and

Part IV: Looking Forward examines potential future challenges and strategic opportunities.

The **Annexes** include more detailed statistics and performance information.

WFP is structured like a building with foundations, pillars and a roof. The foundations are the Management Result Dimensions (MRDs), which refer to WFP's efficiency in providing services. They answer the question "Is WFP doing things right?" Achieving better results under each MRD makes it possible for WFP to deliver better services to beneficiaries. The MRDs support the Strategic Results Framework (SRF), which defines WFP's effectiveness in serving beneficiaries under the five Strategic Objectives. It answers the question "Is WFP doing the right things?" The SRF embodies the results that have an impact on people and nations: they are the pillars of the building. Together, the MRD foundations and the SRF pillars support WFP mission.



This report is structured around this concept, with sections highlighting different aspects of the MRD foundations and SRF pillars identified by colour to enable ready comprehension of the results achieved:

Strong progress	If ≥ 60% of indicator values show improvement
Some progress	If 40-59% of indicator values show improvement
No progress	If < 40% of indicator values show improvement
Insufficient data	Insufficient data for assessment

Annex II C provides full details of the methods used to report WFP's performance in this APR.

In terms of management achievements, 2010 was a year of testing and validation. Targets and internal benchmarks will be established for each MRD in 2011; for this reason, the following coding has been used to indicate progress achieved in 2010 compared with 2009:

- improvement or stabilization compared with 2009
- no change or improvement compared with 2009

FOREWORD BY THE EXECUTIVE DIRECTOR

With the earthquake in Haiti, drought in Niger, flooding in Pakistan and record food prices exacerbating food insecurity and malnutrition in many nations, 2010 was one of the most challenging years in WFP's history. All told, WFP assisted 109.2 million hungry people with food and with livelihood and nutrition support in 75 countries. This assistance was deployed with more targeted and innovative tools than ever before involving cash, vouchers, enhanced nutritious food and local purchases.

The number of beneficiaries is the second highest ever; half were girls, and 82 percent were women and children.

Of particular significance was the scaling up of targeted nutritional support for young children. This increased by 44 percent to protect 8.5 million children, particularly those under 2, from the irreversible mental and physical damage that results from malnutrition during the first 1,000 days from conception to 24 months of age.

Targeting the most vulnerable people with hunger solutions designed to meet their needs is part of WFP's improved ability to provide the right food to the right people at the right time, thus helping nations to become more resilient and food-secure. As WFP transitions from food aid to food assistance in line with the Strategic Plan, we are increasingly deploying new tools such as cash and vouchers and Purchase for Progress. In 2010 new methods, programmes and tools were piloted in preparation for scaling up in 2011.

We are also improving the way we measure performance. WFP was one of the first United Nations agencies to measure progress in terms of real human outcomes. As we acknowledged in discussion of the ambitious new set of indicators at the 2010 Annual Session, it is a work in progress: as a learning institution, WFP will continue to improve.

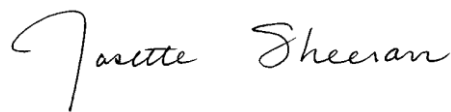
The challenge of capturing outcomes as well as outputs is that food is one of many factors that affect food security and nutritional status. WFP only has control over some factors in a context that is often dangerous and insecure in which there are major needs that WFP can only partially meet by prioritizing its resources. Children's nutritional status, for example, may be affected by events such as a cholera outbreak or violence that keeps them from school.

WFP is committed to results-based management using assessment and learning tools such as the Annual Performance Report as management processes that help us to learn, change, adapt and improve. We have found that some indicators are not consistently measurable, and that we may need to add others such as monitoring our speed of response in emergencies or how soon we get food to people after a disaster.

In the United Nations High-Level Committee on Management, which I chair, WFP is a leading agency in terms of improving performance measurement and risk management, and maximizing effectiveness and efficiency. We need to ensure that we do this in a way that eliminates redundancies and, wherever possible, is done systematically.

We at WFP are proud of our reputation as an agency that always delivers and often overcomes formidable challenges. We must also assure our members that we are delivering value for money by measuring our results on the ground. I look forward to working with the Board and members over the next 12 months to refine our measures to ensure that they are meaningful in terms of identifying successes and in highlighting areas that need improvement.

With food prices at record levels, ongoing hunger emergencies, conflicts and political unrest, the challenges for 2011 are significant. The Annual Performance Report is an essential tool in that it reports results and also shapes our responses to needs so that we can ensure that each donation goes as far as possible in terms of addressing urgent hunger and building resilience.



Josette Sheeran

Executive Director

EXECUTIVE SUMMARY

1. During 2010 the impact of natural disasters, escalating insecurity associated with conflicts and escalating food and fuel prices created social and economic distress for hundreds of millions of people. To meet these challenges, WFP utilized an expanding range of food-assistance tools to provide the right food to the right people at the right time and in the right place.
2. WFP provided food assistance for 109.2 million beneficiaries in 75 countries, the second highest number of beneficiaries ever. Children remained the primary focus, accounting for 61 percent of WFP beneficiaries; women and children together accounted for 82 percent.
3. This Annual Performance Report is an assessment of WFP's performance during 2010 in achieving the objectives of the Strategic Plan (2008–2013). It considers what WFP did and how it supported these achievements; it also demonstrates WFP's contribution to addressing the needs of the most vulnerable hungry poor and the extent to which it has done so economically, effectively and efficiently.
4. Part I of the report considers the strategic context in which WFP operates; Part II reviews performance results by Strategic Objective; Part III considers organizational performance by Management Result Dimension; and Part IV looks forward to challenges and opportunities facing WFP.
5. The Annual Performance Report is one of a number of tools used by WFP to report on its performance. It supplements and draws on: i) the standard project reports for each project; and ii) the annual Financial Statements and the individual reports of the Office of Evaluation. On the basis of this information, the report draws conclusions about performance at the corporate level. It has not been possible, however, to provide a single summary of performance against all 25 outcome indicators in the Strategic Results Framework because not all of them are included in a sufficient number of projects to make such a summary reliable. This has particularly affected Strategic Objective 5.
6. On the basis of a review of output and outcome indicators in the Strategic Results Framework and reports from a sufficient number of projects, WFP made strong progress in 2010 in three of its five Strategic Objectives: Strategic Objective 1 – save lives and protect livelihoods in emergencies; Strategic Objective 2 – prevent acute hunger and invest in disaster preparedness and mitigation measures; and Strategic Objective 3 – restore and rebuild lives and livelihoods in post-conflict and post-disaster or transition situations. These accounted for three quarters of WFP beneficiaries, food and expenses.
7. Progress was also reported in reducing chronic hunger and undernutrition under Strategic Objective 4: 80 percent of projects showed improvement or stabilization, demonstrating that WFP was beginning to meet its objectives or had already attained a high level of achievement. Progress has been made in increasing national capacities to reduce hunger under Strategic Objective 5 in a number of projects, as reflected in the standard project reports, but there is insufficient common data to present an overall summary of performance during 2010.

Programmatic Issues

8. WFP operations in 2010 focused on the needs to: i) respond rapidly to major natural disasters, economic shocks and conflicts; ii) maintain post-disaster and post-conflict rehabilitation in transition countries; iii) establish humanitarian space in challenging environments, for example by ensuring the security of WFP partners and staff to deliver assistance; and iv) respond to hunger with new solutions.

Rapid Response to Major Natural Disasters

9. Responses to sudden natural disasters dominated WFP's humanitarian work in 2010. The Haiti earthquake, the Niger drought and the Pakistan floods were all declared corporate emergencies and required exceptional support to supplement the capacities of the country offices and regional bureaux.

10. Significant aspects of WFP's response to these crises were the ability to lead several United Nations clusters and to mobilize additional experienced staff to help to manage operations, particularly staff from logistics and the Fast Information Technology and Telecommunications Emergency and Support Team.

11. Half of WFP's 109.2 million beneficiaries in 2010 received life-saving assistance through general food distributions under Strategic Objective 1. WFP used new tools and worked side by side with stabilization, development and human rights actors to facilitate the transition from relief to recovery and rehabilitation.

12. Haiti and Pakistan were situations where people were deprived of livelihoods and cut off from available food by disrupted transport and supply systems, whereas in Niger there was simply insufficient food available and a dramatic gap in access to food to meet the nutritional needs of the population. In all three emergencies, rapid WFP assistance helped to prevent a natural crisis in which even more lives were lost through starvation.

13. In Haiti and Niger, surveys found that WFP's new nutrition foods had contained malnutrition rates and increased food security among the affected population. Once the immediate humanitarian requirements had been met, WFP moved swiftly to encourage a return to normal – in Haiti by creating jobs and in Niger and Pakistan by encouraging farmers to return to the fields. In Haiti and Pakistan, cash and voucher schemes also helped to re-establish markets. By the end of the year, in all three countries, the provision of emergency food assistance was no longer a critical issue.

14. Indicators reported by projects under Strategic Objective 1 in 2010 confirmed WFP's strength in rapid response to crises: the overall weighted improvement was 63 percent. Using "household food consumption score" as a measure of progress, reports showed direct evidence of improvements in food consumption for 24 million disaster victims as a result of WFP assistance. Independent evaluations in 2010 also found that WFP's relief operations were well implemented and that WFP coped well in difficult operational environments. WFP's world-renowned logistics capacities provided the platform for its food-assistance activities.

15. Over 60 percent of projects that reported on acute malnutrition among children under 5 showed improvement. Independent evaluation reports, however, noted that nutrition activities faced a number of challenges in addressing and measuring their objectives: these included the need for coordination with partners and the challenge of establishing baselines and measuring results.

16. Indicators reported by projects under Strategic Objective 2 showed an overall weighted improvement of 85 percent during 2010, which can be translated into improved food consumption for 3.6 million people. Evaluations in 2010 also reported that WFP had made a positive contribution to developing government capacities for vulnerability analysis and mapping.

Countries in Transition

17. WFP has a major role in initiating post-disaster responses and delivering early peace dividends in countries transitioning from conflicts. Its dual humanitarian and development mandate, which contributes to the five Strategic Objectives, and its extensive in-country experience enable WFP to support the re-establishment of livelihoods and food and nutrition security in communities and families affected by shocks.

18. Indicators reported by projects under Strategic Objective 3 showed an overall weighted improvement of 80 percent during 2010. Of projects that reported on the indicator “household food consumption score”, 94 percent reported improvement. This can be translated into an improvement in food consumption for 2.6 million people.

19. In the Sudan in 2010, effective pre-positioning and contingency planning provided food for 1.5 million returnees in the south ahead of the January 2011 referendum on an independent Southern Sudan. Beneficiaries who were close to markets were assisted through vouchers; those far from markets were assisted through in-kind food distributions.

20. In the Democratic Republic of the Congo, WFP implemented food-for-work activities in areas receiving large numbers of returnees and used Purchase for Progress modalities to target smallholder farmers. As logistics cluster lead, WFP was involved in the coordination of road rehabilitation in eastern areas, which contributed to opening up more regions, facilitated the transport of agricultural products to markets and provided paid employment.

21. Notwithstanding these successes, independent operational evaluation reports raised concerns about the long-term effectiveness of post-disaster recovery work. This reflected the difficulties of sustaining adequate funding to cover the required period of assistance to ensure that livelihoods could be rebuilt sustainably.

Humanitarian Space

22. WFP’s continuing commitment to addressing the needs of the most vulnerable placed its staff and contractors at risk from acts of violence. The protection of beneficiaries and personnel providing food assistance remains a significant challenge: six staff members of contractors working for WFP were killed delivering humanitarian assistance.

23. WFP's reviews of security arrangements with a view to mitigating the threat of attacks at food distribution points included deployment of additional security personnel, improving liaison with communities, especially through elders, and providing vulnerable people such as pregnant women, the elderly and handicapped people with safe spaces and extra support at food distribution points.

New Solutions to Hunger

24. The new solutions to hunger focus on providing the right tools and the right foods for effective food assistance.

25. In terms of providing the right food:

- Under the United Nations division of labour concept, WFP focused on the introduction of new nutritionally enriched products such as ready-to-use supplementary foods and micronutrient powders that can be used safely and cost-effectively to treat and prevent moderate acute malnutrition among pregnant and lactating women and young children. In 2010, WFP reached 3.7 million vulnerable children under 2 with new products, a six-fold increase over 2009.
- Also under the division of labour, WFP made progress in 2010 in focusing attention on the importance of integrating food and nutrition issues into HIV and AIDS and tuberculosis programming. Recognition by the Joint United Nations Programme on HIV and AIDS and other partners of the critical role of food and nutrition in enhancing recovery and improving treatment outcomes for people living with HIV paved the way for field-level programming that is increasingly sensitive to HIV and nutrition. New and improved products may be more effective for the nutritional rehabilitation of adults who are undergoing treatment for HIV or tuberculosis.

26. In terms of providing the right tool:

- Transfers of cash and vouchers continued to grow significantly in 2010. The number of projects increased to 35 from 20 in 2009, targeting 4.4 million beneficiaries with a total transfer value of US\$140 million. Delivery mechanisms for cash and vouchers varied: in addition to physical cash transfers and paper vouchers, emerging technologies provided opportunities for innovative delivery using, for example, scratch cards, electronic vouchers, smart cards and mobile telephones. The use of cash and vouchers allowed WFP's partners to focus on their core competencies: health and nutrition partners, for example, no longer needed to devote time to handling food and so were able to address beneficiaries' health needs more effectively. Cash and vouchers also encouraged WFP to engage with new types of partners, especially business entities, to exploit market opportunities.
- The volume of procurement under Purchase for Progress modalities increased. These purchases accounted for 14 percent of the food bought in 20 countries, a 5 percent increase over 2009. By procuring locally through Purchase for Progress, WFP realized savings of US\$22.6 million against the cost of importing the same foods. This saving is an indication of the potential benefits of WFP and other market actors buying food from smallholder farmers. The cumulative amounts contracted under Purchase for Progress have reached 150,000 mt since the initiative began in 2009.

Management Issues

Securing Resources

27. Despite the difficult economic environment, confirmed contribution revenue to WFP in 2010 totalled US\$4.129 billion. WFP's top five donors provided two thirds of WFP's contribution revenue; private-sector donors constitute the sixth largest donor to WFP, contributing US\$143 million. In the Haiti earthquake, private-sector entities constituted the second largest donor, contributing 17 percent of the funds raised. Significant contributions of US\$129 million were received from 23 host governments. In-kind contributions of US\$115 million were twinned with funds from cash donors and the Emerging Donor Matching Fund.

28. Assessed beneficiary needs, however, continued to outpace the level of funding available. Overall contribution revenue covered 62 percent of WFP's estimated needs of US\$6.7 billion. Major emergencies made significant demands on the humanitarian community's resource mobilization and response capacities, and global humanitarian appeals were only half funded during the year.

Stewardship, Learning and Innovation

29. During 2010 WFP made progress in improving internal controls by implementing an initiative to enhance managerial control and accountability in line with best practice. Actions included the development of more robust risk-management processes and performance-based plans, and clarification of administrative practices by updating guidance manuals and the assignment of authority and responsibility. During the year the volume of internal audit recommendations outstanding fell by 45 percent as more than 400 recommendations were reviewed and implemented.

30. As part of the enhancement of knowledge management in WFP, four information and communications technology initiatives are underway: i) FoodLink, which will increase the coverage and capacity of WFP communications; ii) Connect, which will provide WFP staff with a fully integrated e-mail, voice and video platform; iii) The Emergency Preparedness Integration Centre (EPIC), which builds on earlier projects to deliver leading-edge communications for emergencies and field operations; and iv) One Truth, which will deliver an easy-to-use single version of information for operational use.

Internal Business Processes

31. WFP has allocation systems that maximize the effectiveness of the resources provided and minimize pipeline breaks in food assistance. During 2010, all decisions on the allocation of multilateral resources were made through the Strategic Resource Allocation Committee: 94 percent of multilateral resources for development were allocated to the poorest countries, exceeding the target of 90 percent set by the Executive Board.

32. Approval was given in 2010 for 124 advance-financing loans totalling US\$586.2 million – a record in terms of number and value. WFP's advance-financing mechanisms assisted 59 country offices and supported corporate services such as the Global Vehicle Leasing Pool; they also enabled country offices and regional bureaux to request funds in anticipation of confirmation of forecast income to ensure on-time delivery of food and avoid pipeline breaks.

33. Resource shortfalls nonetheless resulted in challenges for many of WFP's critical operations. Most country offices facing significant shortfalls maintained the commitment to support targeted beneficiaries by reducing the amount of food provided to individuals. Consequently, although actual food distributions were 70 percent of the planned level, WFP managed to provide food for 93 percent of the planned beneficiaries. Resource shortfalls and pipeline breaks were associated with deteriorations in food security, and in a number of countries food shortages resulted in a decline in the "household food consumption score" indicator.

Operational Efficiency

34. Average cost per beneficiary is a proxy measure of WFP's operational efficiency. Between 2008 and 2010 the average cost per beneficiary¹ fell by 3 percent to US\$33.7 in 2010, or US\$2.8 per month, despite increases in food and fuel costs in the latter half of the year. The highest operating costs were in emergency operations in highly insecure areas such as parts of Pakistan, where the figure was US\$4.5 per month, Somalia, where it was US\$4.4 per month, and the Sudan where it was US\$4.2 per month.

35. In tackling corporate emergencies, speed of delivery rather than cost is the critical driver. During 2010, WFP's delivery and response times were: i) 24–48 hours to deploy staff to assess situations and augment local logistics capacity; ii) 48 hours to deploy food, non-food items and operational support equipment; and iii) 72 hours to position aircraft. The redirection of cargoes at sea gave WFP a unique capacity to meet urgent food requirements in an emergency.

36. A basic measure of operational efficiency is WFP's capacity to work with partners to leverage its expertise in support of development assistance actors. In 2010, 32 percent of WFP's projects were part of joint United Nations programmes; in sub-Saharan Africa, 28 of WFP's 35 country offices had at least one joint United Nations programme.

Looking Forward

37. In 2011 WFP will face a combination of factors that will increase pressure on already stretched resources: these include rising food and fuel prices, instability in North Africa and the Middle East and increasing demand for development resources. Record high costs for food and fuel will drive up the number of hungry people, and will challenge WFP's budget; the impact will also be felt by donors and may stretch budgets for development assistance. As a result, demand for WFP assistance is likely to increase as vulnerable people fail to meet their food requirements through markets.

38. In a context of rising prices in food markets, WFP's forward purchases and pre-positioning of stocks have the added benefit of reducing costs in the short term. To meet the challenges, however, WFP will in 2011 encourage increased flexibility in its funding in terms of project planning, resource management and multilateral prioritization. Increased support for twinning offers a possible way to ease potential resourcing constraints: WFP is seeking US\$287 million in cash contributions to twin with 620,000 mt of in-kind contributions already donated.

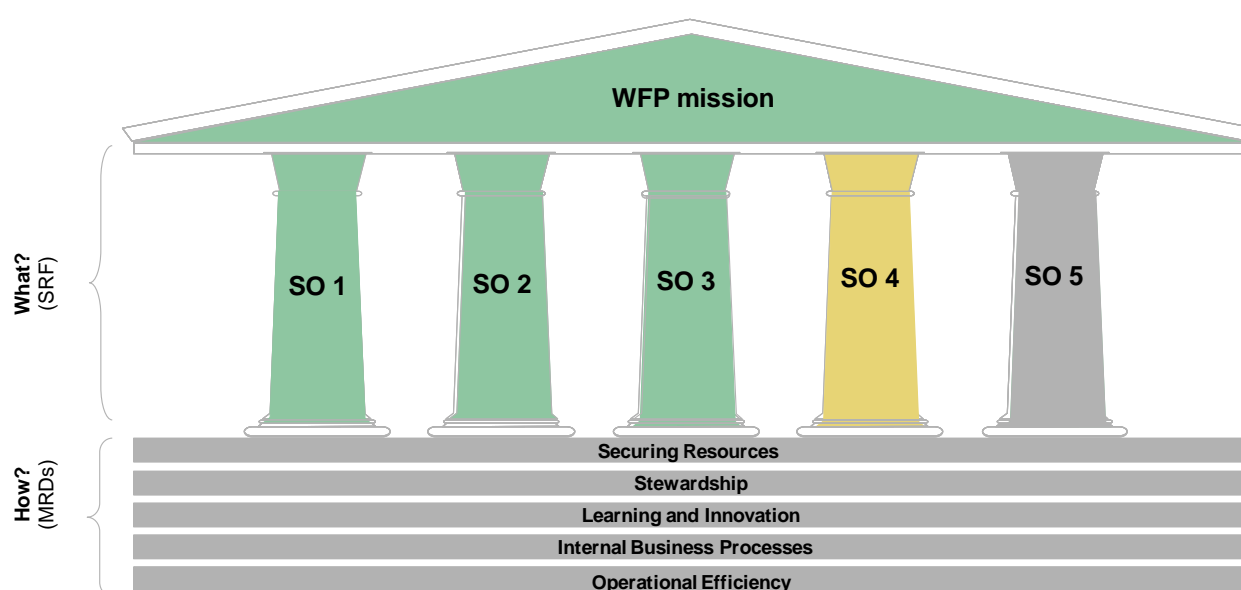
39. The overarching challenges for WFP are to help countries to meet Millennium Development Goal 1 and to contribute effectively to alleviating hunger. With its member nations, WFP has always risen to such challenges and is determined to do so in future.

¹ Calculation based on actual direct costs as in Financial Statement V divided by the total number of beneficiaries in the reporting year.

PART I – INTRODUCTION

40. This Annual Performance Report (APR) is an assessment of progress during 2010 towards the goals and objectives of the WFP Strategic Plan (2008–2013). It reflects WFP’s commitment to enhance its performance-management systems and provide more consistent analysis of outcomes and impact, and of inputs and outputs. Developing a robust and reliable system across 75 countries and implementing 208 active projects requires considerable investment of time and resources. It also involves reliance on governments and partners, because determining outcomes and the impacts on the humanitarian situation is not solely the domain of WFP. Food, livelihood and nutrition assistance are components of the support needed to lift people out of poverty or a life-threatening situation. Desired outcomes and impacts are shared among the United Nations, humanitarian actors and governments, and the results reported in this APR should be understood in that context. The report assesses WFP’s contribution to addressing the needs of the most vulnerable hungry poor in 2010, and measures its effectiveness and efficiency in doing so. It looks at “what” WFP did and at “how” it supported its achievements, as shown in the diagram below.

41. WFP made significant progress in three of its five Strategic Objectives in 2010: Strategic Objective 1 – Save lives and protect livelihoods in emergencies; Strategic Objective 2 – Prevent acute hunger and invest in disaster preparedness and mitigation measures; and Strategic Objective 3 – Restore and rebuild lives and livelihoods in post-conflict and post-disaster or transition situations. These accounted for three quarters of WFP’s beneficiaries, food and expenses. Progress was also reported in reducing chronic hunger and undernutrition under Strategic Objective 4, with 80 percent of projects showing improvement or stabilization, which indicates that WFP was beginning to meet its objectives or had attained a high level of achievement. Progress is also being made in enhancing countries’ capacity to reduce hunger under Strategic Objective 5, but formal reporting on required indicators in this new area has been insufficient to demonstrate progress.



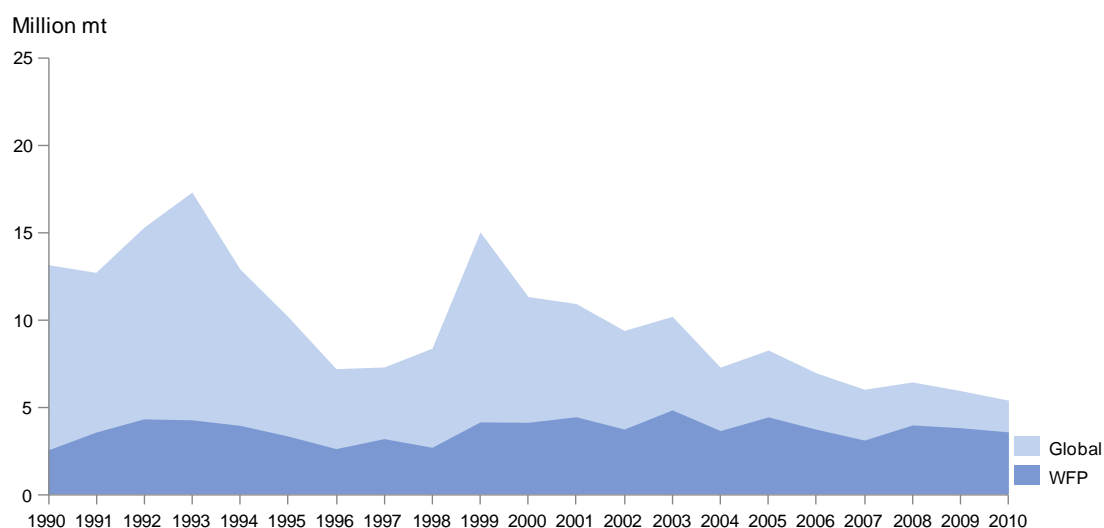
42. In terms of reporting on indicators associated with management achievements, 2010 was a year of testing and validation. Targets and internal benchmarks for each Management Result Dimension are based on the indicators used in the 2009 APR, augmented by reports required under the evolving Management Result Dimension concept. The achievements of 2010 are compared with those of 2009 and earlier years; most reported indicators show improved performance.

43. Natural disasters, insecurity associated with conflicts and volatile food and fuel prices continued to create social and economic distress for hundreds of millions of people in 2010. These crises strained fragile coping mechanisms and reinforced the need for more effective and efficient humanitarian assistance and for more investment in enhancing resilience. WFP remains committed to providing services to support the speed of delivery and the efficiency of humanitarian action, and it has improved its tools with a view to providing more effective food assistance. Throughout the year, WFP focused on ensuring that the right food was provided to the right people at the right time and in the right place. It engaged with partners to ensure that its activities were coordinated and supported the priorities of recipient governments. Events during the year presented considerable challenges, but WFP continued its work to meet the challenges and to improve its performance, effectiveness and efficiency.

Strategic Context

44. The latest available estimates suggest that the number of undernourished people in 2010 fell to 925 million – a 9.6 percent decline from 2009 – as a result of improvements in the global economic situation and a return to some degree of normality in most food markets. In the second half of the year, however, food and fuel prices began to rise again: the World Bank estimated that by the end of the year² another 44 million people had fallen into extreme poverty and were living on less than US\$1.25 a day.

Figure 1: Global Food Aid Deliveries³



² Food Price Watch, February 2011.

³ Deliveries refer to the quantities of food that actually reach recipient countries during a calendar year; this is not the same as shipment data or food aid distributed to beneficiaries. Source: INTERFAIS and FAO.

45. Drivers of food insecurity such as globalization and climate change, combined with civil strife, inequality and weak governance, have exposed more people to the threat of severe hunger. Despite growing awareness of hunger, global food aid deliveries in 2010 were the lowest since 1990 at 5.7 million mt (see Figure 1). Nonetheless, the world continues to rely on WFP as the primary mechanism for delivering food assistance to those in need: WFP accounted for 66 percent of global food aid in 2010 (see Annex V).

46. Severe natural disasters continue to stretch the capacity of the assistance community: the United Nations International Strategy for Disaster Reduction recorded 373 natural disasters in 2010.⁴ WFP provided US\$761 million of relief assistance for victims of drought, earthquakes, floods and storms – 20 percent of total 2010 assistance in value terms; in 2008, response to natural disasters accounted for 8 percent. Three major natural disasters dominated: the Haiti earthquake, the Niger drought and the Pakistan floods.

47. Conflicts and civil insecurity displaced thousands of people and made operations more complex and challenging. The United Nations system continued to face major security challenges: indeed, the United Nations Staff Union called 2010 an *annus horribilis* in view of the number of staff members who lost their lives in the course of service. The earthquake that struck Haiti in January took the lives of 102 United Nations staff members; seven civilian staff, ten peacekeepers and a number of civilian personnel working for United Nations implementing partners and contractors lost their lives in violent incidents in 2010. United Nations staff working in the three most dangerous countries face a homicide rate of 19.2 incidents per 100,000 people compared with a rate of 7.6 incidents per 100,000 people worldwide. To carry out its programmes and activities, the United Nations has committed itself to the concept of “no programme without security.” Even as security measures are stepped up, United Nations humanitarian staff will continue to be exposed to serious risks in high-threat environments.

48. In view of these challenges, United Nations General Assembly resolution A/RES/63/311 on system-wide coherence encouraged greater cooperation among United Nations agencies. Reform of the United Nations Development Group (UNDG) is intended to generate greater collective impact, particularly at the field level: the initiative includes new UNDG strategic priorities for 2010–2011 focusing on guidance for United Nations country teams (UNCTs) with a view to increasing impacts at the country level. An example of this is the REACH partnership to end child hunger to accelerate progress towards MDG 1, particularly the underweight target. In the High-Level Committee on Management (HLCM), WFP took the lead in common areas such as security, human resource management and joint work to improve reporting and efficiency. A milestone in security was achieved with the approval of a new system of security levels. Harmonization and simplification in the procurement of information and communications technology (ICT), a harmonized approach to cash transfers (HACT) and basic common services were also introduced, all of which had a direct bearing on the impact of WFP interventions at the country level.

⁴ Sources: EM-DAT; the Office of United States Foreign Disaster Assistance/Centre for Research on the Epidemiology of Disasters; International Disaster Database www.em-dat.net and the Université Catholique de Louvain, Belgium. The data include complex disasters, droughts, earthquakes, extreme temperatures, floods, landslides, storms, surges, volcanoes and wildfires.

WFP Response

49. WFP's goal is to provide the right food to the right people at the right time and in the right place. Four major hunger situations determine WFP response: i) there is insufficient food and people are desperately hungry; ii) food is available nationally or regionally, but people are cut off by disaster or conflict; iii) food is available in markets, but at prices that people cannot afford; and iv) smallholder farmers have food surpluses but are unable to transport it to markets in areas where food is scarce. For each of these scenarios WFP used particular approaches and tools in 2010 to optimize its responses.

50. WFP reached 109.2 million beneficiaries in 75 countries in 2010, the second highest number ever after the 113 million people reached in 2004, which included 26 million in the Iraq bilateral operation. Apart from poverty and natural disasters, conflict and civil unrest left millions of people reliant on food assistance. Women and children were disproportionately affected by these crises and accounted for 82 percent of those assisted. Assessed beneficiary needs continued to outpace the level of available funding. The economic environment made the resourcing situation more challenging and increased pressure on foreign assistance budgets at a time of increasing needs. Generous and flexible funding was fundamental in enabling WFP to meet requirements and ensure uninterrupted food deliveries in early 2010.

51. Sudden-onset natural disasters dominated the humanitarian agenda in 2010. Through its responses WFP reinforced its position as the world's pre-eminent humanitarian organization. WFP responded in innovative ways to the emergency food needs of people affected by disasters, for example with the early introduction of cash and voucher transfers. It also improved the composition of its food basket by systematically including nutritionally enhanced products such as ready-to-use supplementary foods. WFP continued to provide logistics and ICT services to enable comprehensive and coordinated emergency responses by the assistance community.

52. WFP worked with stabilization, development and human rights actors to facilitate transition from relief to recovery and rehabilitation, supported by global monitoring and evaluation (M&E) systems: the Global Focus Model of the Office for the Coordination of Humanitarian Affairs (OCHA), the Global Information and Early-Warning System of the Food and Agriculture Organization of the United Nations (FAO), WFP's vulnerability analysis and mapping (VAM) and the World Bank's Global Impact and Vulnerability Alert System monitored global food supply and demand and identified emerging crises to facilitate early responses. WFP recognizes, however, that improvements to early-warning tools need to be matched by an ability to respond quickly and efficiently across all sectors, and continues to improve its response capability through its five United Nations humanitarian response depots (UNHRDs) and enhanced supply-chain management.

53. WFP's work in 2010 focused on four primary issues: i) responding rapidly to major natural disasters; ii) maintaining post-disaster rehabilitation in transition countries; iii) establishing humanitarian space in challenging environments, for example by increasing security measures; and iv) responding to hunger with new solutions.

Rapid Response to Major Natural Disasters

54. Preparedness and response capacity at the country level is a priority for WFP. Certain situations require extraordinary measures, however: the scale of needs after the disasters in Haiti, Niger and Pakistan required the maximum level of support and were declared corporate emergencies. In declaring a corporate emergency, WFP invokes its highest-level protocol for emergency response to supplement the capacities of country offices and regional bureaux, for example through temporary activation of special emergency-response procedures, cash and vouchers and nutritionally improved foods.

Haiti

55. The Haiti earthquake destroyed much of Port-au-Prince and buildings in surrounding areas, killed 223,000 people and affected 3.7 million people. Food, shelter, water and medical assistance were all required immediately. The earthquake devastated transport and supply systems, with the result that the logistics required to deliver life-saving supplies constituted one of the greatest challenges WFP has faced. The humanitarian organizations responding to the disaster faced serious challenges in terms of disrupted logistics, civil disorder, lack of warehouse space, restricted port and airport capacity and severely weakened government administration. Security concerns and the limited capacity of implementing partners further hampered relief distributions. Within hours of the earthquake, WFP had produced maps that showed how many people might be affected and where they lived and that showed humanitarian agencies which streets could be used to reach food distribution sites, with indications for alternative routes when insecurity became a concern. High-resolution photographs⁵ showed individual collapsed buildings and blocked streets.

56. WFP's Aviation Branch positioned the first passenger aircraft three days after the earthquake to transport humanitarian workers from Santo Domingo to Port-au-Prince. Within a week, three heavy-lift helicopters had been deployed to transport relief items and relief workers to areas where thousands of Haitians were being rescued from the ruins. By December, the air fleet had transported 20,000 passengers and 1,422 mt of cargo for 162 agencies. As part of the Haiti Flight Operations Coordination Centre, the United Nations Humanitarian Air Service (UNHAS) team implemented a slot system for air traffic control in collaboration with the United States military. The UNHRD in Panama quickly dispatched operational support equipment and non-food items and facilitated the transport of pre-positioned stocks from UNHRDs in Accra, Dubai and Brindisi. Within days, 12 UNHRD personnel had been deployed from Accra, Brindisi, Panama and Subang to set up operational bases.

57. WFP immediately deployed logistics cluster coordinators to Port-au-Prince and Santo Domingo to ensure that capacity was sufficient to handle and store the significant volumes of relief cargo. Temporary warehouses were set up for incoming goods and customs facilities were negotiated in the Dominican Republic for relief items destined for Haiti. Three warehouse compounds for common use were established in Port-au-Prince to augment storage capacity.

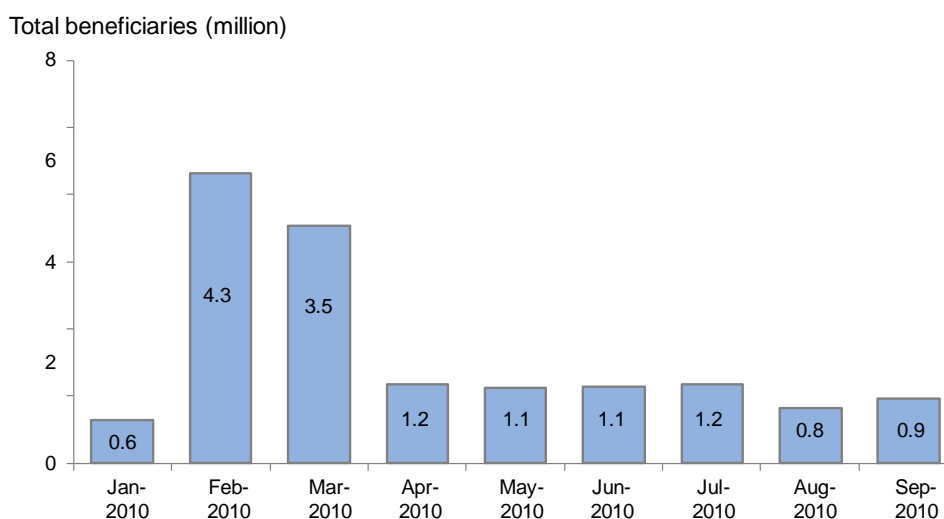
⁵ Produced in conjunction with Information Technology for Humanitarian Assistance, Cooperation and Action (ITHACA) at the Politecnico di Torino, Italy.

58. A significant aspect of the WFP response was its ability to mobilize 144 experienced staff to manage operations. Less than 24 hours after the earthquake, a Fast Information Technology and Telecommunications Emergency and Support Team (FITTEST) was deployed from Dubai to lead the emergency telecommunications cluster (ETC). Team members carried “fly-away kits” of equipment for establishing an office, and 4 mt of ICT equipment such as hand-held radios, satellite phones, laptops and generators were sent to Haiti and the Dominican Republic. In collaboration with partners such as the United Nations Stabilization Mission in Haiti and *Télécoms sans frontières*, the team established wireless internet connectivity, two radio networks and 24-hour radio rooms across Haiti, installed satellite equipment for voice communication and established an ICT help desk for the humanitarian community. Fifty non-governmental organizations (NGOs) and United Nations agencies and 1,000 aid workers used the telecommunications system; the help desk was approached by 130 users each day.

59. WFP’s interventions helped to improve vulnerable families’ access to food. Between February and June, the proportion of food-secure people in the areas affected by the earthquake increased from 48 percent to 61 percent and the proportion of people attaining adequate food consumption increased from 70 percent to 73 percent. A joint nutrition survey by the Ministry of Health and the United Nations Children’s Fund (UNICEF) in June 2010 found that the blanket supplementary feeding programme for 272,000 children aged 6–59 months and 88,000 pregnant and lactating women had prevented a rise in malnutrition following the earthquake, and that acute malnutrition rates among children aged 6–59 months had returned to pre-earthquake levels. A school feeding activity that started a few weeks after the earthquake provided nutritious meals for 993,000 students to support their return to school. A one-off distribution of take-home rations for 15 days for a family of three helped to offset the costs associated with the return to school.

60. For the first time in an emergency, WFP seconded field-protection experts to Haiti to analyse threats related to food insecurity and ensure that protection considerations shaped food assistance at all stages. Before rolling out large-scale food distributions, the protection officers gave a crash course on the principles and strategies for safe and dignified food distributions to WFP food monitors and volunteers, many of whom had recently been recruited to help WFP deal with the disaster. Such awareness training facilitates measures contributing to the safety of beneficiaries at food distribution points, for example by ensuring that vulnerable groups have safe spaces and extra support from volunteers. Previous training on protection in Haiti in November 2009 enabled rapid recognition of protection threats in the context of food assistance at the onset of the 2010 disaster and during the subsequent violence.

61. One month after the event, the WFP relief operation had delivered food to 4 million people. In April, WFP began to phase out general food distributions in favour of targeted assistance such as food for work (FFW) and cash for work (CFW), thereby reducing the beneficiary caseload (see Figure 2). During the year WFP pre-positioned 1.9 million emergency rations in 32 locations and transported 127,000 mt of food.

Figure 2: WFP Food Assistance for Earthquake-Affected Communities in Haiti

62. Six months after the earthquake, a series of VAM assessments helped WFP to move towards supporting long-term recovery through FFW and CFW, school meals and nutrition initiatives to rebuild the national food-security system. By providing a mix of food and cash for up to 140,000 workers in temporary jobs, WFP helped to ensure that food and other needs were covered while stimulating the economy. WFP provided daily hot meals for 800,000 children to guarantee that they received at least one nutritious meal every day while at school. In late 2010, the school feeding programme was used to disseminate information on cholera prevention and to distribute water-purification tablets and soap to prevent the spread of cholera.

63. Even though the relief operation was complicated towards the end of the year by two new emergencies – the cholera epidemic and hurricane Tomas – WFP’s interventions helped to ensure that a year after the earthquake food was not considered to be Haiti’s most pressing problem.

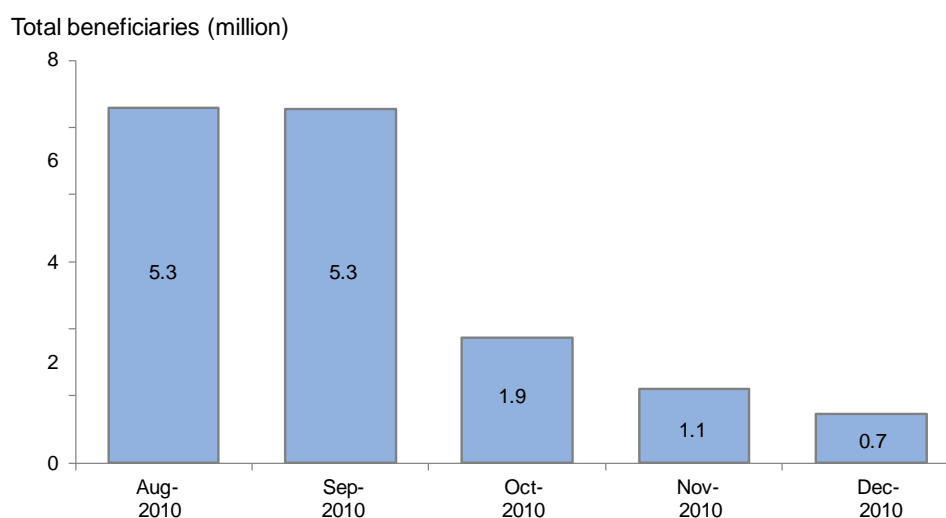
Niger

64. As early as September 2009 there were indications of a serious deterioration in food security and nutrition in Sahel countries that was expected to last until the harvest in October. In early 2010 it was becoming clear that there was not enough food available in Niger to meet the nutritional needs of the population. Niger reported global acute malnutrition (GAM) rates of 16.7 percent; admissions of malnourished children to feeding centres doubled compared with the same period in 2008. A rapid household survey in December 2009 estimated that 7.7 million people were directly affected by a cereal deficit of 410,600 mt, and in April 2010 the Government confirmed the magnitude of the crisis – 50 percent of the population of 15.3 million were classified as food-insecure and 3.3 million people as severely food-insecure.

65. In response to the alarming malnutrition rates, the WFP intervention focused primarily on children under 2 by providing blanket-feeding rations and curative supplementary feeding for moderately acute malnourished children aged 6–59 months and for pregnant and lactating women. Rations were also provided for households with children under 2 to reduce the risk that the blanket supplementary feeding rations might be shared with other household members.

66. Monthly food distributions increased from an average of 3,000 mt in the first half of the year to 40,000 mt, and 60 additional staff were temporarily deployed to augment WFP's capacity to manage the operation. National transporters did not have the capacity to carry the amount of food needed to distribution sites, many of which were only accessible by special trucks equipped for sandy conditions. WFP contracted all the available commercial trucks and mobilized additional special trucks from Burkina Faso, Malawi, Mali, Mauritania and Sierra Leone. It also supported 24 cooperating partners by delivering their assistance to distribution points that required off-road vehicles. In all, WFP distributed 123,000 mt of food over five months to people affected by the drought (see Figure 3).

Figure 3: WFP Food Assistance to Drought-Affected Communities in Niger



67. Advance-financing mechanisms were vital: allocations and loans from the Immediate Response Account (IRA) and working capital financing (WCF) funds amounted to an unprecedented US\$86 million and largely accounted for relatively healthy August and September food pipelines. To accelerate the delivery of life-saving food, WFP procured 40 percent of the food requirement regionally in Benin, Burkina Faso, Côte d'Ivoire, Ghana, Mali, Niger, Nigeria and Togo.

68. An emergency telecommunications system set up by FITTEST enabled staff to remain in contact at all times, even though communications infrastructure was almost non-existent. As ETC lead agency, WFP was responsible for putting the equipment in place so that aid workers could communicate with a view to coordinating operations and improving security. Two radio channels were set up for United Nations agencies and a third was dedicated to NGOs.

69. The WFP intervention was scaled back in October when the harvest began and pastoralists started to see an improvement in the condition of their cattle. After October general food distribution was discontinued to prevent interference with agricultural activities.

70. WFP's substantial emergency food assistance helped to contain the 2010 food and nutrition crisis and prevent further deterioration among children under 5. The wide coverage of children under 2 receiving the preventive blanket feeding ration and the protection ration resulted in a fall in the number cases of moderate acute malnutrition and significantly reduced the number of moderately acute malnourished children arriving at health centres. Post-distribution monitoring at the end of

September indicated that the percentage of households that were still sharing children's blanket feeding rations had fallen to 54 percent compared with 91 percent in June, when the protection ration was provided systematically with blanket feeding.

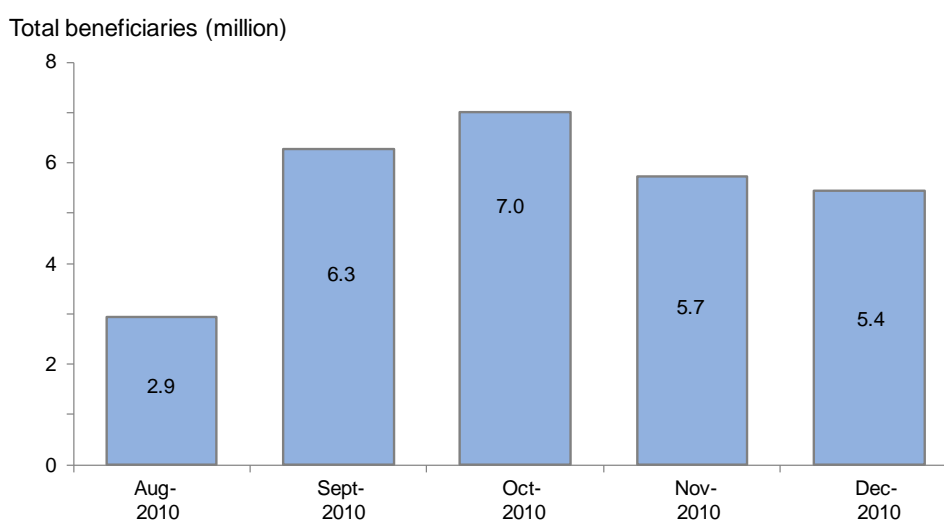
Pakistan

71. Widespread flooding in July and August 2010 resulted in the worst loss of life, property and livelihoods caused by floods in 80 years. At first, large numbers of people were cut off from available food. As the floods receded, however, the people affected were unable to afford the food that became increasingly available in markets. WFP therefore had to tailor its response to the changing situation.

72. By the first week of August, WFP had provided 250,000 people with a month's supply of food such as high-energy biscuits (HEBs) and ready-to-use food (RUF) through general distributions, with priority given to the areas worst affected.

73. By using its advance-financing mechanisms WFP was able to respond quickly, providing assistance for flood-affected populations ahead of other United Nations agencies. Advance-financing loans of US\$81 million were made available to support the emergency operation (EMOP) and special operations (SOs). The saving in the lead time from purchase to delivery was estimated at 102 days.

Figure 4: Food Assistance for Flood-Affected Communities in Pakistan



74. From the start WFP worked round the clock to keep pace with the swiftly expanding floods, collecting data on the numbers affected and alerting authorities so that they could rescue trapped people. Assessments were relayed back almost in real time as the floods spread. The Pakistan Flood Impact Assessment in September 2010 quantified the extent of damage and displacement and the immediate impact on household assets, livelihoods, food consumption and nutrition; it also identified protection, health, water and sanitation issues. The assessment enabled WFP and its partners to plan immediate relief interventions while supporting the development of a strategy for early recovery, nutrition and livelihood support.

75. Because the flooding had destroyed many roads, WFP immediately positioned two helicopters in August and contracted a further eight heavy-lift helicopters in September. Helicopters were the only effective way of reaching many thousands of people isolated by flooded roads and damaged bridges in Sindh, Khyber Pakhtunkhwa, Punjab and Gilgit-Baltistan. On one occasion people threw notes wrapped round stones into the hatch of a helicopter delivering relief assistance: one read “Thanks to WFP. You are the only ones helping us”.

76. Through radar and satellite images acquired from the Italian Space Agency, WFP was able to provide detailed maps of areas where the floods were receding fastest, which enabled WFP and its partners to plan ahead and replace the helicopters with much less expensive land transport.

77. As the operation gained momentum, 320,000 mt of food was distributed to 6 million people every month (see Figure 4); US\$90 million of the US\$150 million EMOP was confirmed within the first month. Temporary deployment of 62 staff enabled WFP to meet the ambitious distribution targets. People living in temporary camps surrounded by floodwater continued to receive emergency assistance well into the new year, but in northern and central regions, where the floods receded fastest, recovery activities were introduced to enable families to rebuild their houses, plant crops and resume their lives. Two months after the flooding started, WFP began to encourage farmers to return for the new planting season: by December 90 percent of farmers were back on the land and fears of a massive crop failure faded. For families who had returned to their former lives, relief assistance was replaced with support for community projects for rebuilding damaged infrastructure. Cash transfers with a value equivalent to the former food basket were introduced in areas where markets were functioning: this helped to revitalize food production by putting money back into the economy. Even though 20 million people were affected by the floods, there was no catastrophic outbreak of hunger because WFP provided food assistance in specific areas and the needs of the remaining caseload were met by the Government and other groups.

Countries in Transition

78. WFP’s dual humanitarian and development mandate and its in-country experience give it a unique ability to start post-crisis recovery responses quickly in countries emerging from conflict, political instability or natural disasters. Because it is delivered early, WFP food assistance supports the re-establishment of livelihoods and food and nutrition security for people affected by shocks and contributes to stability and economic growth in countries undergoing transition.

79. In the Sudan, WFP provided food in 2010 for 1.5 million returnees in the south ahead of the January 2011 referendum on independence for Southern Sudan. Most returnees left the north with few possessions and arrived in places that often lacked basic social services. WFP, NGOs and the Southern Sudan Relief and Rehabilitation Commission provided assistance at transit points and final destinations. WFP also supported disarmament, demobilization and reintegration (DDR) in the three Transitional Areas⁶ in Southern Sudan and helped ex-combatants to re-establish their livelihoods. Three-month family transition rations were provided for 5,400 ex-combatants and their families to encourage resettlement. Beneficiaries who were close to markets were assisted with vouchers; those far from markets were assisted through food distributions. Vulnerable communities with large numbers of ex-combatants were also assisted through FFW.

⁶ The areas include Nuba Mountains or Southern Kordofan State, Ingassina Hills or Southern Blue Nile State, and Abyei Area.

80. In the Democratic Republic of the Congo (DRC), WFP implemented FFW in areas receiving large numbers of returnees and used Purchase for Progress (P4P) to target smallholder farmers. In Goma, WFP implemented a three-month joint demobilization and reintegration project for ex-soldiers and vulnerable women, who participated in tree planting and cleaning of ditches. In North Kivu, 445 shelters were built for internally displaced people (IDPs) and 30 ha of marshland was reclaimed for agriculture and market gardening by 3,000 IDPs and members of host communities. WFP also implemented a pilot cash and voucher scheme in North Kivu to support the local economy by providing a market for small-scale traders. As logistics cluster lead WFP was involved in the coordination of road repairs in eastern DRC that helped to open up more regions, facilitated the transport of agricultural products to markets and offered paid work opportunities.

81. In Chad, WFP provided assistance through food for assets to build water-conservation infrastructures for agriculture and to repair rural roads. These activities helped to provide safety nets for 190,000 hungry people and encouraged IDPs to return to their homes.

82. Following the signing of the peace agreement in Nepal, a food-for-training (FFT) programme was established in 2010 that focused on civic education, human rights and individual responsibilities and rights with a view to promoting good governance. Four-month family food-assistance packages assisted the reintegration of returned combatants and facilitated their participation in vocational training and rehabilitation programmes. The FFW activities to repair damaged infrastructure also assisted communities hosting large numbers of returnees.

Humanitarian Space

83. In 2010, WFP worked in 20 countries with United Nations security phases 3, 4 and 5. The commitment to address the needs of the most vulnerable people continued to put staff at risk from acts of violence. A number of WFP operations and staff were subject to abductions, hostage taking, intimidation and harassment in the course of the year.

84. The security strategy enables WFP to implement its humanitarian operations efficiently and ensures the safety and security of its personnel, the security of its premises and assets and the protection of beneficiaries.

85. WFP's "how to stay" security culture, which is designed to enable it to address the needs of hungry populations, reflects the new United Nations security-management structure. This includes: i) a clear chain of command and lines of communication; ii) thorough understanding of roles and responsibilities; and iii) continued emphasis on Security Risk Management (SRM), including compliance with United Nations minimum operating security standards (MOSS), blast assessments, building upgrades and security assessments. In the course of 2010, WFP introduced a number of innovative approaches to reduce security risks at the country level while maintaining operational efficiency. In Pakistan, for example, WFP deployed additional security personnel, provided advanced security training and contingency planning for cooperating partners, established "hard" security measures such as the use of metal detectors, fencing and access controls, and improved its analysis of security information.

86. Integration of beneficiary protection with the provision of food assistance remained a challenge in 2010. There is increased recognition of the importance of combining food assistance with a protection approach, but some initiatives for the protection of beneficiaries have direct impacts on the safety of staff. High staff turnover, operational pressures, political interference and trade-offs between humanitarian access and advocacy for protection all have a negative effect on consistent food assistance and protection approaches in emergency and protracted crisis operations.

87. Building on its long history and good reputation in Afghanistan, WFP maintained links with the community development councils⁷ and *shura* (councils of elders) to enhance local ownership of safety-net programmes and increase the sustainability of community assets produced through FFW. Such local engagement improved targeting and accountability and helped to ensure the safety of staff, cooperating partners and beneficiaries.

88. Amid the complex dynamics of clans and conflict in Somalia, WFP maintained its field presence and negotiated with local authorities, clan elders and communities to ensure common understanding of what WFP was doing or planning to do and why with a view to securing the safety of WFP staff, partners and beneficiaries. WFP's activities became more transparent, with meetings held in all regions on the six-month allocation plan, an awareness campaign using radio advertisements and the distribution of cards with contact information for WFP staff who could address concerns about food distributions. Despite these innovations, operations in Somalia were curtailed in the volatile southern and central regions following a ban on WFP and food assistance imposed by the armed opposition group Al-Shabab.

89. In Haiti, as noted earlier, measures were instituted to prevent violence during food distributions by taking protection concerns into account in WFP's initial emergency response.

90. In DRC, in the eastern regions of North Kivu, South Kivu, Oriental and Katanga, organized sexual violence continued to be one of the gravest violations of human rights. In 2010, three quarters of the 45,000 women participating in FFW and 90 percent of the 2,500 FFT participants had been raped or sexually abused. Victims of sexual violence often faced ostracism by their communities and families and found it difficult to return to their homes. WFP food, whether a general distribution or a conditional transfer, helped women to be accepted again in their social and economic environment.

New Solutions to Hunger

91. In 2010 WFP tested new food assistance tools that enable a more flexible and context-specific response to hunger. These included:

- cash and voucher transfers;
- food procurement in developing countries, including P4P; and
- nutrition interventions.

⁷ Community contacts for development interventions in the Afghan local governance system.

Cash and Voucher Transfers

92. WFP continued to expand the use of cash and voucher transfers in 2010: the number of projects increased to 35 from 20 in 2009 and 4.4 million beneficiaries were targeted compared with 2.5 million in 2009; the total value of transfers was US\$140 million. Average planned project size doubled from US\$1.6 million in 2009 to US\$3.4 million in 2010, and large-scale interventions were launched during the year in Bangladesh, Haiti and Pakistan. Delivery mechanisms for cash and vouchers varied according to context: physical cash transfers and paper vouchers were giving way to emerging technologies for innovative delivery mechanisms based on scratch cards, electronic vouchers, smart cards and mobile telephones.

Innovative Uses of Cash and Voucher Transfers

In the Occupied Palestinian Territory, WFP improved access for 47,000 beneficiaries to nutritious locally produced foods such as protein-rich food made from dairy products and eggs, which were obtained with vouchers from shops. As a result of the intervention, the proportion of beneficiaries with “poor” protein consumption fell from 24 percent to 5 percent, and the proportion with “good” protein consumption increased from 47 percent to 83 percent. The volume and diversity of food stocked in participating shops increased from 30 percent to 50 percent of supplies, and there were improvements in capital equipment and increases in the number of temporary or permanent employees.

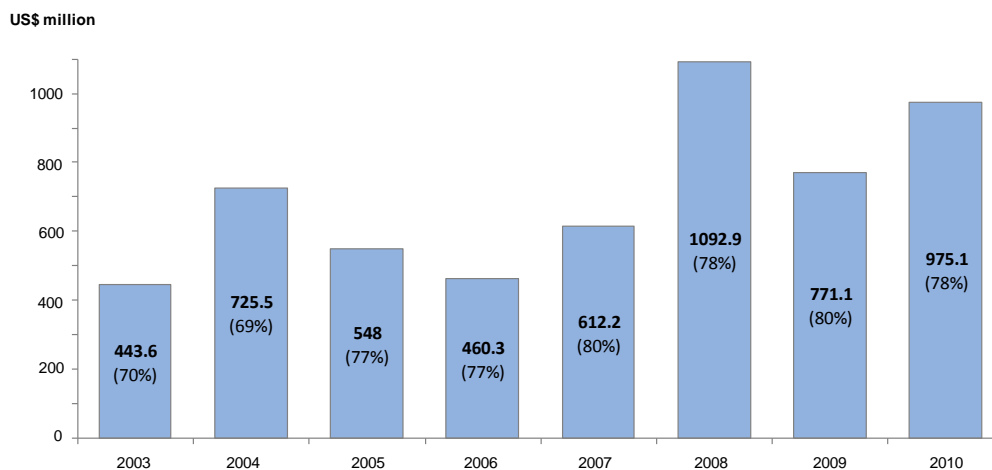
In Syria, WFP launched a pilot electronic food voucher project – the first to use mobile telephones – to assist 2,000 Iraqi refugee families. By the end of the year 40,000 refugees were benefiting from the e-voucher programme in 22 sites around the country. Refugees exchanged their electronic vouchers for rice, wheat flour, lentils, chickpeas, oil, canned fish, cheese and eggs – items that could not usually be included in aid baskets. As a result, the electronic voucher system is gradually taking over from in-kind distributions with a view to reaching 100 percent coverage by July 2011.

In Zimbabwe, where WFP implemented a pilot cash distribution programme, it was found that cash had the highest impact on increasing consumption of staple foods, but that increases in dietary diversity were more obvious when food was given. The results of the pilot programme suggested that a mix of cash and protein-rich foods would be the best modality for achieving the expected outcomes.

Food Procurement in Developing Countries

93. The growing proportion of cash contributions enhanced WFP's capacity to purchase food efficiently. In 2010 WFP purchased food worth US\$1.25 billion, of which US\$975 million came from developing countries, the second highest amount ever (see Figure 5).

Figure 5: Food Procurement in Developing Countries



94. This investment meant that WFP used its purchasing power to invest directly in the agricultural potential of developing countries. In Liberia, for example, the purchase of rice from farmers for distribution to girls in the school feeding programme as take-home rations resulted in increased rice production in three counties; the annual hunger period also decreased by two months, leading to improved food security in targeted areas.

95. Purchases under P4P in 2010 accounted for 14 percent of the food bought in 20 countries, a 5 percent increase over 2009. Since P4P began in 2009, 150,000 mt of food has been contracted for local procurement, whereby WFP has realized savings of US\$22.6 million over the cost of importing the same food from abroad. This saving is a clear indication of the potential of buying food from smallholder farmers, for WFP and for other market actors.

Lessons and Remaining Challenges from P4P Experience in 2010

The lessons are:

- Smallholder farmers understand and are able to meet WFP quality standards if provided with adequate training, equipment and rewards for quality.
- By channelling P4P food purchases through nascent commodity exchanges, WFP catalyzes partners' and governments' investments in such trading systems.
- In countries emerging from conflict where the private sector has no incentive to engage, WFP and partners can help to revitalize markets. In DRC, for example, new markets for food and non-food items have developed next to P4P collection points.
- Sales to P4P by women farmers have helped to improve their status in communities. Women have been further empowered through payments for services in post-harvest cleaning and shelling of crops in Burkina Faso, Liberia, Mali and Rwanda and through targeting of women-only groups and their preferred crops.

The remaining challenges requiring further support from partners are:

- improving smallholders' access to financial services and affordable credit;
- ensuring that women farmers participate in P4P as members of farmers' organizations and benefit economically by increasing their contributions to group sales; and
- increasing the field presence of partners for P4P implementation.

Nutrition Interventions

96. The Scaling-Up Nutrition (SUN) multi-stakeholder framework gained momentum in 2010 and has significantly increased political and country-level attention to nutrition. This approach enables WFP to optimize the nutritional benefit of its food assistance interventions by providing the right food at the right time to the right groups, and addresses child hunger and undernutrition at scale through REACH interventions. Recognizing the long-term and irreversible impact of undernutrition during the first 1,000 days from conception, WFP is committed to ensuring that food provided for pregnant and lactating women and children under 2 meets their nutritional needs for physical, intellectual and social development. This investment in infant and child nutrition yields significant returns in terms of reducing child mortality and morbidity, reducing the burden on healthcare systems, improving educational attainments and increasing economic prosperity in developing countries.

97. In its programming WFP has focused on the introduction of new nutritionally improved products such as ready-to-use supplementary foods and micronutrient powders to address moderate acute malnutrition among pregnant and lactating women and young children. WFP also finalized enhanced formulations of corn-soya blend (CSB) to replace the formula in the current food basket with a view to enhanced nutritional impact. In 2010, WFP reached 3.7 million vulnerable children under 2 with new nutritious products, a six-fold increase over 2009.

98. WFP also approved a new policy in 2010 that reflects the critical importance of integrating food and nutrition into HIV and AIDS and tuberculosis (TB) programming. A 2010 study in Madagascar found that food assistance for TB patients improved recovery rates by 7 percent and led to a 6 percent decline in the number of patients who abandoned treatment. Recognition by the Joint United Nations Programme on HIV and AIDS (UNAIDS) and other partners of the critical role of food and nutrition support in enhancing nutritional recovery and improving treatment outcomes for moderately malnourished people living with HIV has led to field-level programming that is more sensitive to HIV and nutrition issues. The new products may also be more effective in the nutritional rehabilitation of malnourished adults who are undergoing treatment for HIV and/or TB. At the

country level, WFP incorporated food and nutrition elements into Global Fund proposals in Burkina Faso, Djibouti, Guinea, Mali, Liberia and Swaziland.

99. The REACH global partnership in West Africa and southeast Asia continued to provide a platform for government-led work on reducing chronic malnutrition while responding to immediate food needs. Significant examples include:

- Sierra Leone: A research project funded by the Bill and Melinda Gates Foundation is exploring the interactions between the smallholder value chain and nutrition programming.
- Bangladesh: The REACH/World Bank partnership is developing a simulation model to assess the impact and cost of scaling-up nutrition interventions.
- Mauritania: Nutrition became a national priority when the Prime Minister agreed to preside over a National Nutrition Development Council responsible for high-level decision-making and policy objectives.
- Lao People's Democratic Republic: REACH facilitated the mainstreaming of nutrition into the five-year National Socio-Economic Development Plan.

New Nutritional Products and Approaches

In 2010 WFP launched corn-soya blend plus plus (CSB++), a version of its most commonly used fortified blended food with an improved micronutrient profile. The addition of sugar, oil and – most important – milk powder made it suitable for treating children suffering from moderate acute malnutrition and children under 2 at risk of stunting. A nutrition trial in Malawi in 2010 showed that ready-to-use foods and CSB++ had similar effects in treating moderate acute malnutrition in children. This is important for WFP, because in some situations CSB++ may be the more cost-effective product.

The experience in piloting micronutrient powders in Bangladesh, Kenya and Nepal generated several lessons for scaling up and mainstreaming the powders in nutrition programmes, for example in Nepal and the Philippines.

In the three corporate emergencies in 2010 – Haiti, Niger and Pakistan – nutrition programmes were implemented to prevent acute malnutrition in children under 2 or under 3 in each country context. Innovative approaches to the distribution of food products through different delivery channels were piloted, and the lessons learned are being used to update guidance.

In 2010 WFP also piloted the Cost of the Diet tool, which is an innovative way of understanding the relationship between food access and malnutrition. Partnerships with the private sector and Save the Children UK enabled WFP to calculate the minimum cost of a nutritious diet in Djibouti, Mozambique and Zambia and showed that economic barriers preventing access to nutritious food constitute a major cause of malnutrition in these countries. Integration of Cost of the Diet analysis into the Djibouti emergency food security assessment in 2010 was a major step in enhancing the nutrition element of WFP's VAM tools: the analysis suggested that more than half of Djibouti's mainly urban population could not afford the theoretical minimum cost of a nutritionally adequate diet.

PART II – PERFORMANCE RESULTS BY STRATEGIC OBJECTIVE

Overview

100. Part II reports the achievements of WFP's operations in 2010 at the output and outcome levels against the Strategic Objectives in the Strategic Plan (2008–2013) on the basis of:

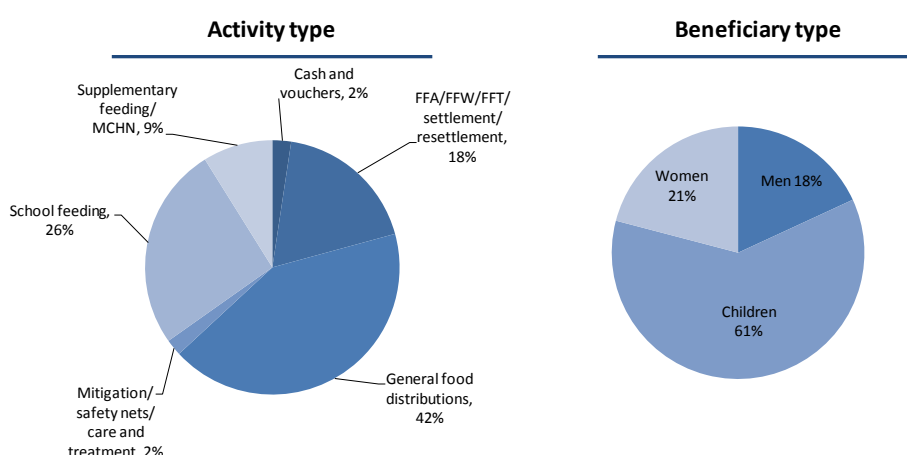
- corporate-level data for the indicators in the SRF;
- independent operations evaluations; and
- examples of successes and challenges.

101. Corporate-level data are drawn from the indicator results in the annual standard project reports. All WFP projects reported against one or more of the 25 corporate indicators of the SRF, which was endorsed by the Board in February 2009.⁸ Progress reports⁹ on project outcomes are based on changes during the reporting year for different indicators.

102. There were 208 active projects in 2010 – 51 emergency operations (EMOPs), 68 protracted relief and recovery operations (PRROs), 29 country programmes (CPs), 24 development projects (DEVs) and 36 special operations (SOs). Examples from various countries illustrate different aspects of WFP interventions.

103. In 2010 WFP assisted 109.2 million people with 4.6 million mt of food.¹⁰ The total value of direct expenses was US\$3.7 billion. As in previous years, WFP continued to respond to large-scale crises: EMOPs accounted for 45 percent of direct expenses and PRROs accounted for 42 percent.

Figure 6: Beneficiaries by Activity and Type



⁸ Following the Programme Category Review (WFP/EB.A/2010/11/Rev.1), the SRF was adjusted in November 2010 (see Annex II A). The adjustments were mainly the addition of indicators to the reporting framework: this has implications for reporting results after 2010, which will be based on the adjusted SRF.

⁹ Not all WFP projects reported results for all indicators, and not all reported results are fully comparable – some may be based on inconsistent sources, for example, or report on a single value (see Annex II B).

¹⁰ The amount delivered to cooperating partners in 2010 was 4.6 million mt (see WFP Financial Statements for 2010).

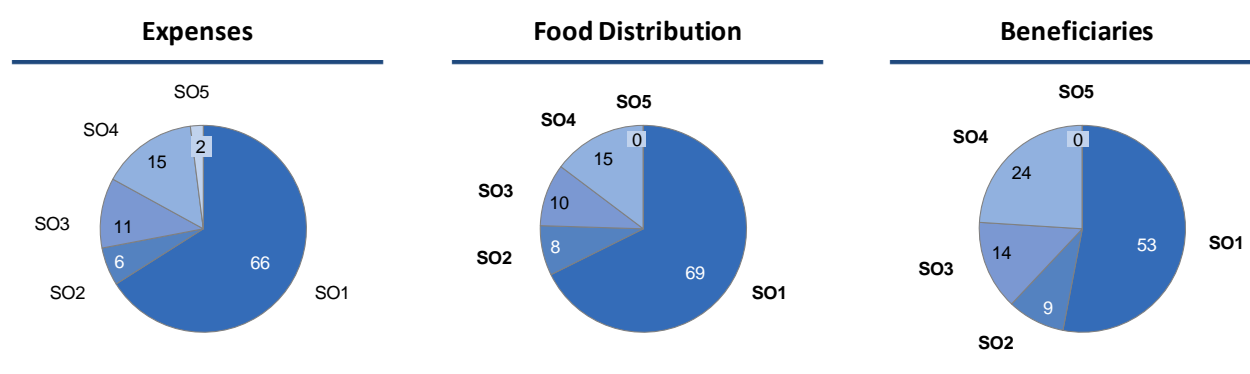
104. General food distributions accounted for 40 percent of beneficiaries. School feeding accounted for 26 percent, and FFW and FFT accounted for 18 percent.¹¹ Children remained the primary focus, accounting for 61 percent of beneficiaries; women and children together accounted for 82 percent (see Figure 6).

105. Of the FFW and FFT beneficiaries, 94 percent also benefited from activities related to climate change and disaster risk reduction (DRR), which included water management, forestry, agriculture, infrastructure building, capacity development, cash and voucher programmes and providing fuel-efficient stoves.

Results by Strategic Objective

Output Results¹¹

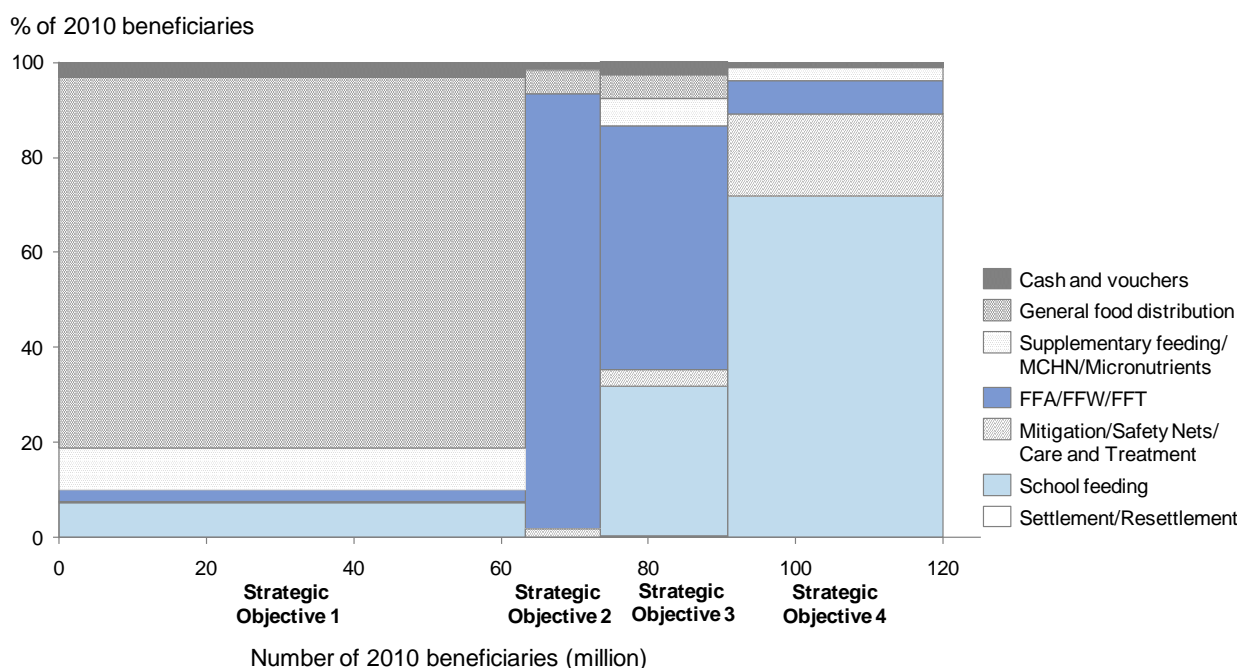
Figure 7: Output by Strategic Objective



106. Relief operations accounted for two thirds of the food distributed and the total direct expenses in 2010, as in 2009. The high proportion of food distributed under Strategic Objective 1 results from the large number of beneficiaries and the fact that in relief operations WFP endeavours to meet almost all beneficiary food requirements for a given period, which results in higher tonnages. In other types of intervention, WFP assistance only covers a portion of beneficiary food needs – known as “filling the food gap”.

107. Activities under Strategic Objective 3 in 2010 accounted for 10 percent of the food distributed compared with 4 percent in 2009, and 11 percent of total direct expenses compared with 4 percent in 2009. Activities under Strategic Objective 4 declined in 2010 in terms of the proportion of food distributed – 15 percent compared with 20 percent in 2009 – and of total direct expenses – 15 percent compared with 23 percent in 2009. Activities under Strategic Objective 5 in 2010 accounted for 2 percent of total direct expenses, compared with 3 percent in 2009 (see Figure 7).

¹¹ Beneficiaries by Strategic Objective are counted at the project level.

Figure 8: Number of Beneficiaries by Strategic Objective and Activity Type

108. As in 2009, most beneficiaries received life-saving assistance through general food distributions under Strategic Objective 1 (see Figure 8). The second largest proportion of beneficiaries received assistance through school feeding under Strategic Objectives 1, 3 and 4.

Outcome Results

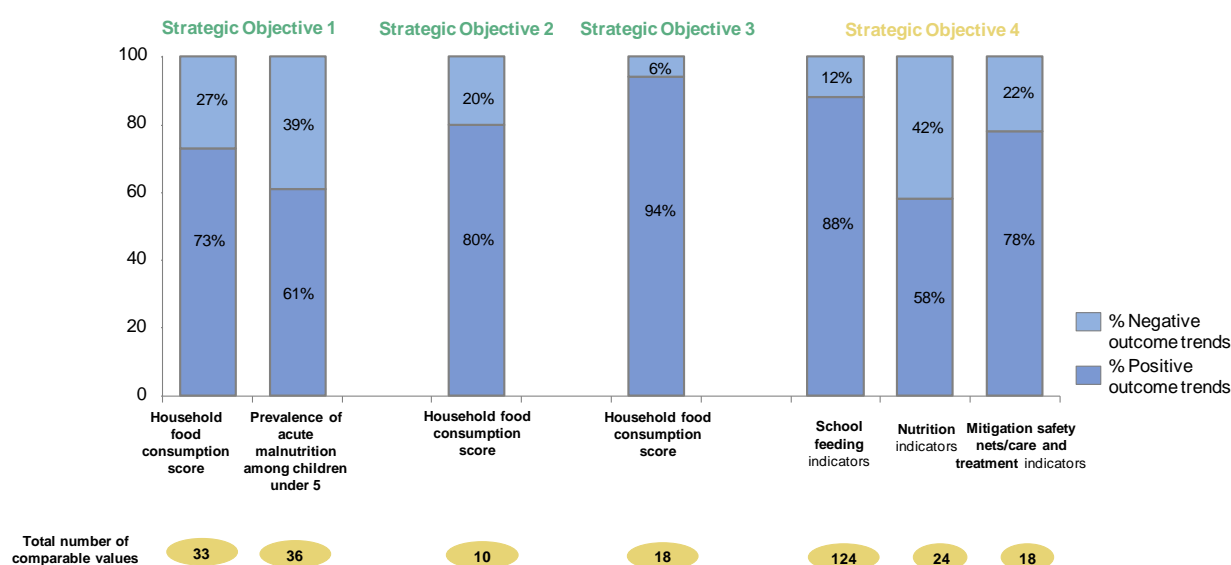
Table 1: Overall Performance by Strategic Objectives

<i>Strategic Objectives</i>	<i>Performance</i>
<i>1 – Save lives and protect livelihoods in emergencies</i>	Strong progress
<i>2 – Prevent acute hunger and invest in disaster preparedness and mitigation measures</i>	Strong progress
<i>3 – Restore and rebuild lives and livelihoods in post-conflict, post-disaster or transition situations</i>	Strong progress
<i>4 – Reduce chronic hunger and undernutrition</i>	Some progress
<i>5 – Strengthen the capacities of countries to reduce hunger, including through hand-over strategies and local purchases</i>	Insufficient data

109. Indicators reported by projects under each of the five Strategic Objectives showed that WFP achieved strong overall progress in Strategic Objectives 1, 2 and 3 in 2010.¹² Together, these three Strategic Objectives accounted for 77 percent of WFP's 2010 beneficiaries. Half of the projects reporting on Strategic Objective 4 showed improvement in 2010. Many indicators, however, remained stable: Strategic Objective 4 showed a weighted stabilization score of 29 percent, indicating that projects were close to reaching the desired outcomes. The number of projects that reported activities under Strategic Objective 5 was insufficient to allow an assessment of overall results.¹³

110. WFP recognizes that food assistance is one part of the assistance needed to achieve Strategic Plan (2008–2013) objectives, and emphasizes the importance of partnerships and multi-sectoral engagement at the field level in achieving results. The SRF indicators capture changes in programme performance such as beneficiary and non-beneficiary numbers, so outcomes do not reflect the number of beneficiaries of food assistance only. The amount of funding received also influences the extent to which programme targets are met; regular revisions of plans and activities are therefore required. Despite these challenges, WFP continues to make progress in reporting against higher-level outcome indicators. The planned mid-term evaluation of the WFP Strategic Plan will include consideration of the SRF and any adjustments needed, taking into account the dual need to monitor progress and the more specific results of WFP interventions.

Figure 9: Outcome Trends by Strategic Objective¹⁴



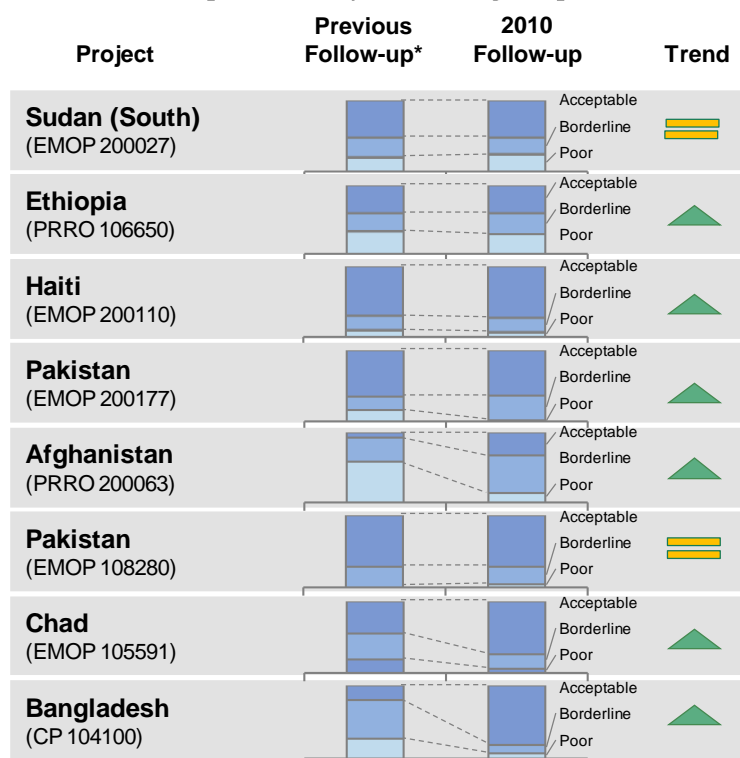
¹² For inclusion in the overall analysis, at least one indicator must be reported in ten or more projects; the reporting rate – the number of projects reporting the indicator as a proportion of all projects that proposed reporting the indicator in their logframes – must be equal to or higher than 50 percent (see Annex II C).

¹³ See Annex II B.

¹⁴ Analysis based on selected indicators according to the Strategic Objective assessment method (see Annex II C). The indicators reported in Figure 9 are standard measures for determining the nutritional status or food consumption of a population in a given area and hence indicate changes in the conditions of WFP's caseloads. Positive outcome trends include improvement and stabilization.

111. The household food consumption score was the most frequently reported indicator (see Figure 9), and 78 percent of projects reported improvement in 2010. Comparable food consumption scores were reported by eight of WFP's top 15 operations,¹⁵ all of which reported improved or stabilized food consumption (see Figure 10). The eight projects accounted for 35 percent of WFP beneficiaries in 2010.

Figure 10: Reported Household Consumption Score by WFP's Largest Operations



* Previous follow-up performed during 2009 or early 2010.

Strategic Objective 1 – Save lives and protect livelihoods in emergencies

Strong progress

Estimated 2010 direct expenses: US\$2.3 billion

112. WFP's interventions under Strategic Objective 1 are normally reactions to events such as natural disasters or conflict that endanger lives and livelihoods: they aim to save lives by preserving or improving people's ability to meet their food and nutritional needs with dignity.

113. Indicators reported by projects under Strategic Objective 1 in 2010 reconfirmed WFP's strength in rapid response to crises: the overall weighted improvement was 63 percent.¹⁶ This suggests that good progress was made in reducing the number of food-insecure people in WFP-assisted communities: 70 percent of projects that reported on household food consumption scores recorded improvement, which means that the food consumption of 24 million beneficiaries was improved in 2010, even though progress was hindered by changing contexts and some underfunding.

¹⁵ Afghanistan (104270), Somalia (108120), Pakistan (107680), Niger (200170), Kenya (106660), DRC (106080), and Zimbabwe (105950) are not included in the analysis. Previous surveys performed during 2009 or early 2010.

¹⁶ For detailed reporting on outcome performance indicators see Annex II B.

114. The findings of WFP-led evaluations in 2010 also reconfirmed WFP's progress towards Strategic Objective 1. Most evaluations measured attainments in terms of household food security and food consumption scores: they found that relief operations were generally well implemented and reached the intended number of beneficiaries with the planned rations, and observed that WFP coped well in difficult operating environments.

115. In 2010, 60 percent of projects that reported on acute malnutrition among children under 5 showed positive outcome trends. It should be borne in mind, however, that the indicator measures changes in overall programme performance. Fewer evaluations were able to assess WFP's performance in terms of effectiveness in addressing general acute malnutrition among children, but they noted that nutrition activities faced challenges that limited their effectiveness such as:

- ensuring a multi-sectoral approach through coordination with governments and other partners;
- limited analysis of the causes of malnutrition;
- lack of baseline data, and diffused responsibility for conducting nutrition surveys and collecting data;
- inconsistency between areas and timeframes for nutrition data collection and programme requirements; and
- insufficient programme coverage to make a significant contribution to improving the nutritional status of target populations.

116. The aggregated data tell only part of the story, however: case examples provide a clearer picture.

117. In DRC in 2010 WFP implemented more than half of its programmes in the Kivu region, where food assistance helped to keep the global acute malnutrition rate below the 10 percent emergency threshold. Food assistance was also significant in increasing food consumption among displaced people and returnees.

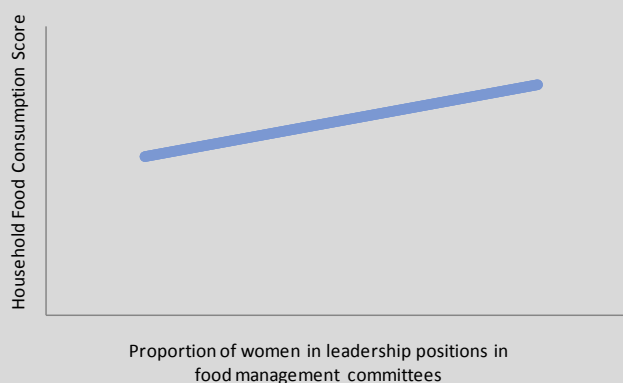
118. In the Turkana region of Kenya, increased production of milk and other livestock products after two good rainy seasons coupled with intensive WFP nutrition interventions involving blanket supplementary feeding and targeted supplementary feeding resulted in significant improvement in the nutritional status of children under 5. Nutrition surveys found that global acute malnutrition rates had fallen to the lowest level for a decade.

119. In Uganda, the prevalence of acute malnutrition stabilized at acceptable levels in Acholi region during 2010: in part, this reflected improved dietary diversity among the beneficiaries, who had greater access to their land and benefited from significant investments by the Government and partners in social programmes under the Peace, Recovery and Development Plan.

120. In Chad, the August 2010 nutrition survey observed increasing malnutrition at the peak of the lean season, exacerbated in poorer areas by cholera outbreaks. Malnutrition rates remained above the 15 percent emergency threshold, but there was a downward trend at the end of year in spite of the work of the Government, WFP, UNICEF, FAO and NGO partners in the Sahelian belt.

Increased proportion of women in leadership positions in food-management committees is associated with improved household food consumption scores

In 2010, 48 percent of food-management committees for general food distributions had women in leadership positions. With women and men equally represented, WFP was in a better position to take into account their different needs, priorities and concerns during food distributions. An increase in the number of women in leadership positions in food management committees was associated with improved household food consumption scores:¹⁷ in Yemen, for example, where cultural norms normally preclude women's participation, WFP was able to increase the proportion of women in leadership positions from 9 percent to 33 percent; food consumption scores also improved.



Strategic Objective 2 – Prevent acute hunger and invest in disaster preparedness and mitigation measures

Strong progress

Estimated 2010 direct expenses: US\$226 million

121. Indicators reported by projects under Strategic Objective 2 showed an overall weighted improvement of 85 percent during 2010. Of the projects that reported on the household food consumption score 80 percent reported improvement,¹⁸ which translates into improved food consumption for 3.6 million people. Evaluations in 2010 noted the importance of FFW in achieving Strategic Objective 2 goals, but that FFW was often the first activity to be scaled back when programmes were underfunded.

122. A number of evaluations found that WFP made positive contributions to developing government VAM capacities in support of disaster preparedness and mitigation. The Nepal *Khadhya Surakshya Anugaman Pranali*, for example, is a food security monitoring system developed in collaboration with the Government, civil society and experts from the Ministry of Agriculture and Cooperatives and the Nepal Food Corporation. The system collects and analyses information from the field to inform food policy; district food-security networks and donors also use the information for programme targeting. With regard to DRR, the Mali evaluation highlighted examples of the contribution of FFW to work on preventing desertification.

¹⁷ Only projects in which more than 50 percent of beneficiaries were assisted through general food distributions were included.

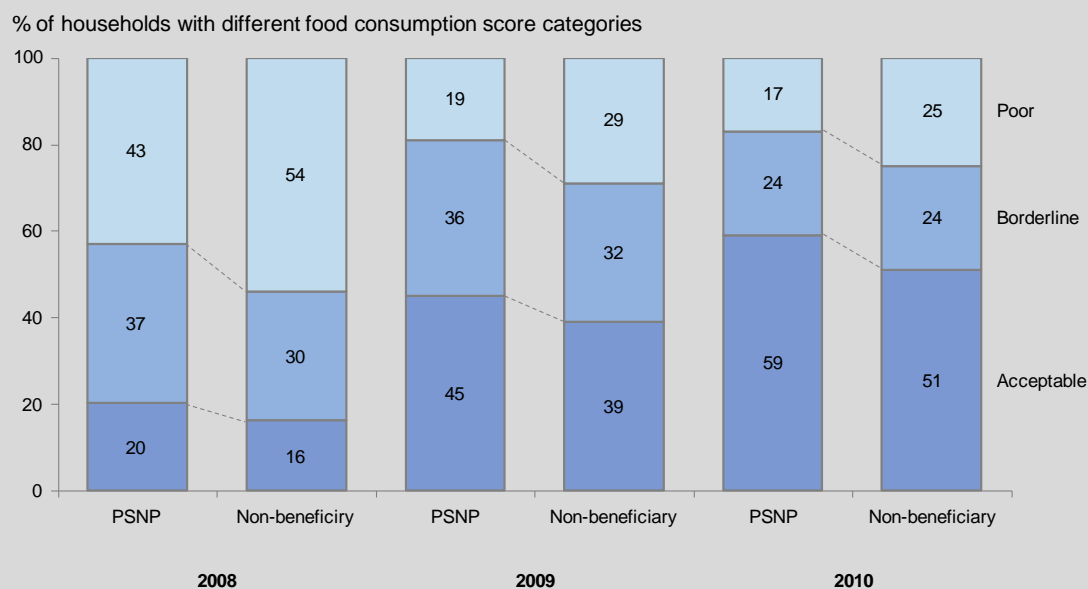
¹⁸ For detailed reporting on outcome performance indicators, see Annex II B.

123. In Kenya, WFP adopted a more comprehensive approach to DRR in 2010 whereby FFW focused on arid and semi-arid districts to create household or community assets such as water-harvesting structures, small-scale irrigation schemes, rehabilitation of access roads and land conservation to mitigate impact of drought. Each asset created led to other activities to improve the food security of targeted communities: examples include constructing village water pans, growing drought-resistant crops and training for improved tree planting and cropping methods. The water-harvesting structures were coupled with the establishment of vegetable gardens nearby, bee-keeping, fish production and training in water-point management. Surveys suggested that 45 percent of communities had increased their assets and that 44 percent of the households had acquired more basic assets, contributing to an increase in household food consumption scores.

124. In Ethiopia, WFP provides six months of food for chronically food-insecure people in pastoral and agro-pastoral areas; this is complemented by cash provided through the Government’s productive safety net programme (PSNP). The approach helps poor people to resist shocks, bridge food-deficit periods, increase their assets and engage in production and investment, thereby increasing their purchasing power; ultimately they become self-sufficient in food. Regular monitoring of household food consumption scores showed that dietary intake had significantly improved among PSNP households, and that their diet was substantially better than that of non-beneficiaries. WFP assistance during the lean season complemented the construction of productive assets.

Food Consumption Score Categories: Households in Ethiopia

The proportion of PSNP beneficiaries with a poor food consumption score was significantly lower than that for non-beneficiaries. The percentage of households with an acceptable food consumption score almost tripled between 2008 and 2010 among PSNP beneficiaries.



Strategic Objective 3 – Restore and rebuild lives and livelihoods in post-conflict, post-disaster or transition situations

Strong progress

Estimated 2010 direct expenses: US\$392 million

125. Indicators reported by projects under Strategic Objective 3 showed an overall weighted improvement of 80 percent during 2010. Of the projects that reported on household food consumption scores 94 percent reported improvement,¹⁹ which translates into improved food consumption for 2.6 million people.

126. In Nepal, WFP supported the peace and recovery process with assistance in the Mid-Western and Far Western regions where the conflict had originated to ensure access to food for the most vulnerable people. The 2010 evaluation of WFP's assistance found improvements in indicators related to incomes and livelihoods, dietary intake and the reduced use of negative coping strategies.

127. In Afghanistan, school feeding in the fragile post-conflict context had a positive impact on girls' education in the target population as enrolment of girls increased by 9 percent annually compared with 1 percent for boys. Challenges remain, however: food deliveries were frequently disrupted by insecurity, and there were physical attacks on girl students and women teachers. The attacks on girls prompted WFP to assess whether the food incentive for girls to encourage parents to send them to school may have contributed to their exposure to harm; no evidence for this was found, but WFP continued to negotiate with district authorities to find ways of ensuring safe access to school for all students.

128. In Burundi, where security and stability are gradually returning, WFP worked with partners such as FAO in recovery activities to improve food production and ease the stress caused by food shortages. The proportion of people with poor food consumption scores decreased from 18 percent to 15 percent, and the coping strategy index (CSI) decreased from 54 in 2009 to 17 in 2010, indicating decreased reliance on negative coping mechanisms.

129. In Puntland in Somalia, 97 percent of beneficiary households had an acceptable food consumption score following WFP's food-for-assets and training interventions; the 2009 baseline was 75 percent. But beneficiaries reported that WFP was their main source of cereals, pulses and oil, which highlights the scale of reliance on WFP support.

130. In Yemen, food security depends on WFP's ability to maintain ration deliveries and on assistance from partners. An October 2010 assessment found that food security had deteriorated following the reduction of rations in May caused by resource shortfalls. Other monitoring data showed that this negative trend was caused mainly by IDPs selling part of the reduced ration to meet other needs, particularly rents.

131. Evaluations in 2010 of WFP's activities under Strategic Objective 3 raised concerns about their effectiveness in terms of whether the duration of assistance was enough to restore livelihoods and achieve sustainability. The challenges are to negotiate safe access to beneficiaries and to develop sound programming and partnerships.

¹⁹ For detailed reporting on outcome performance indicators, see Annex II B.

Strategic Objective 4 – Reduce chronic hunger and undernutrition

Some progress

Estimated 2010 direct expenses: US\$519 million

132. Of projects that reported on Strategic Objective 4 indicators, 54 percent showed an overall weighted improvement and 29 percent showed stabilization.²⁰ This illustrates the challenge of continuing to make progress when interventions have already achieved positive outcomes.

School Feeding

133. School feeding was the primary intervention under Strategic Objective 4. Of projects that reported on enrolment rates, 83 percent reported improvement; of projects that reported on attendance rates, gender ratios and pass rates, 90 percent reported positive trends in terms of improvement or stabilization. WFP's interventions helped to keep children in school for 90 percent of the school year.

134. Impact evaluations in 2010 enhanced understanding of the positive results of school feeding in terms of enrolment, retention and achievement. All the evaluations cautioned that school feeding alone could not produce educational outcomes and that partnerships were needed that delivered complementary inputs in the assisted schools. The effectiveness of school feeding as a value-transfer safety net was highest when assistance targeted the most vulnerable households.

135. Persistently high food prices in Djibouti reduced the ability of vulnerable households to access food and increased the likelihood of children being withdrawn from school. WFP food assistance, however, helped to maintain enrolment and attendance rates. Regular deliveries of food were an incentive to keep children in school, especially for nomadic households with little awareness of the importance of education. Monitoring results confirmed that take-home rations helped to change parents' attitudes towards girls' education.

Improving Girls' Education

Measures of girls' attendance, enrolment and pass rates and of the gender ratio in schools are all indicators of the impact of WFP's school feeding programmes on girls' education. In 2010, an assessment of projects that reported on these indicators showed that 44 percent reported improvements and another 40 percent reported stabilization. The education of girls is one of the most effective ways of improving longer-term household food security and it has a positive effect on girls' economic opportunities.

An independent evaluation in Cambodia found that providing regular school meals of rice and fish was a strong incentive for parents to send their children to school, especially girls; the take-home rations for girls were particularly effective in increasing attendance. Drop-out rates declined markedly, especially in grades 2, 3 and 4. The school feeding programme helped to reduce morbidity among pupils and reduced girls' absences from school as a result of illness. Surveys indicated improved vitamin-A status in pupils benefiting from school feeding, which was strongly associated with increased dietary diversity scores, a proxy for nutritional adequacy.

²⁰ For detailed reporting on outcome performance indicators see Annex II B.

Nutrition

136. Nutrition programmes, the other main programme activity under Strategic Objective 4, struggled to achieve positive results because programme coverage was low in relation to needs. WFP considered not measuring nutrition in view of complicated factors beyond its control, but given its commitment to providing nutrition interventions WFP accepted the risk of appearing less efficient in order to make progress. The 2010 evaluations noted that WFP also made contributions through analytical and advocacy work that highlighted the importance of nutrition issues at the policy and programme levels.

137. Collaboration with partners is vital if WFP's activities are to address child malnutrition adequately. Evaluations in 2010 emphasized that nutrition interventions failed to achieve their targets because health and sanitation conditions were not sufficiently addressed: in Bangladesh and Namibia, for example, the prevalence of underweight and GAM among WFP-assisted children under 5 increased because of the high incidence of diarrhoea. Without a comprehensive approach to addressing the contributory causes of undernutrition and to treating diarrhoea, WFP assistance may have little impact in reducing chronic malnutrition.

138. There are examples of long-term interventions reducing malnutrition. The nutrition component of the Ghana CP used targeted supplementary feeding to reduce malnutrition among pregnant and lactating women and children under 5 and in 2010 most outcome indicators reported an improvement, with stunting levels declining from 26 percent in November 2009 to 22 percent in December 2010; prevalence of underweight among children under 2 fell from 24 percent in 2009 to 23 percent in 2010, indicating that mothers were using the knowledge they had acquired about child feeding.

Mitigation, Safety Nets/Care and Treatment

139. Few projects reported on anti-retroviral therapy (ART) survival rates and TB treatment success rates. There is increasing evidence, however, that food and nutrition support are essential in terms of keeping people living with HIV healthy for longer and of improving the effectiveness of treatment. Proper nutrition is essential because people with HIV must consume more calories than others. More than half of the projects that reported these indicators showed improvement. WFP reached 2.5 million people affected by HIV and AIDS in 2010 through food, voucher and nutritional support programmes.

140. Zambia has one of the world's highest adult HIV rates, with one in five adults affected. In 2010 WFP provided assistance to support ART patients: the impact on the food security of beneficiary households was monitored every six months to assess changes in the coping strategy index (CSI), which is normally higher during the lean month of March. Beneficiary households were found to have a lower CSI than non-beneficiary households and to be less likely to skip meals, eat wild foods, harvest green maize or send household members to beg for food.

Strategic Objective 5 – Strengthen the capacities of countries to reduce hunger, including through hand-over strategies and local purchases

Insufficient data

Estimated 2010 direct expenses: US\$80 million

141. The goal of activities under Strategic Objective 5 is to enhance the capacity of countries to reduce hunger. Progress²¹ in hand-over was reported by several countries in all programme categories, but mainly in CPs and DEVs.

142. Work on enhancing national capacities focused on providing technical assistance and training to enable national partners to assume ownership of programmes hitherto managed with direct support from WFP. Training was the most important element in this process: 90,000 partner staff participated in 600 WFP-supported training activities in 2010. Training of national partners focused on WFP's areas of expertise: supply-chain management, food security and nutrition analysis, early warning, disaster management, beneficiary targeting, project management, and M&E. Training was often provided at first to improve the implementation of WFP-assisted programmes, but it also provided the basis for gradual assumption of national ownership.

143. Capacity development shifted towards the enhancement of national institutions: in cooperation with national partners in several countries, WFP designed comprehensive packages of technical assistance based on medium-term engagement with counterparts with a view to establishing national institutions and mechanisms that support capacity-building.

144. Most progress was made in Latin America, where since 2005 WFP has been helping governments to implement national plans to eradicate child undernutrition and reduce micronutrient deficiencies. Exchanges of best practices through Nutrinet.org, technical meetings, and training for counterpart staff were fundamental to this programme. Experience shows that the development of national capacity is a participatory process that requires time and support to be effective and sustainable. Action plans, budgets and clearly defined roles, responsibilities and accountability mechanisms are essential in promoting and monitoring the achievement of results. The *Cost of Hunger Study*, which was published in 11 countries in 2010, advocated investments in food-based social programmes to prevent whole societies from feeling the consequences of child undernutrition.

145. WFP assistance to enhance government capacities focused on:

- formulation of national policies to address vitamin and mineral deficiencies in infants, young children and women;
- establishment of networks to support micronutrient policies and programmes;
- enhancement of technical capacities to produce and distribute nutritious food for children; and
- increased government funding for integrated micronutrient programmes.

146. The Government of Panama invested US\$4 million in establishing a national rice fortification programme in 2010; the governments of Cuba, Guatemala, Honduras, Nicaragua and Peru increased funding for micronutrient programmes in their national plans. Through South-South cooperation and direct WFP technical assistance, Bolivia, Ecuador, Panama and Peru improved systems for developing, producing and distributing nutritious foods for children and women. National plans

²¹ For detailed reporting on outcome performance indicators, see Annex II B.

regarding micronutrients, food security and nutrition were developed in 2010 in Colombia, Costa Rica, Nicaragua and Panama.

147. Several countries have started to implement the new WFP approach to school feeding, which involves consultations with governments and partners to establish national programmes. The Government of Bangladesh, for example, replicated WFP's school feeding model, which uses fortified biscuits to address micronutrient deficiencies, after analyses had shown that many hungry schoolchildren were not being reached. In Haiti, WFP and partners support the Ministry of Education in improving the quality of the national school feeding programme.

148. WFP continues to build capacity and establish partnerships to increase local production of nutritious foods. Under a partnership with the Government of Timor-Leste, a private company built a facility that in 2010 provided 513 mt of blended food for the mother-and-child health and nutrition (MCHN) programme supported by WFP. The facility improved implementation of the programme and became the basis for government management and eventual ownership.

149. Following the success of local production of fortified flour, WFP and the Government of Egypt launched a vegetable oil fortification project in 2010, with funding from the Global Alliance for Improved Nutrition (GAIN): it produced 20,000 mt of fortified oil per month and reached 18 million beneficiaries.

150. In Cameroon local purchases covered the full requirements of maize grain and sorghum for school feeding and village granaries in 2010 under the CP; international purchases were not required, and the local purchases provided incentives for farmers to produce cereals, which are widely consumed in the northern regions.

151. In India, WFP supports the Government's food-based schemes with technical assistance to improve supply chains for the food distribution system. This is the world's largest hunger-relief programme, providing subsidized grain for 400 million people living below the poverty line. WFP and its partner the Boston Consulting Group designed an approach based on biometric ration cards and bar-coded vouchers for grain that will significantly reduce supply-chain leakages. The resulting savings will enable the Government to expand the entitlements to more beneficiaries.

National Ownership of the School Feeding in Cape Verde

In September 2010, Cape Verde became the first country in West Africa to make the transition to national ownership of a school feeding programme previously supported by WFP. The agency implementing the programme receives technical assistance from WFP in supply-chain management, financial management, procurement, fundraising and school gardens. With the closure of the WFP country office, the technical assistance was provided under the One UN approach by other United Nations agencies, but experience suggests that it would have been managed more effectively if WFP had continued its presence in-country.

Lessons Learned

152. WFP's experience in implementing food-assistance programmes in 2010 highlighted lessons that apply to all or most of the Strategic Objectives.

- Project monitoring showed that deteriorations in beneficiaries' food security were associated with resource shortfalls and pipeline breaks that hindered activities: this demonstrates the importance of accurate funding forecasts and of operational planning that takes the forecasts into account.
- Partnerships at the global and country levels are vital to maximize the impact of WFP assistance, particularly in addressing child malnutrition and improving school enrolment. Since 2008 WFP has hosted the United Nations inter-agency REACH initiative to reduce child undernutrition, whereby a multi-sectoral approach to scaling up nutrition interventions to include food, health and care activities is being implemented. WFP evaluations in 2010 confirmed the need for more partner support in the health and sanitation sectors to ensure that school feeding programmes deliver long-term benefits.
- Cash and vouchers are an important addition to WFP's tool box in areas where food is available and markets are functioning. Following successful pilots, scaling up requires significant investment to refine assessments, adapt analysis tools to ensure accountability, develop technological solutions and improve management for results. Collaborations with partners such as financial institutions and communications firms are essential.
- The latest evidence suggests that effective transfer of capacities and responsibilities to governments requires some continued WFP presence in-country to ensure that its technical assistance is effective. Hitherto, WFP has phased out after food-assisted activities have been handed over to governments.

PART III – ORGANIZATIONAL PERFORMANCE BY MANAGEMENT RESULT DIMENSION

Overview

153. In 2009, WFP developed five Management Result Dimensions (MRDs) to enable managers to identify and respond to challenges in a structured way and to measure the effectiveness of management and financial systems in supporting the Strategic Objectives: whereas strategic results focus on what WFP does, management results focus on how the strategic results are achieved. Part III reports on 2010 achievements under each management result dimension.

154. In terms of reporting on management achievements, 2010 was a period of evolution and consolidation. New targets were established for each MRD, so it was not feasible to report comprehensively on trends. Consequently, achievements in 2010 have been contextualized and where possible compared with those of 2009 and earlier years.

Results by Management Result Dimension

Management Result Dimension 1 – Securing Resources

155. Securing resources encompasses all issues relating to the mobilization of resources to enable WFP to carry out its work. The main categories are financial resources, food resources and human resources.

Financial resources

156. In 2010, total revenue was US\$4.3 billion, a reduction of US\$107.1 million – 2 percent – from the revenue of US\$4,373.3 million in 2009. Actual contribution revenue in 2010 exceeded the US\$3,700 million forecast in the third update to the Management Plan (2010–2011).

157. Contribution revenue in 2010 included US\$3,546.7 million in monetary contributions and US\$583.1 million in contributions in kind. The total contribution revenue of US\$4,129.8 million is US\$75.4 million – 2 percent – less than the US\$4,205.2 million contribution revenue confirmed in 2009.

158. Contribution revenue covered 62 percent of WFP's estimated needs of US\$6.7 billion in 2010, down from 65 percent in 2009. Major emergencies in Haiti, Niger and Pakistan made significant demands on humanitarian resource mobilization and response capacity: global humanitarian appeals were only half funded in 2010. Collaboration between WFP's field offices and donor missions provided crucial advocacy for fundraising, for example from United Nations pooled funds.

159. The larger proportion of monetary contributions compared with in-kind contributions has a positive impact on WFP's efficiency: it provides the flexibility that enables WFP to provide the right food in the right place at the right time (see Table 3). The average number of months for which WFP held inventories decreased from 4.3 to 3.7, mainly as a result of increased flexibility derived from the increase monetary contributions relative to in-kind contributions.

Confirmed contributions

160. In 2010 a paper entitled "Resourcing for a Changing Environment" was presented to the Board with a view to guiding WFP's resourcing in the following categories :

- country-led resourcing from host governments;
- emerging economies: Brazil, China, the Middle East, India, the Republic of Korea and the Russian Federation;
- United Nations and multi-donor funding sources: the Millennium Development Goal Fund, the Central Emergency Response Fund (CERF), the World Bank Global Environment Facility and the Peacebuilding Fund;
- new channels from the Organisation for Economic Co-operation and Development (OECD) Development Assistance Committee (DAC) donors: the European Union Food Facility and the World Bank Global Agriculture and Food Security Programme; the in-country donor missions' Bilateral Desk Fund, debt swaps and twinning;
- maintaining the current base of donors, and minimizing donor conditionality; and
- the private sector.

161. Cash and in-kind contributions amounted to US\$129 million from 23 host governments, an increase of US\$15 million over 2009. In-kind contributions of US\$115 million were twinned with funds from cash donors and the Emerging Donor Matching Fund (EDMF). In 2010 three donors – Algeria, Nepal and Syria – made their largest contributions for ten years; two new donors – Benin and Latvia – made their first contributions to WFP.

162. WFP's augmented its partnerships with nations with emerging economies. Middle Eastern and Gulf States contributed to the doubling of contributions in this category compared with 2009. Significant contributions were received from the Kingdom of Saudi Arabia and the Sultanate of Oman, whose US\$26 million for WFP operations in Syria was a record. Five donors made their largest contributions for ten years: Andorra, Brazil, El Salvador, Oman and Thailand.

163. Improved United Nations coordination and collaboration enabled WFP to secure US\$196 million from thematic and multi-donor funds in 2010. United Nations pooled funding included: i) a first-time contribution from the United Nations Peacebuilding Fund of US\$2.9 million for operations in the Central African Republic, DRC, Guinea and Uganda for immediate peace-building and recovery work; ii) a United Nations Emergency Relief Fund contribution of US\$10 million for SOs following the earthquake in Haiti; and iii) a CERF contribution of US\$120 million, which supported under-funded operations in the Democratic People's Republic of Korea (DPRK) and Yemen, and assisted the initial responses to the Pakistan floods and the Haiti earthquake.

164. WFP continues to explore potential funding channels from OECD/DAC countries, particularly increased support through budgets for agriculture, food security, nutrition, health, HIV and AIDS. WFP works with the European Commission (EC) on the 2009 L'Aquila Food Security Initiative (AFSI), to which the EC is the largest contributor.

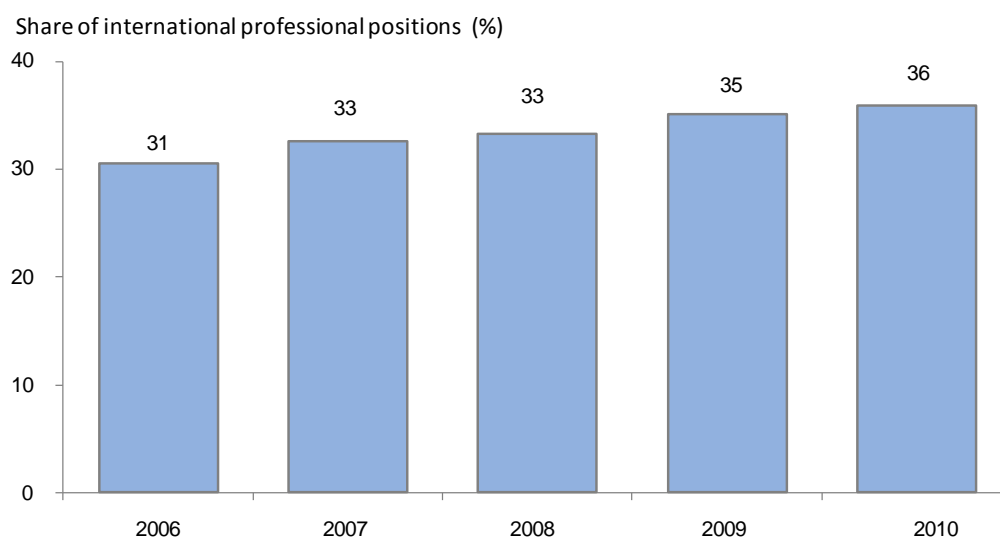
165. Despite the global economic downturn, US\$143 million in cash was mobilized through the private sector, compared with US\$104 million in 2009; in-kind gifts amounted to US\$11 million. Private donors collectively were the sixth largest donor to WFP in 2010. With regard to the Haiti earthquake response, private donors constituted the second largest donor, providing 17 percent of all funds raised. WFP enhanced its long-term partnerships with the private sector, one result of which was the raising of US\$8.7 million online.

166. WFP's top five donors – all OECD/DAC countries – provided two thirds of WFP's contribution revenue of US\$4,129.8 million in 2010. Four of the top 20 donors increased their contributions by at least 10 percent compared with 2009. Among WFP's main donors, Canada, Japan, Sweden and the United Kingdom made their largest contributions in a decade. WFP is working to increase the flexibility, predictability and timing of contributions, and seeks to minimize or eliminate conditionalities by identifying unconditional donations as “good humanitarian donorship” and best practice in strategic partnership agreements.

Human resources

167. At 31 December 2010, 12,390 people had WFP contracts of one year or longer, of whom 2,408 were in the professional and higher categories and 9,982 in the general service category. As in previous years, 92 percent of WFP employees with contracts of at least one year were based in the field.

168. The number of women country directors increased from 20 in 2009 to 22 in 2010; the proportion of women deputy country directors rose from 13 percent in 2002 to 36 percent in 2010. The percentage of women with contracts of one year or more was 29 percent in 2010, the same as in 2009. In the professional and higher category, women accounted for 39 percent of posts in 2010, compared with 40 percent in 2009. The proportion of WFP leadership positions held by women continued to increase in 2010, reaching 36 percent; this percentage is comparable with other United Nations agencies, but WFP continued to fall short of parity with regard to women in leadership positions (see Figure 11).

Figure 11: Percentage of Leadership Positions Held by Women*Table 2: Securing Resources*

	2010	2009	Comparative Performance
% of top 20 donors making increased contributions >10 percent	20	15	●
% of funding received against planned requirement	58	58	●
% of leadership positions occupied by women, P5 and above	35.9	35.1	●

Management Result Dimension 2 – Stewardship

169. Stewardship encompasses all issues relating to effective management of the resources under WFP's control – managing expenses, minimizing losses, ensuring the security and well-being of WFP employees, managing facilities and managing the WFP brand and its reputation.

Expenses

170. In 2010, WFP spent US\$4,237.7 million, an increase of US\$9.6 million – 0.2 percent – over 2009. The tonnage of food distributed in 2010 decreased by 4 percent from 4.8 million mt in 2009 to 4.6 million mt in 2010: this partially reflects the increased use of new food-assistance tools such as cash and vouchers.

171. The total cost per tonne distributed²² increased by only 4.6 percent in 2010 compared with 2009. This positive result was achieved by effective management of resources as food and fuel prices fluctuated during 2010 and by developing alternative tools for food assistance such as cash and vouchers.

²² Total expenses for the year divided by the tonnage distributed.

172. In 2010 WFP distributed almost the same amount of food in less time compared with 2009: average inventories held were 3.7 months in 2010 compared with 4.3 months in 2009. This was achieved in spite of an increase in the average time elapsing before contributions were collected – 7.6 months in 2010 compared with 6.3 months in 2009 (see Table 3) – and volatile food and fuel prices.

Table 3: Financial Ratios

	2010	2009
Average collection period for contributions receivable (months)	7.6	6.3
Inventory balances held (months)	3.7	4.3

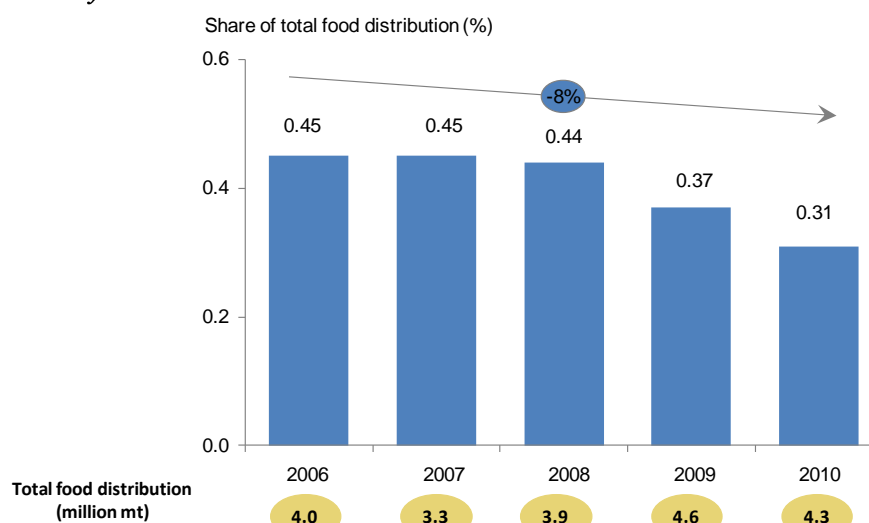
173. The surplus of revenue over expenses in 2010 narrowed to US\$28.5 million from US\$145.2 million in 2009, primarily as a result of:

- a decrease in contribution revenue of US\$75.4 million, from US\$4,205.2 million in 2009 to US\$4,129.8 million in 2010;
- an increase in spending of US\$9.6 million, from US\$4,228.1 million in 2009 to US\$4,237.7 million in 2010;
- an increase in other revenue of US\$21.3 million, mainly related to increased activities related to special accounts; and
- a decrease in other non-operational revenue items of US\$53.0 million: a US\$36.9 million decrease in currency exchange revenue as the US dollar strengthened in 2010 against the Euro, the main non-US dollar currency held by WFP, and a US\$16.1 million decrease in returns on investments held by WFP.

Minimizing resource losses

174. Post delivery losses reached the lowest level for five years in 2010 (see Figure 12) – 0.31 percent of the food handled – and declined overall by 8 percent. Losses in 2010 were highest in Haiti (0.9 percent), DRC (0.7 percent), the Sudan (0.6 percent) and Somalia (0.4 percent).

Figure 12: Post-Delivery Losses



175. In response to recommendations by the External Auditor, the Secretariat adopted an integrated framework of internal controls to improve managerial control of and accountability for WFP's internal business processes. Actions under the Strengthening Managerial Control and Accountability (SMCA) programme during 2010 included:

- development of a framework of internal control principles to be applied to all aspects of WFP's work;
- a Gap Analysis of the proposed principles;
- development of an integrated approach to performance and risk management in line with the principles;
- a comprehensive update of corporate guidance on financial resource management (to be finalized during 2011);
- a review of the accuracy and effectiveness of the existing structure for delegated authority for finance and procurement;
- a review of decision-making structures, proposals for rationalizing internal committees and the creation of the Executive Management Council;
- development of new processes for management follow-up to ensure that the recommendations of internal and external oversight bodies are implemented.

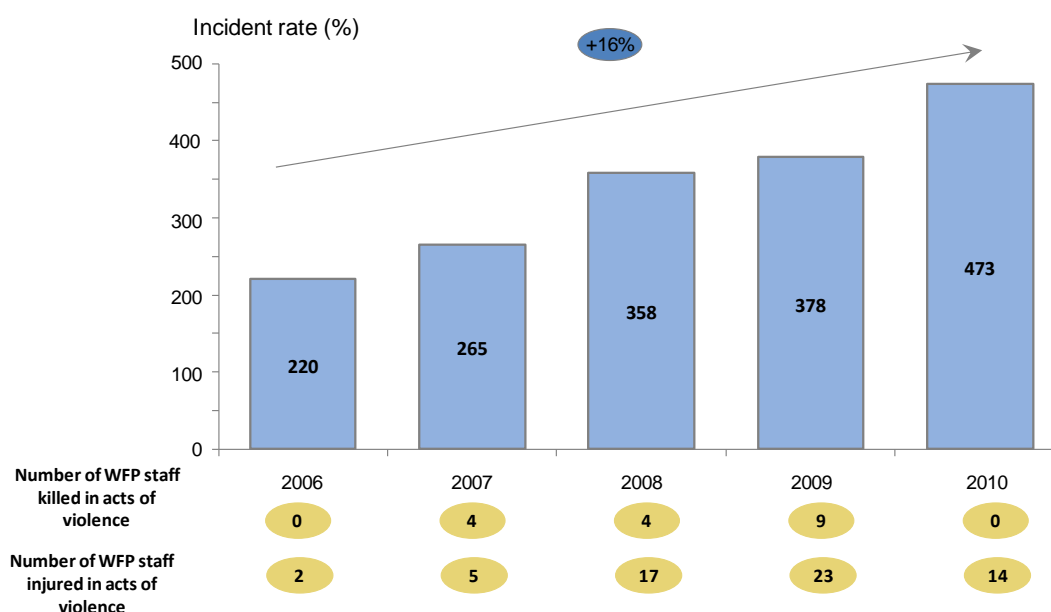
176. An indicator of improvements in internal control is the volume of internal audit recommendations that have not been implemented. The new process for following up internal audit recommendations resulted in management action on the 591 medium-risk and high-risk audit recommendations outstanding at the beginning of 2010. Every recommendation was addressed; actions plans were put in place and monitored for each high-risk recommendation. During the year 400 recommendations were resolved, including 18 of the 20 high-risk recommendations outstanding. In the last two weeks of December, 14 internal audit reports made 18 high-risk and 105 medium-risk recommendations, which will be addressed in 2011. At 31 December 2010 there were 324 medium-risk and high-risk recommendations outstanding, 45 percent fewer than the 591 outstanding at the beginning of the year.

177. WFP's Food Safety and Quality Management System, which was introduced in 2010, aims to ensure that safe, good quality and nutritious products are purchased from farmers and suppliers and delivered to WFP's beneficiaries. All food must comply with national health and safety regulations: these were taken into account in WFP's 2010 update of its food specifications. At the country level, initial actions focused on the reliability of suppliers, the inspection companies employed and the laboratories that tested the food; all processors, suppliers, traders, inspection companies and laboratories were rated against specific criteria. Future activities will concentrate on building a database of quality incidents and supplier performance with a view to improving quality management in the long term.

Security and well-being of WFP employees

178. WFP staff continued to be affected by security incidents, which increased to 473 in 2010 from 378 in 2009 (see Figure 13). This is the highest figure since WFP first recorded security incidents in 2005, when 231 incidents were reported. Security incidents involving staff have increased by an average 16 percent over the past five years; one reason for the increase in the number of registered incidents was improved field security reporting. Collecting and analysing information about security incidents will help to reduce the risks to staff and assets and will facilitate evidence-based decision-making.

Figure 13: Reported Staff Security Incidents



179. In response to country-specific threats and risks, additional equipment for security and safety was provided in 2010 to ensure that all WFP country offices complied with the United Nations MOSS; compliance continued to improve during 2010, reaching 92 percent, reflecting the commitment to implement the United Nations security culture of “no programme without security; no security without funding.” In accordance with its commitment to enhance security, and as part of its “how to stay” approach, WFP started to make some significant security-related infrastructure improvements such as blast-mitigation measures in several locations following the tragedy in Pakistan in 2009.

Satellite-Based Vehicle Tracking Improves Security

During 2010, satellite-based vehicle tracking was set up in 12 high-risk countries: 950 tracing units were installed to provide real-time monitoring, along with silent panic alarms to be activated in case of emergency. In the Sudan, five vehicles were recovered in 2010 through the new system. The value of the vehicles recovered was greater than the total budget for the system. It is expected that all vehicles in high-risk and medium-risk countries will have tracking devices installed by the end of 2011.

180. In 2010 the Ethics Office and the Procurement Division developed a training course entitled “Ethics in Procurement” for all WFP procurement officers, and worked with the Human Resources Division to brief of all newly-recruited WFP staff members on standards of integrity. With regard to the financial disclosure programme, there were 2,000 e-mails, telephone calls or office visits requesting information in 2010. An expansion of the advisory and guidance function of the Ethics Office may be needed in view of the 67 requests for advice in 2010, up from 38 in 2009; these referred to actual or potential conflicts of interest (33 percent), outside activities (25 percent), the United Nations Code of Conduct or Code of Ethics (16.4 percent) and the acceptance of gifts or favours (13.4 percent).

181. The services of the Ombudsman were utilized by 264 employees in 2010, most of whom were field-based as in 2009. The predominant issues related to staff affected by changes resulting from reviews leading to funding or programme adjustments. Concerns were raised as to the ways in which the reviews were managed and communicated, the criteria used and the transparency of the process. Disappointment with review outcomes manifested itself in a sense that experience, skills and knowledge were not respected. Staff who separated as a result of a review were disappointed with the terms, in that they expected length of service to attract better entitlements. Other areas of concern included: i) the fact that promotion depends on Performance and Competency Enhancement (PACE) appraisals, which were often not completed; and ii) that secure long-term contracts and improved benefits were difficult to obtain, even after years of short-term employment carrying out core functions.

Facilities management

182. WFP is one of the largest emitters of greenhouse gases in the United Nations. This is because of the size and scope of WFP operations, and the scale of utilization of ships, trucks and aircraft. Many WFP operations managed to reduce their carbon footprint, and work is in progress to improve WFP’s performance in this regard. In 2011, WFP will publish a strategy that will help all offices to reduce emissions, for example by replacing fossil fuels with energy from renewable sources or by offsetting emissions. Country operations will be encouraged to report their carbon emissions annually to encourage improved carbon management and protect the environment.

183. To support food supply-chain management, the Logistics Division developed a project to introduce the SAP-based Logistics Support System into WFP’s Information Network and Global System II (WINGS II) with a view to standardizing business practices such as food inventory management and to assigning accountability to all logistics movements, which will be traceable in the system. Implementation of the system will improve operational efficiency through greater integration and improved visibility of information, and it will increase transparency and the consistency of data. Implementation of the pilot project is scheduled for July 2011.

WFP brand and reputation

184. WFP increased its outreach activities in 2010 in print and broadcast media and web-based initiatives: 57,534 news clips referred to WFP’s work in 2010 in monitored target markets – Australia, Canada, Denmark, Finland, France, Germany, Ireland, Italy, Japan, Norway, Sweden, the Netherlands, the United Kingdom, and the United States – a 10 percent increase from 52,600 in 2009.

Table 4: Stewardship

	2010	2009	Comparative Performance
% of expenditures on food Actual vs. planned	57	54	●
Post-delivery losses (%)	0.31	0.34	●
Security incidents involving WFP staff	378	358	●
MOSS compliance (%)	92	90	●

Management Result Dimension 3 – Learning and Innovation

185. Learning and innovation relates to creating, translating and documenting new ideas, lessons learned and skills needed to improve WFP's performance: this includes new donor agreements, knowledge management, staff development and research capabilities.

New donor agreements

186. New funding channels and sources were agreed with 19 donors in 2010, up from seven in 2009. At the end of the year Brazil announced an in-kind contribution of 500,000 mt of various foods, which will be used to feed vulnerable populations in countries affected by emergencies, natural disasters or conflict, mainly in Africa and Latin America.

Strategic Partnership Agreement between WFP and Australia

The four-year Strategic Partnership Agreement between WFP and Australia started in 2010. It provides assured funding of A\$45 million a year (US\$46 million) – A\$35 million in multilateral funding and A\$10 million for school feeding. There is also scope for additional emergency funding, which totalled US\$40 million in 2010. The annual contribution to school feeding is innovative in that it includes A\$1 million a year to improve programmes and enhance the capacity of WFP and its partners to support national programmes.

187. Extra-budgetary trust funds were a critical resource for innovation and learning in the transition from food aid to food assistance. In 2010, 36 new trust funds valued at US\$29 million were established for P4P, cash and vouchers, gender, hunger solutions, DRR, climate change, new school feeding and nutrition approaches, food security analysis, market analysis and One UN programming. Donor trust funds enabled country offices to develop new tools to implement and assess cash and voucher programmes: in Burkina Faso, for example, lessons from a pilot voucher programme led to a new toolkit for urban voucher transfers to support the design of safety-net programmes for replication by other country offices.

Knowledge management

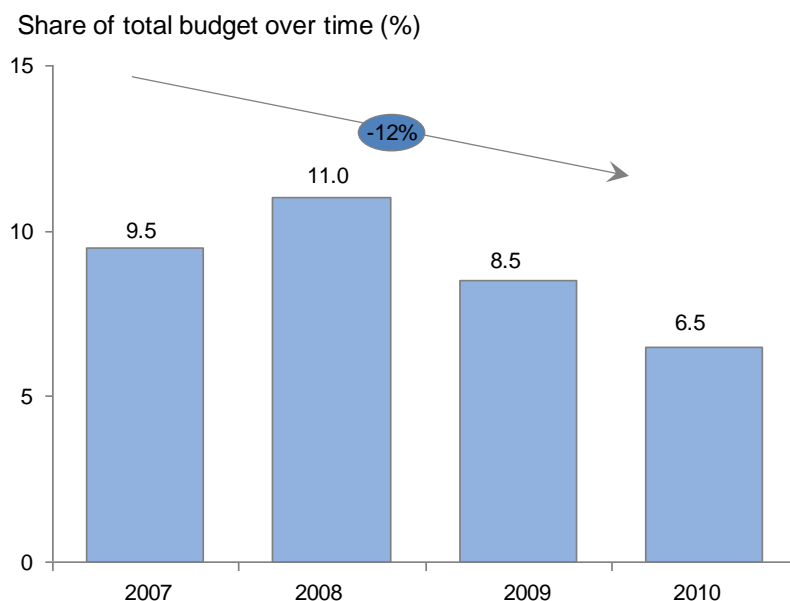
188. During 2010 WFP embarked on modernization of its information and communications technology (ICT), applying technical innovations and new service-delivery models to enhance operational flexibility and efficiency and increase global service levels. The four ICT initiatives were:

- FoodLink. This enhances the technical foundation of communications by increasing the coverage and capacity of WFP’s telecommunications on the basis of recent advances in cost-effective connectivity based on fibre optics.
- Connect. This provides WFP with real-time communications by integrating e-mail, audio and video into a global service; it contributes to cost-efficiency by using “cloud-computing”, consolidating the deployment of technologies and servers and leveraging United Nations International Computing Centre (UNICC) services.
- Emergency Preparedness Integration Centre (EPIC). This builds on the preceding initiatives and increases operational response capability by delivering leading-edge ICT for emergencies and field operations.
- One Truth. This uses the above platforms to increase transparency and management capability by establishing a user-friendly single version of information about operations.

189. These new solutions use a per-capita delivery model, in line with industry best-practice, that converts indirect costs to direct costs. This enables managers to take control of their spending and link it to actual use; it also enables management of ICT assets on a cost-of-ownership basis.

190. The proportion of the WFP budget invested in ICT was 6.7 percent in 2010. This was less than the percentage in previous years and reflects a period of consolidation after investments in new technology. Over the past four years, the proportion of the WFP budget invested in ICT has declined by an average of 12 percent (see Figure 14).

Figure 14: Investment in ICT Activities



191. In 2010, the Board endorsed further investment to enhance WFP's treasury management system. WFP has upgraded its SAP platform and rolled it out to nearly all country offices: this investment in treasury management functionalities and integration with e-banking systems will: i) improve financial controls in field offices through automated uploads of payment files and bank statements; ii) reduce bank fees; iii) reduce the number of bank accounts and cash balances held in field offices; and iv) make it possible to send large payments to vendors, employees and beneficiaries of cash and voucher projects. The rate at which transactions were processed at Headquarters reached nearly 100 percent; similar optimization is expected at the field level. These functionalities will improve in-house management of working capital to increase rates of return and reduce investment fees without increasing the risk profile of WFP cash balances. To date, WFP has been able to obtain competitive foreign exchange rates for conversion of hard currency into local currency – high-margin business for the banks – and will enhance automation for foreign exchange transactions to increase efficiency.

192. Work started in 2009 to improve the quality and flow of information among country offices, field offices, liaison offices and Headquarters with a view to ensuring that staff understand the scope and complexity of WFP's activities. This included the creation of a section for news and organizational messaging on the WFP intranet, a real-time online discussion forum and mechanisms to foster the sharing of information and opinion. For external audiences, traffic to wfp.org and its language versions increased by 35 percent to 3.9 million visits, from 2.9 million in 2009. WFP increased its presence in Facebook, Twitter and YouTube by 515 percent: there were 337,000 subscribers, compared with 54,845 in 2009.

Staff development

193. In support of the Strategic Plan (2008–2013), four training courses for managers were implemented through 18 e-learning activities. The courses were: i) classroom training, completed by 54 of the 55 participants ii) the Leadership Development Programme, completed by 131 of 157 participants; iii) Inter-agency Management Development Centre sessions for senior managers, completed by all 154 participants; and iv) the Middle Managers Programme developed by WFP and Management Centre Europe for P3 and P4 managers, completed by all 144 participants.

194. Roll-out of WFP's Learning Management System provided online access to 261 e-learning courses. The system was viewed positively by 11,476 users – 77 percent of WFP staff – in six regional bureaux, 75 country offices and 17 liaison offices and sub-offices.

195. In response to the increasing number of road accidents involving WFP staff and assets, WFP Security launched training for drivers and rolled out a satellite-based vehicle tracking system. The training is conducted in collaboration with the Global Vehicle Leasing Programme (GVLP) and will continue throughout 2011; 1,500 vehicles will be fitted with satellite trackers and 75 percent of WFP's drivers trained.

Research capabilities

196. WFP aims to have reliable, flexible and scalable supply chains that can react efficiently to changes in requirements of food types and tonnages to meet the needs of beneficiaries. Effective use of information is fundamental for this, and in 2010, WFP published a book entitled *Revolution: from Food Aid to Food Assistance*, that discusses innovations in responses to hunger.

197. No single agency has a monopoly of knowledge about hunger solutions. One of WFP's roles is to be a catalyst for the sharing of knowledge and experience. Brazil, for example, is one of several emerging donor nations that are helping to end hunger across the world by sharing experience and expertise with developing countries and promoting country-led solutions to hunger. To facilitate this, the Centre of Excellence in School Feeding, Food Security and Nutrition funded by the Brazil Trust Fund Phase III is working with the Brazilian National Fund for Education Development and the Office for General Coordination for International Actions for the Fight Against Hunger in the Brazilian Ministry of Foreign Affairs.

198. In May 2010, WFP and the International Fund for Agriculture Development (IFAD) published a joint study of 37 weather index insurance pilots to determine criteria for sustainable large-scale insurance projects.

Table 5: Learning and Innovation

	2010	2009	Performance
Number of donor agreements that demonstrate new funding channels/sources	19	7	●
ICT investment as % of WFP's budget	6.7	8.5	●

Management Result Dimension 4 – Internal Business Processes

199. Internal business processes are the systems for providing and delivering support to sustain the continuity of WFP operations: they include resource allocation, budgeting, procurement, accounting, ICT support and information sharing.

Resource allocation and budgeting

200. Eighty-five percent of WFP resources were allocated to countries that accounted for four fifths of total requirements, an increase from 83 percent in 2009. In line with the Board's decision that at least 90 percent of multilateral funds for development activities should be allocated to the poorest countries, 94 percent of multilateral resources for development were allocated to such countries in 2010.

201. In 2010, the Board approved 124 advance financing loans totalling US\$586.2 million, a record in terms of the number of loans and value. WFP's advance financing mechanisms assisted 59 country offices through WCF, the IRA and the Direct Support Costs (DSC)/Other Direct Operational Costs (ODOC) Advance Facility. They also supported services such as the Global Vehicle Leasing Pool, and enabled country offices and regional bureaux to request funds in anticipation of confirmation of forecasts to ensure on-time delivery of food to avoid pipeline breaks.

202. In the three major emergencies in 2010 in Haiti, Niger and Pakistan, US\$163.9 million in advance financing enabled the country offices to respond immediately to the needs of the populations affected. Advance financing was critical in ensuring operational stability for all operations.

203. In 2010, the 37,000 mt of food procured through the Forward Purchase Facility (FPF) in response to the Niger drought enabled WFP to respond immediately and contributed to the reduction in lead times, resulting in timely food deliveries.

Procurement

204. In 2010 WFP purchased 3.2 million mt of food in 76 countries (see Annex VI), which was valued at US\$1.25 billion, a figure exceeded only by the US\$1.4 billion spent in 2008. Four fifths of the food procured came from developing countries in 2008, which injected US\$925 million into their economies.

205. In January 2010 WFP signed a memorandum of understanding (MOU) with the Inter-Governmental Authority on Development (IGAD) for countries in the Horn of Africa, which accounts for 40 percent of WFP's food deliveries in tonnage terms.

206. In 2010 WFP procured 1.2 million mt of wheat, a figure matched only in 2004 during the Iraq crisis. Wheat and wheat flour accounted for 44 percent of food procurement, maize and maize meal for 21 percent and blended foods for 11 percent; and rice and pulses each accounted for 9 percent. The high wheat requirement in 2010 reflected the extra needs for the Pakistan flood response, for which 560,000 mt was procured in-country.

207. In 2010 WFP bought seven times as much nutritionally enriched food as in 2009. This reflects the commitment to address malnutrition in the 1,000-day window from conception to 24 months of age.

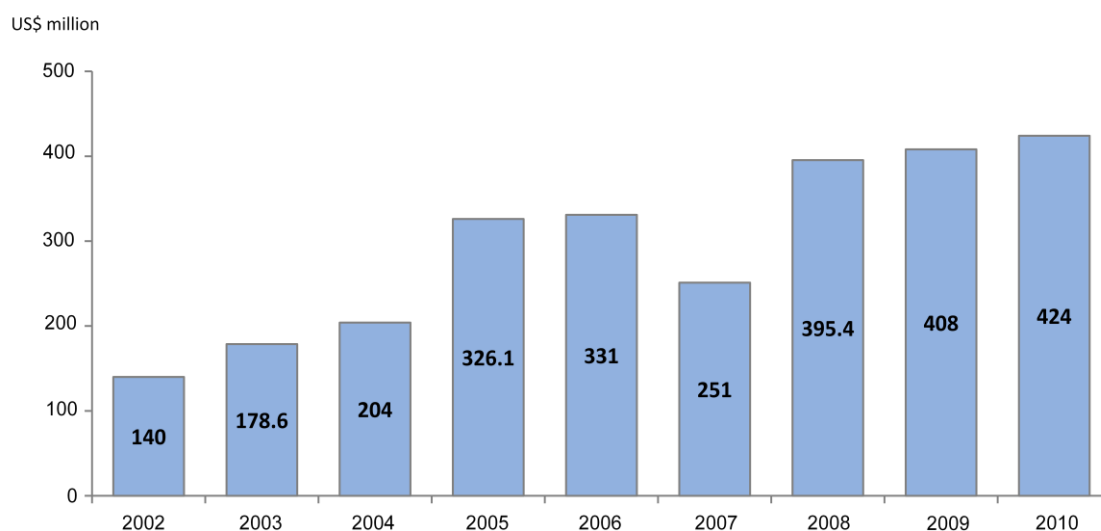
208. Asia was the main source of food, supplying 1.28 million mt valued at US\$540 million, followed by Africa with 985,000 mt valued at US\$329 million. In 2010 WFP agreed to purchase 13,000 mt of wheat – enough to feed 500,000 people for three months – from the Afghanistan Ministry of Agriculture, Irrigation and Livestock with funds provided by the United States Agency for International Development (USAID). WFP also bought 85,000 mt of wheat from Ethiopia.

209. WFP purchased 85,000 mt of food through the FPF on the basis of aggregate forecast needs rather than project-specific needs, much of it for beneficiaries affected by drought in the Horn of Africa and the Sahel. Average delivery times were cut by 30–60 days in 2010 from 117 days before the introduction of FPF in 2008.

Advance Financing in Sudan

Working-capital financing of US\$186.8 million was approved to purchase 182,000 mt of food and meet delivery and support costs. Pre-positioning of food was completed before the rainy season in Darfur and Southern Sudan, when these areas became inaccessible by land. These actions secured the food needs of 5 million beneficiaries and avoided airlifts, which cost five times more than land transport.

210. WFP purchased goods and services worth US\$424 million in 2010, the largest amount ever (see Figure 15). Warehousing, logistics and vehicles accounted for a quarter of these purchases. Three quarters of the goods and services were purchased from developing countries.

Figure 15: WFP Procurement of Goods and Services

211. On 1 December 2009 the WFP, FAO and IFAD Inter-Institutional Coordination Committee endorsed the Common Procurement Team concept; pilot implementation started in January 2010. Using the standard rules and procedures for joint tendering for common goods, works and services at the agencies' headquarters, the team launched 17 tenders valued at US\$22 million and exceeded the savings target of 3 percent or US\$660,000. A report on the initiative will be made in 2011.

ICT support and information sharing

212. Full ICT services were available in 99.8 percent of WFP offices in 2010, compared with 99.5 percent in previous years, in line with WFP's policy is that humanitarian personnel must have access to communications facilities at all times. Reliable communications are essential in every operation, but standards must be particularly stringent in hazardous areas. Building on United Nations policies and procedures, WFP sets minimum security telecommunications standards (MISTS) for all operations relating to equipment, maintenance, procedures and security network control staff.

213. WFP continued to develop WINGS II capability during 2010, following the upgrade from WINGS in July 2009. The work included addressing the initial problems expected with a new ICT system, revising processes in the light of use and testing, and establishing a wider and more robust range of management and donor reporting tools. WINGS II supports International Public Sector Accounting Standards (IPSAS) requirements, which are embedded in day-to-day financial processes. The Secretariat will report to the Board in June 2011 after a review by an external consultant of the efficiencies generated by WINGS II using common audit methods.

Table 6: Internal Business Processes

	2010	2009	Comparative Performance
% of resources allocated to 80% largest countries' requirements	85	83	●
Availability of ICT services (%)	99.84	99.50	●

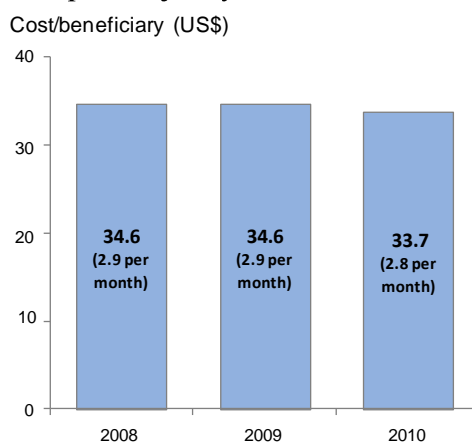
Management Result Dimension 5 – Operational Efficiency

214. Operational efficiency refers to the provision of services that lead directly to effective delivery of programmes and projects: these include project design, fund management and implementation, transport, distribution and pipeline management, and partnerships and stakeholder involvement.

Project design, fund management and implementation

215. The average cost per beneficiary of WFP's operations fell by 3 percent between 2008 and 2010 to US\$33.7 (see Figure 16). This reduction suggests an improvement in operational efficiency, but it has to be analysed in the light of country contexts.

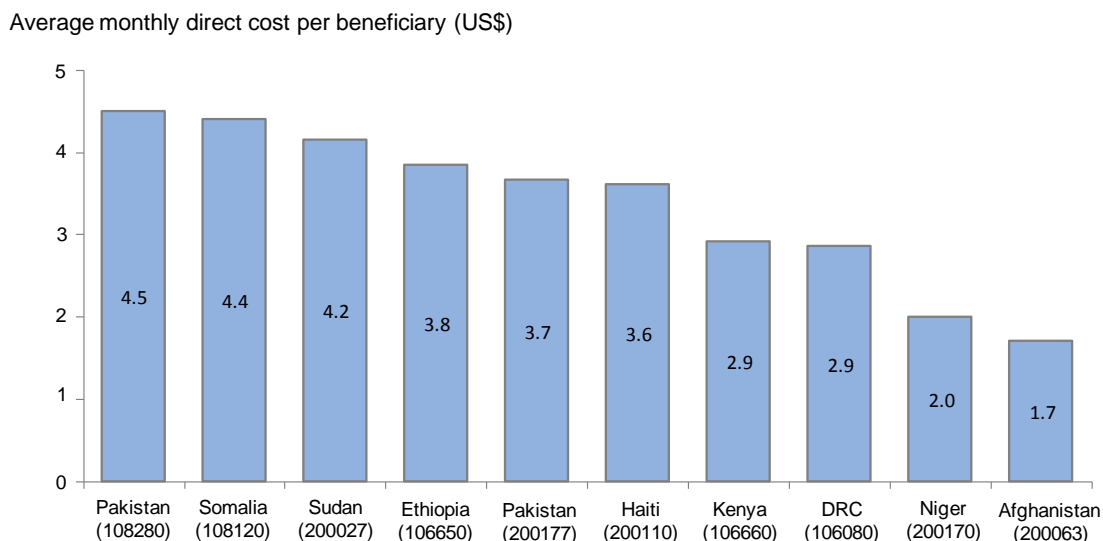
Figure 16: Average Annual Direct Costs per Beneficiary²³



216. The highest costs in 2010 were for EMOPs in insecure areas such as parts of Pakistan, Somalia and Sudan (Figure 17), reflecting significant logistics obstacles in reaching beneficiaries and the need for additional security arrangements.

²³ Direct costs as per Financial Statement V.

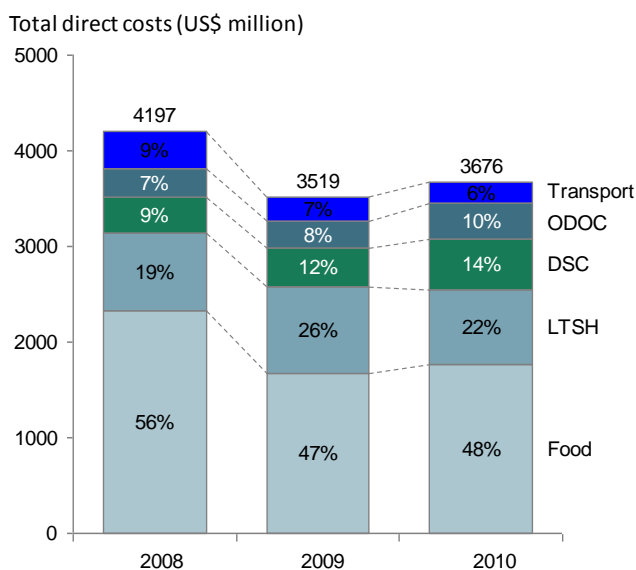
Figure 17: Average Monthly Direct Cost per Beneficiary



217. Food has traditionally accounted for 50 percent of WFP’s direct expenses, but in 2009 and towards the end of 2010, when international food prices were rising, the proportion fell to 48 percent: this can be partly attributed to the implementation of cash transfer and voucher programmes.

218. The increased proportion of ODOC and DSC reflected the larger number of high-security environments in which WFP operates, the set-up costs of the emergencies in Haiti, Niger and Pakistan, the increase in non-food SOs and the move from food aid to food assistance. Transport and landside transport, storage and handling (LTSH) accounted for a smaller proportion of direct costs in 2010 than in 2009 (see Figure 18).

Figure 18: Percentage of Direct Costs by Cost Component



Transport and Delivery

219. At the onset of the 2010 crises, WFP logistics responded within 24 to 48 hours to assess situations and augment logistics capacity. The five United Nations humanitarian resource depots (UNHRDs) facilitated the immediate deployment of food, non-food items and operational support equipment within 48 hours of a request. The WFP Aviation Branch identified a commercial air operator within three hours of a request, and positioned helicopters and aircraft within 72 hours. WFP delivered from 40,000 mt to 50,000 mt of food by sea, which provided a unique capacity to re-direct cargoes at short notice to meet urgent requirements.

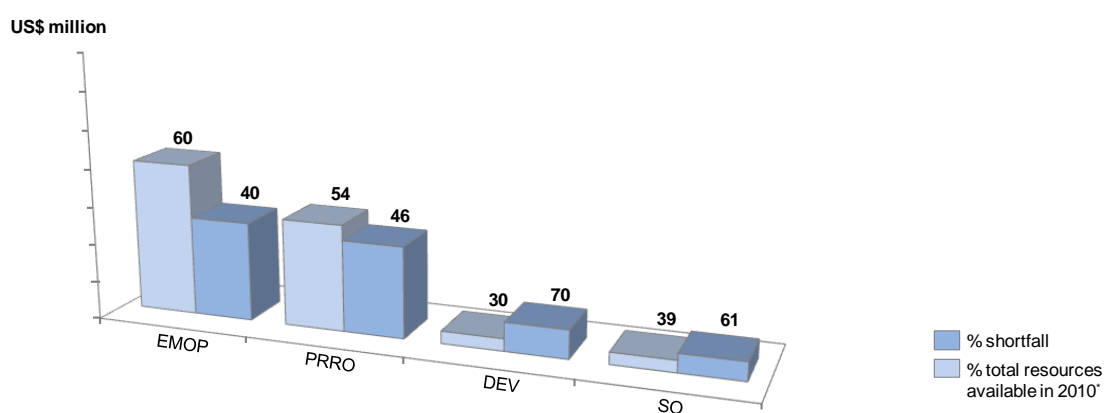
220. In support of WFP's surge capacity in emergencies, 18 stand-by partners provided staff specializing in aviation, logistics, engineering, programming and communications. In 2010 standby partners provided 166 personnel for deployment, of whom 52 were part of the service packages in Haiti, Pakistan and other protracted emergencies. In support of the Pakistan operation, an air transport officer from RedR, an international NGO providing recruitment, training and support services for humanitarian organizations, was deployed within 24 hours.

221. WFP used the GT Nexus Container Tracking System to monitor movements worldwide to give country offices greater visibility of cargoes at sea. WFP moves 55,000 containers every year from 80 loading ports to 70 discharge ports, using 60 shipping lines. Tracking the containers is challenging, but the system provides weekly automated messages for country offices detailing containers due in the coming 30 days.

Distribution and pipeline management

222. In 2009 and 2010 actual food distributions were 70 percent of the planned level. In 2010, 93 percent of planned beneficiaries were reached, compared with 87 percent in 2009. Shortfalls presented major challenges to many WFP operations: only 30 percent of development needs were met in 2010, and SOs received only 39 percent of needs (see Figure 19). Shortfalls had less effect on smaller operations: shortfalls for the 20 countries with the largest resource requirements accounted for only 4 percent of requirements.

Figure 19: Percentage of Shortfall by Programme Category



¹Includes carry over, directed multilateral resources, multilateral resources, resource transfer and cost recovery. Based on 2010 Programme of Work/WINGS II.

223. Most operations facing significant shortfalls aimed to maintain the number of beneficiaries by reducing the amount of food provided; others gave priority to life-saving interventions. In some cases IRA helped to prevent pipeline breaks, as in the Sudan, or facilitated WFP's assistance, for example for refugees in Rwanda and for Somali refugees and IDPs in Yemen.

Coping with Pipeline Breaks in Sudan

In view of the resource shortfalls early in 2010, WFP revised its planned assistance for the Sudan to prioritize life-saving activities. Even so, it had to reduce assistance for some life-saving activities. In Southern Sudan, WFP focused on 1.9 million people who were severely food-insecure and cut assistance to the 600,000 who were moderately food-insecure and suspended support for DDR for 30,000 ex-combatants and their families. All FFT in Southern Sudan was halted, affecting 57,000 people. Food for education in central and eastern Sudan was suspended for 180,000 beneficiaries, as was the WFP Girls' Incentive project for 81,000 girls in Southern Sudan. Corn-soya blend was re-allocated from school feeding to blanket supplementary feeding for 450,000 children under 5 during the hunger period.

Partnership/Stakeholder Involvement

224. About 2.2 million mt of WFP food – 50 percent – was distributed through NGO partners in 2010; 90 percent of country offices recorded operational partnerships with NGOs, which were particularly active in general food distributions, MCHN and FFT. World Vision International remained WFP's main NGO partner, collaborating in 41 projects in 30 countries. Other major NGO partners were: Save the Children International, CARE International, Catholic Relief Services, and Plan International. In 2010, WFP partnered with 2,000 NGOs – 200 international and 1,800 local and community organizations, a 17 percent decrease from 2009.

225. The decrease was primarily caused by the reduction in the number of NGO and community-based organization (CBO) partners in Colombia from 666 in 2009 to 391 in 2010, largely as a result of adjustments in data collection criteria that reclassified several partners. In Guinea, the number of NGO partners from 68 to 10 was reduced because financial constraints and pipeline breaks hampered some activities: FFW was suspended, with priority given to school feeding and nutritional assistance programmes. In the Sudan, the number of partners fell from 174 to 140, partly because some NGOs discontinued their operations in insecure areas – in some of these cases WFP resorted to direct distributions – and partly because some small CBOs did not meet WFP's performance indicators. The issue is being addressed through capacity-building for CBOs and attempts to create cooperatives.

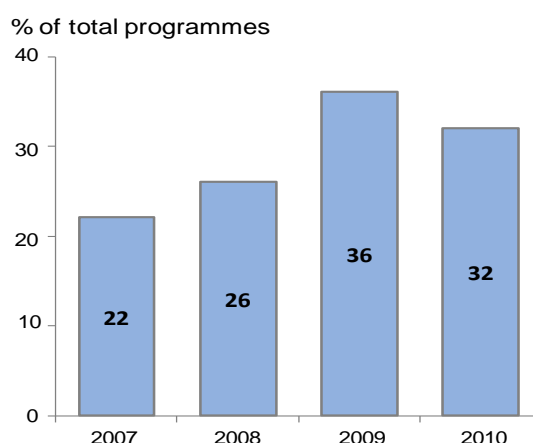
226. In Niger, food distributions increased ten-fold in response to the crisis. The challenge was managed by increasing the number of partnerships with international and local NGOs from 36 to 53, which provided the expertise to implement and monitor large-scale distributions.

227. To enhance coherence and efficiency, WFP increasingly planned and designed operations jointly; it also used joint advocacy and harmonized its operations with other United Nations organizations to maximize development impact. This work included harmonization and simplification of business practices for procurement, ICT and the harmonized approach to cash transfer (HACT). In 2010, WFP collaborated with United Nations agencies in 71 joint programmes²⁴ in 46 countries; 32 percent of WFP projects were part of joint United Nations programmes, compared with 36 percent in 2009, because of technical adjustments to joint programmes in Guinea, Malawi and Mozambique (see Figure 20). In sub-Saharan Africa, 80 percent of WFP's 35 country offices had at least one joint United Nations programme in 2010. WFP's leadership in the logistics and ICT services was significant in achieving cost efficiencies that benefited the entire humanitarian community.

228. Collaboration among FAO, IFAD and WFP was enhanced through joint pilot actions identified in late 2009. WFP and FAO continued to collaborate in 93 projects in 56 countries, mainly in agriculture, food security thematic groups and assessments. WFP and IFAD collaborated in 14 projects in 15 countries, mainly FFW, FFT and micro-credit programmes. An example of country-level collaboration in the transition from relief to recovery is the establishment by WFP, FAO and IFAD of a joint food-security task force to support the Government of Haiti in implementing immediate, medium-term and long-term food assistance and integrating agricultural production and social safety nets.

229. The United Nations Development Programme (UNDP), UNICEF, FAO, WHO and the Office of the United Nations High Commissioner for Refugees (UNHCR) remained the top five United Nations partners in terms of project collaboration; the International Organization for Migration (IOM), the International Committee of the Red Cross (ICRC) and the International Federation of Red Cross and Red Crescent Societies (IFRC) were the major international organization partners. WFP signed a global MOU with UNDP covering livelihoods and recovery, climate change and DRR, and increased collaboration through the cluster system. WFP also finalized an MOU with the United Nations Population Fund (UNFPA) on collaboration in emergency, transition and development contexts, including gender aspects, by: i) accelerating access to reproductive health supplies through logistics cooperation; ii) using the UNHRDs to position the supplies; and iii) preventing sexual and gender-based violence among vulnerable groups.

²⁴ A joint programme or project involves two or more agencies carrying out assessments of problems and design of interventions with shared objectives, actions, timeframes and resource requirements, with clear delineation of responsibilities. Such programmes are outlined in a single operational document that describes the linkages and responsibilities of all parties.

Figure 20: Percentage of Programmes that are Joint Programmes**Delivering-as-One: Delivering Improved Efficiency**

A number of the Delivering-as-One countries have harmonized and simplified their business practices. In Mozambique, for example, a 2010 report on aid effectiveness²⁵ found that joint negotiations by United Nations agencies for the provision of security services reduced security costs from the initial proposal of US\$1,025 per month to US\$780 per month. Joint negotiation of an HACT audit reduced costs by 15 percent. A business process analysis showed that harmonized procurement would save 10 percent to 15 percent of the transaction cost of every item procured, and up to 10 percent of working hours; it also demonstrated that long-term agreements with vendors using the same procurement methods would save US\$700 and 17 working hours per transaction.

Table 7: Operational Efficiency

	2010	2009	Comparative Performance
Actual food distribution vs. planned (%)	70	71	●
Actual beneficiaries vs. planned (%)	93	87	●
% of operations with reduced actual beneficiaries compared with planned	58	53	●
% of WFP programmes that are joint programmes	32	36	●

²⁵ The January 2010 edition of the Delivering-as-One newsletter in Mozambique, a pilot country.

Lessons Learned

230. WFP's 2010 experiences identified lessons that apply to all or most of the management dimensions and issues that undermine its ability to address hunger effectively.

- Resource levels must be maintained to enable WFP to maintain progress in addressing hunger: there are indications that hunger is likely to increase, at least in the short term, and in the current economic downturn resource mobilization has become increasingly challenging. The situation is exacerbated by the fact that a large proportion of WFP's resources are tied: more flexible resources would increase WFP's ability to develop creative and innovative interventions.
- Advanced funding mechanisms such as IRA and the Forward Purchase Facility were vital in 2010 in providing immediate financing for emergencies and in preventing pipeline breaks. Advanced purchase facilities made it possible to pre-position stocks, improve pipeline management and reduce the average lead time by two to three months. Advance funding mechanisms helped WFP to manage the food price increases in the second half of 2010. Increased support for these mechanisms would result in improved efficiency.
- An increasing proportion of WFP's operations are located in insecure areas. Many of the vulnerable poor people whom WFP seeks to assist live in complex security environments. Insecurity exposed WFP staff and beneficiaries to major risks of attack in 2010: it endangered lives, disrupted operations and resulted in asset losses. Rigorous application of security risk management (SRM) has improved the security of WFP staff, beneficiaries and assets: it must continue to be applied and must include reviews of standard operating systems and exchanges of experience among country offices. Sound SRM will identify and mitigate new threats and will help to mitigate existing security risks and minimize potential damage and disruption.



PART IV – LOOKING FORWARD

Heightened Pressure on WFP's Resources

Increasing Food Prices

231. From 2011, factors such as increasing food and fuel prices, instability in North Africa and the Middle East, and growing demand for development resources will significantly increase the pressure on WFP's already stretched resources. In view of this, WFP will have to be prepared to work in a context of:

- increases in operational budgets to maintain beneficiary numbers as the costs of food and transport increase;
- increased demand for WFP assistance as new beneficiaries are unable to meet their food requirements because of price increases; and
- reduced contributions as donor countries seek to balance their budgets.

232. Three years after the 2008 crisis, international food prices began to rise again. This affects some countries more than others: in some parts of Africa, for example, good maize harvests have helped to mitigate the shock, but price volatility hits poor people hardest because they spend most of their income on feeding their families.

233. The FAO Food Price Index rose for the eighth consecutive month in February 2010. It averaged 236 points in February 2011, the highest level since January 1990 when the index was started and an increase of 2.2 percent from January 2011. The FAO Cereal Price Index averaged 254 points, an increase of 3.7 percent from January and the highest since July 2008. International wheat prices rose by 7 percent, and the benchmark United States wheat price was 75 percent higher than a year ago.

234. Rising food prices mean that WFP has to pay more for the food it purchases on the market. If WFP is unable to obtain additional resources to cover the higher cost of food, its purchasing power will diminish and there will be less food to feed the hungry. WFP estimates that every 10 percent increase in the cost of the food basket adds an extra US\$200 million to the food budget. Between November 2010 and February 2011, costs rose by 14 percent.

235. If prices continue to rise, or if they stay at high levels for the rest of the year, a serious budget gap will result. WFP has already taken action to limit the impact of rising food prices on its budget and its ability to provide food assistance by:

- procuring more food from local markets: the increase in global food prices has had a limited effect on local markets, so purchasing more from this source has helped to reduce the impact;
- forward purchasing in a rising market to take advantage of the time lag between price increases and the impact on operations: WFP made several forward-purchase deals in 2010 when prices were relatively low, and is looking into hedging options with support from the World Bank; and

- pre-positioning stocks, which also takes advantage of the time lapse between prices going up and the effect being felt on operations.

Increasing Fuel Prices

236. Increasing unrest in North Africa and the Middle East in 2011 resulted in upward pressure on oil prices. If the US\$25 per barrel increase since the start of 2011 is sustained it could seriously affect advanced economies. For WFP, oil price increases have three effects:

- the costs of shipping and transport go up, so WFP spends more to reach the same beneficiaries;
- the budgets of host governments are affected, so their ability to support WFP's activities is constrained; and
- the cost of agricultural inputs goes up, resulting in higher costs for farmers in developed countries who must raise their prices accordingly; it also puts more inputs beyond the reach of marginal farmers in developing countries, who produce less as a result and so are unable to benefit from improvements in market prices.

Instability in North Africa and the Middle East

237. Rising food prices and concern about access to food contributed to the protests in North Africa and the Middle East in early 2011: in many cases demonstrators brandished loaves of bread or displayed banners expressing anger about the rising cost of staple foods. When it comes to food, the margin between stability and chaos is thin, and market volatility can quickly turn into public unrest. The impacts of continued instability are likely to include: i) increased demand for WFP assistance from countries that have not been among its usual beneficiaries; and ii) reduced contributions from countries affected by civil unrest, many of which have recently become donors to WFP.

Increasing Pressure on Resources for Development

238. As the major EMOPs of 2010 give way to relief and recovery during 2011, long-standing PRROs in nine countries that account for 4 million beneficiaries are expected to transition to development programmes. As more PRROs transition to development, the pressure on declining development resources will become increasingly acute. Resources for development have averaged 8 percent of WFP's resources in the last few years, and development activities have been significantly underfunded for many years: unless there is a significant increase in development resources to meet the increased demand, WFP will be unable to complete interventions intended to consolidate the achievements of recovery programmes.

Enhancing Resource Mobilization

239. WFP will increase its work to encourage increased flexibility in its funding on the basis of project planning, resource management and multilateral prioritization.
240. Twinning has tremendous potential: a cash contribution twinned to provide the costs for a food contribution can provide up to three times more food than if the cash were used to purchase the food and pay the associated costs. Twinning can also reduce the effects of volatility in international markets by enabling WFP to procure food from market and non-market sources. In 2010, WFP twinned 170,000 mt of in-kind contributions from 11 countries valued at US\$115 million. For 2011, WFP is seeking US\$287 million in cash contributions to twin with 620,000 mt of in-kind contributions already donated.

Capacity Development

241. Capacity development is increasingly being expanded to cover training in supply-chain management, food security and nutrition analysis, early warning, disaster management, beneficiary targeting, project management and monitoring and evaluation – WFP’s areas of expertise – and assistance to enable governments to assume full ownership of WFP-assisted programmes.
242. WFP is designing tools for country offices to: i) improve the measurement of progress in capacity development; ii) support hand-overs based on sound indicators; iii) identify institutional constraints that limit progressive assumption of responsibility for programmes and leadership in establishing hunger solutions; and iv) design technical assistance to address identified needs. Pilot countries are being identified; by mid-2011, country offices will be supported with tools to measure progress towards Strategic Objective 5.

Meeting the Highest Standards of Managerial Control, Risk Management and Accountability

243. WFP has led the way in the United Nations in applying the more robust accounting standards of IPSAS and introducing an organization-wide resource planning system in WINGS II. WFP is committed to building on this success by assessing the effectiveness of internal controls against best practice, enhancing its risk-management systems and instituting clearer processes for internal and external accountability.
244. WFP is committed to achieving its Strategic Objectives cost-effectively. To ensure that its management control environment is robust and effective, WFP is adapting its systems to include internal control best practices to maximize operational effectiveness and increase the reliability of financial reporting and compliance.
245. An important component of the SMCA project is risk management, which is crucial to enable WFP to handle the uncertainty inherent in its activities. The nature of hunger and its relation to crises makes WFP’s work particularly prone to uncertainty, in that it must be ready to respond to sudden needs anywhere at any time. But it must do so without weakening ongoing operations. Even though most staff already manage risks and opportunities on a daily basis, an integrated system is being rolled out that will embed risk management in all of WFP’s managerial procedures.



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ANNEX I: WFP'S CONTRIBUTION TO THE MILLENNIUM DEVELOPMENT GOALS**KEY FIGURES**

2008	2009	2010	
MDG 1 Eradicate extreme poverty and hunger			
BENEFICIARIES			
102.1	101.8	109.2	million hungry people in 75 countries (75 countries in 2009, 77 countries in 2008)
83.9	84.1	89.0	million women and children
1.9	2.0	2.1	million refugees
9.5	14.1	15.4	million internally displaced people
0.9	2.1	3.1	million returnees
N.A.	1.0	2.9	million 'cash and vouchers' beneficiaries
QUANTITY OF FOOD AID			
3.9	4.6	4.6	million mt of food distributed
2.8	2.6	3.2	million mt of food procured
DEVELOPING COUNTRIES AND WFP ASSISTANCE			
87.7	89.7	94.0	percent of development multilateral resources reaching concentration criteria countries
66.0	70.0	71.0	percent of development resources reaching least-developed countries
75.6	82.0	83.0	percent of food procured, by tonnage in developing countries
68.0	67.1	61.2	percent of WFP's resources reaching sub-Saharan African countries
MDG 2 Achieve universal primary education			
20.5	20.7	21.1	million schoolchildren received school meals/take-home rations ¹
49.3	46.7	48.5	percent were girls
MDG 3 Promote gender equality and empower women			
51.9	52.2	51.2	percent of beneficiaries were women or girls
266	342	264	thousand women were in leadership positions on food management committees
6.7	6.5	5.2	million women received household food rations at distribution points in general food distributions
5.1	5.2	4.9	million household food entitlements were issued in women's names for general food distributions
MDG 4 Reduce child mortality			
62.2	62.1	66.1	million children were assisted in WFP operations
6.3	5.9	8.5	million malnourished children received special nutritional support
MDG 5 Improve maternal health			
2.8	2.8	2.7	million vulnerable women received additional nutritional support

¹ In addition, 1.2 million schoolchildren benefitting from WFP-managed trust fund in Honduras.

ANNEX I: WFP'S CONTRIBUTION TO THE MILLENNIUM DEVELOPMENT GOALS**KEY FIGURES**

2008	2009	2010	
MDG 6 Combat HIV/AIDS, malaria and other diseases			
17	15	16	of the 25 highest HIV and AIDS prevalence countries received WFP assistance
2.4	2.6	2.5	million people affected by HIV and AIDS received WFP food assistance
47	43	41	countries received assistance for TB and HIV and AIDS prevention activities
MDG 7 Ensure environmental sustainability			
21.3	20.4	24.3	million people received WFP food as an incentive to build assets, attend training, build resilience to shocks and preserve livelihoods
MDG 8 Develop a global partnership for development			
15	18	18	stand-by partners
10	9	10	FAO/WFP crop and food supply assessment missions conducted
14	13	7	UNHCR/WFP joint assessment missions conducted
194.3	145.3	154.6	US\$ million support provided by corporate and private entities donating cash and in-kind gifts
2 837	2 398	3 505	non-governmental organizations worked with WFP

ANNEX II A: WFP STRATEGIC RESULTS FRAMEWORK (STRATEGIC PLAN 2008–2013)

Please note:

The framework pertains to all results obtained with WFP assistance and support for households, communities, governments and other entities such as schools.

Types of indicators are distinguished in the framework by font:

- Regular text: Internationally recognized indicators, based on agreed standards and used by United Nations agencies
- Bold: Developed in cooperation with WFP's operational partners
- Italic: WFP-specific methodological standards



STRATEGIC OBJECTIVE 1: SAVE LIVES AND PROTECT LIVELIHOODS IN EMERGENCIES			Contribution to MDGs 1 and 4
Goals			
1. To save lives in emergencies and reduce acute malnutrition caused by shocks to below emergency levels 2. To protect livelihoods and enhance self-reliance in emergencies and early recovery 3. To reach refugees, IDPs and other vulnerable groups and communities whose food and nutrition security has been adversely affected by shocks			
Outcome	Indicator	Corporate target and performance measure ¹	Project target and data source
Outcome 1.1: Reduced or stabilized acute malnutrition in target groups of children and/or populations	1.1.1 Prevalence of acute malnutrition among children under 5 ² (weight-for-height as %) ³	Reduction in acute malnutrition prevalence achieved among children under 5 for 80% of projects	Target: Population-specific – Reduction in acute malnutrition prevalence rate Source: Survey data and/or monitoring data
		Stabilized prevalence of acute malnutrition among children under 5 for 80% of projects	Target: Population-specific – Acute malnutrition prevalence rate stabilized at pre-emergency levels Source: Survey data and/or monitoring data
	1.1.2 Prevalence of low mid-upper arm circumference (MUAC) among children under 5 ^{4,5}	Low MUAC prevalence stabilized for 80% of projects	Target: Population-specific – Stabilized prevalence of low MUAC Source: Survey data or assessment data
Outcome 1.2: Reduced or stabilized mortality in target groups of children under 5 and adult populations ⁶	1.2.1 Crude mortality rate (CMR)	Reduction in CMR achieved for 100% of projects	Target: Population-specific – Reduction in CMR Source: Annual survey data
		Stabilized CMR for 100% of projects	Target: Population-specific – CMR stabilized at pre-emergency levels Source: Annual survey data
	1.2.2 Age-specific mortality rate for children under 5 (ASMR-U5) ⁷	Reduction in ASMR-U5 achieved for 100% of projects	Target: Population-specific – Reduction in ASMR-U5 Source: Annual survey data
		Stabilized ASMR-U5 for 100% of projects	Target: Population-specific – ASMR-U5 stabilized at pre-emergency levels Source: Annual survey data
Outcome 1.3: Improved food consumption over assistance period for target households ⁸	1.3.1 Household food consumption score	Score exceeded the threshold for 80% of projects	Target: Food consumption score exceeded 21 or 28 ⁹ for target households Source: Annual survey data

¹ Only projects aligned with a specific Strategic Objective report on corporate indicators. Results analysis will only include data reported from these projects.

² Projects targeting children under 2 should measure prevalence of acute malnutrition of this target group.

³ The prevalence rate of acute malnutrition among children under 5 is a proxy for the nutritional status of the population.

⁴ Prevalence of low MUAC among children under 5 is a proxy for the nutritional status of the population.

⁵ Projects targeting children under 2 should measure prevalence of low MUAC in this target group.

⁶ This outcome is appropriate for large emergency operations.

⁷ The ASMR-U5 expresses risk relative to the mid-interval population, similar to crude and other age-specific mortality rates.

⁸ Results will be disaggregated by target groups: IDPs, refugees, conflict- and/or disaster-affected households with school children or hosting orphans and other vulnerable children (OVC).

⁹ Threshold depends on local eating habits and diet.



STRATEGIC OBJECTIVE 1: SAVE LIVES AND PROTECT LIVELIHOODS IN EMERGENCIES			Contribution to MDGs 1 and 4
Goals 1. To save lives in emergencies and reduce acute malnutrition caused by shocks to below emergency levels 2. To protect livelihoods and enhance self-reliance in emergencies and early recovery 3. To reach refugees, IDPs and other vulnerable groups and communities whose food and nutrition security has been adversely affected by shocks			
Outcome	Indicator	Corporate target and performance measure ¹	Project target and data source
Outcome 1.4: Stabilized enrolment of girls and boys at high risk of dropping-out from target primary schools	1.4.1 <i>Retention rate</i>	Retention rate met for 80% of projects	Target: Retention rate reached 70% for girls and boys in emergency situations Source: Survey data
Outcome 1.5: Maintained access to services for anti-retroviral therapy (ART), tuberculosis (TB) treatment and/or prevention of mother-to-child transmission (PMTCT)	1.5.1. <i>Default rate</i> ¹⁰	Target met for 80% of projects	Target: Population-specific – Access to services maintained at pre-emergency levels. Source: Survey data and/or monitoring data
Output	Indicator		
Output 1.1 ¹¹ : Food and non-food items distributed in sufficient quantity and quality to target groups of women, men, girls and boys under secure conditions (to be used for Strategic Objectives 1–4)	1.1.1	Number of women, men, girls and boys receiving food and non-food items, by category and as % of planned figures	
	1.1.2	Tonnage of food distributed, by type, as % of planned distribution ¹²	
	1.1.3(a)	Quantity of fortified foods, complementary foods and special nutritional products distributed, by type, as % of planned distribution	
	1.1.3(b)	Quantity of fortified foods, complementary foods and special nutritional products distributed, by type, as % of actual distribution	
	1.1.4	Quantity of non-food items distributed, by type, as % of planned distribution	
	1.1.5	Number of security incidents	
Output 1.4 School feeding coverage aligned with programme of work	1.4.1	Number of schools assisted by WFP	

¹⁰ This indicator will be reported towards universal access to services for ART, TB treatment and/or PMTCT.

¹¹ This is the corporate output to be reported for all activities that include distribution of food and/or non-food items. Additional outputs are to be reported as they apply, by Strategic Objective.

¹² Planned distribution includes quantity, quality and timeliness.



STRATEGIC OBJECTIVE 2: PREVENT ACUTE HUNGER AND INVEST IN DISASTER PREPAREDNESS AND MITIGATION MEASURES			Contribution to MDGs 1 and 7
Goals 1. To support and strengthen capacities of governments to prepare for, assess and respond to acute hunger arising from disasters 2. To support and strengthen resiliency of communities to shocks through safety nets or asset creation, including adaptation to climate change			
Outcome	Indicator	Corporate target and performance measure	Project target and data source
Outcome 2.1: Early-warning systems; contingency plans; ¹³ food security monitoring systems set in place and enhanced with WFP capacity development support	2.1.1 Disaster preparedness index	Government capacity strengthened as per plan for 80% of countries supported	Target: Disaster preparedness index reached at or greater than 7, indicating that government capacity in disaster preparedness and food security information management increased with WFP support Source: Annual monitoring and/or survey data
Outcome 2.2: Adequate food consumption over assistance period reached for target households at risk of falling into acute hunger	2.2.1 <i>Household food consumption score</i>	Score exceeded the threshold for 80% of projects	Target: Food consumption score stabilized at or greater than 35/42 for target households Source: Annual survey data
Outcome 2.3: Hazard risk reduced at community level in target communities	2.3.1 <i>Household asset score</i> ¹⁴	Risk reduction and disaster mitigation assets increased for 80% of projects	Target: Asset score threshold set to capture increase (created or restored) in household disaster mitigation assets over base level Source: Survey data
	2.3.2 <i>Community asset score</i> ¹⁵	Risk reduction and disaster mitigation assets increased for 80% of projects	Target: Asset score threshold set to capture increase (created or restored) in community disaster mitigation assets over base level Source: Survey data
Output	Indicator		
(refer to Output 1.1 for distribution of food and/or non-food items)			
Output 2.1: Disaster mitigation measures set in place with WFP capacity development support	2.1.1 Risk reduction and disaster preparedness and mitigation systems set in place, by type (early-warning systems; contingency plans; food security monitoring systems, etc.)		
Output 2.3: Built or restored disaster mitigation assets by target communities	2.3.1 Risk reduction and disaster mitigation assets created or restored, by type and unit of measure (area in hectares protected/improved; number of trees planted; dams constructed, etc.)		

¹³ Refers to government or inter-agency contingency plans

¹⁴ In this context, **household disaster mitigation assets** include **natural** assets such as water, fruit trees and **physical** assets such as ploughs and fishing gear.

¹⁵ In this context, **community disaster mitigation assets** include assets such as **natural** windbreaks, trees planted and **physical** assets such as dykes, shock-resistant roads.



STRATEGIC OBJECTIVE 3: RESTORE AND REBUILD LIVES AND LIVELIHOODS IN POST-CONFLICT, POST-DISASTER OR TRANSITION SITUATIONS			Contribution to MDGs 1 and 7
Goals			
1. To support the return of refugees and IDPs through food and nutrition assistance 2. To support the re-establishment of the livelihoods and food and nutrition security of communities and families affected by shocks 3. To assist in establishing or rebuilding food supply or delivery capacities of countries and communities affected by shocks and help to avoid the resumption of conflict			
Outcome	Indicator	Corporate target and performance measure	Project target and data source
Outcome 3.1: Adequate food consumption over assistance period reached for target households, communities, IDPs and refugees ¹⁶	3.1.1 Household food consumption score	Score exceeded the threshold for 80% of projects	Target: Food consumption score exceeded 35/42 for target households Source: Annual monitoring and/or survey data
	3.1.2 Coping strategy index	Reliance on negative coping mechanisms decreased for 80% of projects	Target: Coping strategy index ¹⁷ stabilized or decreased for target communities Source: Annual monitoring and/or survey data
Outcome 3.2: Increased access to assets in fragile, transition situations for target communities	3.2.1 Community asset score ¹⁸	Functioning, useful productive assets increased for 80% of projects	Target: Asset score threshold set to capture increase (created or restored) in functioning productive community assets over base level Source: Survey data
Outcome 3.3: Stabilized enrolment for girls and boys, including IDPs and refugees, in assisted schools at pre-crisis levels	3.3.1 Retention rate	Retention rate met for 80% of projects	Target: Retention rate reached 85% for girls and boys in post-crisis situations Source: Survey data
	3.3.2 Enrolment: average ¹⁹ annual rate of change in numbers of girls and boys enrolled	Annual rate of increase of 5% met or exceeded for 80% of projects	Target: Annual rate of increase in numbers of girls and boys enrolled reached 5% Source: Annual monitoring and/or survey data
Outcome 3.4 (a): Reduced acute malnutrition in target groups of children and/or populations	3.4.1 Prevalence of acute malnutrition among children under 5 (weight-for-height as %)	Reduction in acute malnutrition prevalence achieved among children under 5 for 80% of projects	Target: Population-specific – Reduction in acute malnutrition prevalence rate Source: Survey data and/or monitoring data
	3.4.2 Prevalence of low mid-upper arm circumference MUAC among children under 5	Low MUAC prevalence stabilized for 80% of projects	Target: Population-specific – Stabilized prevalence of low MUAC Source: Survey data and/or assessment data
Outcome 3.4 (b): Reduced stunting in targeted children/targeted populations in post-crisis	3.4.3 Prevalence of stunting among children under 2 (height-for-age as %)	Reduction in stunting prevalence achieved among children under 2 for 80% of projects	Target: Population-specific – Reduction in prevalence rate of stunting Source: Survey data and/or monitoring data

¹⁶ Results will be disaggregated by target groups: IDPs, refugees, conflict-affected, disaster-affected, households with school children or hosting OVC.

¹⁷ Index is based on productive/household assets, children in schools and level of indebtedness.

¹⁸ In this context, **community assets** include **natural** assets such as ponds and springs, **physical** assets such as dams, roads to markets and **social infrastructure** assets such as schools, health centres) assets

¹⁹ Average is calculated by dividing the sum of annual rate of change of each school surveyed by total number of target schools.



STRATEGIC OBJECTIVE 3: RESTORE AND REBUILD LIVES AND LIVELIHOODS IN POST-CONFLICT, POST-DISASTER OR TRANSITION SITUATIONS			Contribution to MDGs 1 and 7
Goals 1. To support the return of refugees and IDPs through food and nutrition assistance 2. To support the re-establishment of the livelihoods and food and nutrition security of communities and families affected by shocks 3. To assist in establishing or rebuilding food supply or delivery capacities of countries and communities affected by shocks and help to avoid the resumption of conflict			
Outcome	Indicator	Corporate target and performance measure	Project target and data source
situations			
Outcome 3.5: Improved adherence to ART and/or TB treatment	3.5.1 Adherence rate ²⁰	Adherence rate reached for 80% of projects	Target: Population-specific– Adherence rate to ART and/or TB treatment Source: Survey and/or monitoring data
Output	Indicator		
(refer to Output 1.1 for distribution of food and/or non-food items)			
Output 3.2: Developed, built or restored livelihood assets by targeted communities and individuals	3.2.1 Number of community assets created or restored by targeted communities and individuals 3.2.2 Number of women and men trained in livelihood-support thematic areas		
Output 3.3: School feeding coverage aligned with programme of work	3.3.1 Number of schools assisted by WFP		

²⁰ This indicator will be reported separately for ART and/or TB treatment.



STRATEGIC OBJECTIVE 4: REDUCE CHRONIC HUNGER AND UNDERNUTRITION			Contribution to MDGs 1, 2, 3, 4, 5 and 6
Goals			
1. To help countries to bring undernutrition below critical levels and break the inter-generational cycle of chronic hunger 2. To increase levels of education and basic nutrition and health through food and nutrition assistance and food and nutrition security tools 3. To meet the food and nutrition needs of those affected by HIV and AIDS, TB and other pandemics			
Outcome	Indicator	Corporate target and performance measure	Project target and data source
Outcome 4.1(a): Increased production capacity for fortified foods, including complementary foods and special nutritional products, in countries supported by WFP	4.1.1 % increase in production of fortified foods, including complementary foods and special nutritional products	Production target met for 80% of countries supported	Target: Percentage increase in production over assistance period, by commodity type established for each country assisted Source: Capacity assessment
Outcome 4.1(b): Adequate food consumption reached over assistance period for targeted households ²¹	4.1.2 Household food consumption score	Score exceeded the threshold for 80% of projects.	Target: Food consumption score exceeded 35/42 in targeted households Source: Annual household survey or monitoring data
Outcome 4.1(c): Human capital increased among target households, to break the inter-generational cycle of chronic hunger ²²	4.1.3 Household human capital score ²³	Human capital increased for 80% of projects	Target: Score threshold set to capture increase in human capital over base level Source: Survey data
Outcome 4.2(a): Increased access to education and human capital development in assisted schools	4.2.1 Enrolment: average ²⁴ annual rate of change in number of girls and boys enrolled	Annual rate of increase of 6% met or exceeded for 80% of projects	Target: Annual rate of increase reached 6% Source: Annual monitoring and/or survey data
	4.2.2 Attendance rate: number of schooldays in which girls and boys attended classes, as % of total number of schooldays	Attendance rate of 90% met or exceeded for 80% of projects	Target: Attendance rate reached 90% Source: Annual monitoring and/or survey data
	4.2.3 Gender ratio: ratio of girls to boys enrolled	Gender ratio set at 1 for 95% of projects	Target: Gender ratio set at 1 Source: Annual monitoring and/or survey data

²¹ Safety-net programmes, for households affected by AIDS, including individual children, contribute to this outcome.

²² Includes people living with HIV and livelihood promotion.

²³ In this context, the score includes human capital such as literacy/numeracy and knowledge about HIV transmission and small-scale business management skills. **The use of this indicator has been deferred to 2011.**

²⁴ Average is calculated by dividing the sum of annual rate of change of each school surveyed by total number of target schools.



STRATEGIC OBJECTIVE 4: REDUCE CHRONIC HUNGER AND UNDERNUTRITION			Contribution to MDGs 1, 2, 3, 4, 5 and 6
Goals			
1. To help countries to bring undernutrition below critical levels and break the inter-generational cycle of chronic hunger 2. To increase levels of education and basic nutrition and health through food and nutrition assistance and food and nutrition security tools 3. To meet the food and nutrition needs of those affected by HIV and AIDS, TB and other pandemics			
Outcome	Indicator	Corporate target and performance measure	Project target and data source
	4.2.4 <i>Pass rate for girls and boys</i>	Pass rate of 50% met or exceeded for 80% of projects	Target: Pass rate reached 50% Source: Survey data from sampled schools
Outcome 4.2(b): Increased access to education and human capital development of orphans and other vulnerable children (OVC: girls and boys), assisted in formal schools and informal settings	4.2.5 Enrolment for OVC (girls and boys): average annual rate of change in numbers of OVC enrolled	Annual rate of increase of 4% met or exceeded for 80% of projects	Target: Average annual rate of increase reached 4% Source: Annual monitoring and/or survey data
	4.2.6 Attendance rate for OVC (girls and boys): number of schooldays that OVC attended classes, as % of total schooldays	Attendance rate of 80% met or exceeded for 80% of projects	Target: Attendance rate reached 80% ²⁵ Source: Annual monitoring and/or survey data
Outcome 4.3: Improved nutritional status of target groups of women, girls and boys	4.3.1 Prevalence of stunting among target children under 2 (height-for-age as %) ²⁶	Nutritional target reached for 80% of projects	Target: 10% reduction ²⁷ in stunting prevalence per year Source: Monitoring data and/or survey data
	4.3.2 Prevalence of iron deficiency anaemia (IDA) among target women and children ²⁸	Nutritional target reached for 80% of projects	Targets: – 10% reduction in IDA prevalence per year if fortified food provided – 20% reduction in IDA prevalence per year if multiple-micronutrient powder provided Source: Monitoring data and/or survey data
	4.3.3 Prevalence of underweight among targeted children under 5 (weight-for-age as %) ²⁹	Nutritional target reached for 80% of projects	Target: 10% reduction in underweight prevalence per year Source: Monitoring data and/or survey data

²⁵ 80% is the minimum number of days a child should attend to pass exams to the next grade. However, OVC may be prevented from attending as a result of additional responsibilities to caring for sick parents; therefore the rate may be adjusted in line with country context.

²⁶ Prevalence of stunting among target children under 5 (height-for-age as %) should be used for projects of a 5-year duration (refer to Indicator Compendium: project-specific).

²⁷ Indicates percent reduction, not a percentage point reduction.

²⁸ <110 g/l for pregnant women; <120 g/l for non-pregnant women; <110 g/l for children aged 6–59 months; <115 g/l for school children 5–11 years; <120 g/l for school children 12–14 years.

²⁹ Target group can also be children under 2 or under 3 years of age.



STRATEGIC OBJECTIVE 4: REDUCE CHRONIC HUNGER AND UNDERNUTRITION			Contribution to MDGs 1, 2, 3, 4, 5 and 6
Goals			
1. To help countries to bring undernutrition below critical levels and break the inter-generational cycle of chronic hunger 2. To increase levels of education and basic nutrition and health through food and nutrition assistance and food and nutrition security tools 3. To meet the food and nutrition needs of those affected by HIV and AIDS, TB and other pandemics			
Outcome	Indicator	Corporate target and performance measure	Project target and data source
Outcome 4.4: Improved success rate of TB treatment for target cases ³⁰	4.4.1 TB treatment success rate	Treatment success rate ³¹ of 85% reached for 65% of projects	Target: 85% TB treatment success rate ³² Source: Monitoring data and/or survey data
Outcome 4.5: Increased survival of adults and children with HIV after 6 and 12 months ³³ of ART	4.5.1 ART survival rate at 6/12 months after initiation of treatment	Target met for adults and children for 80% of projects	Targets: – 75% of adults and children still on ART 12 months after starting – 79% of adults and children still on ART 6 months after starting Source: Monitoring data – every two years (UNGASS) ³⁴
Output	Indicator		
(refer to Output 1.1 for distribution of food and/or non-food items)			
Output 4.1(c): Developed, and/or enhanced human capital for targeted households	4.1.1(c) Number of target households with developed and/or enhanced human capital, by type		
Output 4.2 (a): School feeding coverage aligned with programme of work	4.2.1(a) Number of schools assisted by WFP		

³⁰ Case of tuberculosis refers to a patient in whom tuberculosis has been confirmed by bacteriology or diagnosed by a clinician (WHO, 2007).

³¹ TB treatment success rate is % of TB cases who are cured plus % of those with a course of treatment completed (WHO, 2007).

³² WHO's international target for patients going on TB treatment (WHO, 2007); Global tuberculosis control: surveillance, planning, financing (WHO, 2008).

³³ WFP country offices are encouraged to measure and report survival at both six and 12 months separately. The timing and duration of food and/or nutritional support may vary with country context and programme objectives.

³⁴ Adapted from the United Nations General Assembly Special Session on HIV/AIDS (UNGASS).



STRATEGIC OBJECTIVE 5: STRENGTHEN THE CAPACITIES OF COUNTRIES TO REDUCE HUNGER, INCLUDING THROUGH HAND-OVER STRATEGIES AND LOCAL PURCHASE			Contribution to MDGs 1 and 8
Goals			
1. To use purchasing power to support the sustainable development of food and nutrition security systems, and transform food and nutrition assistance into a productive investment in local communities 2. To develop clear hand-over strategies to enhance nationally owned hunger solutions 3. To strengthen the capacities of countries to design, manage and implement tools, policies and programmes to predict and reduce hunger			
Outcome	Indicator	Corporate target and performance measure	Project target and data source
Outcome 5.1: Increased marketing opportunities at national level with cost-effective WFP local purchases	5.1.1 <i>Food purchased locally, as % of food distributed in-country</i>	Target met for food purchased locally in 80% of countries supported	Target: Set for country – % increase in food purchased locally and cost-effectively Source: Annual monitoring data and cost-effectiveness analysis
Outcome 5.2: Progress made towards nationally owned hunger solutions ³⁵	5.2.1 <i>Hand-over strategy developed and implemented</i>	Hand-over agreement implemented according to strategy for 50% of countries	Target: Hand-over strategy implemented as per milestones and time frame agreed by Government and WFP – ‘Yes’ or ‘No’ Source: Monitoring and/or survey data
Outcome 5.3: Broader national policy frameworks incorporated hunger solutions	5.3.1 <i>% increase in government's funding for hunger solution tools in national plans of action</i> ³⁶	Funding provided for 15% of countries	Target. In countries where WFP has done advocacy, funding has been provided for hunger solution tools in national plans of action – “Yes” or “No” (gradual increase in disbursement of funds is monitored) Source: Official national government reports, monitoring and survey data.
Output	Indicator		
Output 5.1: Food purchased locally	5.1.1(a) Tonnage of food purchased locally, by type and country classification 5.1.1(b) Food purchased locally, as % of total food purchased		
Output 5.2: Agreed hand-over strategies in place	5.2.1 Number of hand-over strategies agreed to between WFP and national governments		
Output 5.3: Developed capacity and awareness through WFP-organized actions/training	5.3.1 Number of hunger solution tools being funded under national plans of action 5.3.2 Number of people trained in: needs assessments, targeting, food management in terms of quantity and quality, market analysis, information management, local tendering processes; disaggregated by gender and category (WFP, national government and partner staff) 5.3.3(a) % of countries in which United Nations Development Assistance Framework (UNDAF) include hunger and food and nutrition security strategies ³⁷ 5.3.3(b) % of countries in which Poverty Reduction Strategy (PRS) include hunger and food and nutrition security strategies		

³⁵ Hunger solutions address food and nutrition security. They include but are not restricted to tools such as school feeding, needs assessments, targeting, food management in terms of quantity and quality, market analysis, information management, gender analysis, local tendering processes.

³⁶ National plans of action refer to legislation, policy or development planning documents created by national governments with specific reference to hunger and/or food and nutrition security.

³⁷ Results will be disaggregated by hunger, food access, food availability and nutrition.

ANNEX II B: OUTCOME PERFORMANCE REPORTING

INDICATOR	Reporting rate (%) ¹	No. of projects reported on indicators	No. of values ²	No. of comparable values ³	Improvement Absolute no. (%)	Stabilization Absolute no. (%)	Weighted improvement
Strategic Objective 1							
Prevalence of acute malnutrition among children under 5 (weight-for-height as %)⁴	70	37	67	36	21 (58)	1 (3)	63%
Prevalence of low mid-upper arm circumference (MUAC)⁵	38	8	8	3	1 (33)	1 (33)	
Crude mortality rate (CMR)	88	7	7	5	4 (80)	0 (0)	
Age-specific mortality rate for children under 5 (ASMR-U5)	50	4	7	2	1 (50)	0 (0)	
Household Food Consumption Score	56	40	40	33	23 (70)	1 (3)	
Strategic Objective 2							
Disaster preparedness index	12	2	2	1	1 (100)	0 (0)	85%
Household food consumption score	54	13	13	10	8 (80)	0 (0)	
Household asset score	15	3	3	0	0 (0)	0 (0)	
Community asset score	29	5	5	2	2 (100)	0 (0)	

¹ The reporting rate is calculated as the number of projects reported on corporate indicators in SPRs divided by the total number of projects that have included these indicator(s) in the logframes.

² For the majority of indicators, 1 project reports 1 indicator value, with the exception of nutrition indicators (which may be disaggregated based on locations e.g. more refugee camps and 1 project may have more than 1 value for the same indicator).

³ Excludes non-comparable (if and when there are no baselines or previous or later follow-up) or single values.

⁴ Projects targeting children under 2 measured prevalence of acute malnutrition among children under 2.

⁵ Includes prevalence of MUAC for children under 5 and under 2, depending on project targeting.



INDICATOR	Reporting rate (%) ¹	No. of projects reported on indicators	No. of values ²	No. of comparable values ³	Improvement Absolute no. (%)	Stabilization Absolute no. (%)	Weighted improvement
Strategic Objective 3							
Household food consumption score	51	20	20	18	17 (94)	0 (0)	80%
Coping strategy index	67	8	8	8	6 (75)	0 (0)	
Community asset score	15	4	4	2	1 (50)	1 (50)	
Retention rate	45	10	10	7	4 (57)	2 (29)	
Strategic Objective 4							
% increase in production of fortified foods including complementary foods and special nutritional products	50	2	2	2	1 (50)	0 (0)	54%
Household food consumption score	44	4	4	4	3 (75)	0 (0)	
Enrolment rate	56	24	24	24	20 (83)	0 (0)	
Attendance rate	86	49	49	47	23 (49)	19 (40)	
Gender ratio	98	45	45	40	15 (38)	21 (53)	
Pass rate	81	13	13	13	6 (46)	5 (38)	
Enrolment rate for OVC	33	1	1	1	1 (100)	0 (0)	
Attendance rate for OVC	100	3	3	2	1 (50)	0 (0)	
Prevalence of stunting among targeted children under 2 (height-for-age as %) ⁶	40	10	11	6	3 (50)	0 (0)	
Prevalence of iron deficiency anaemia (IDA) in women and children	50	13	13	8	4 (50)	0 (0)	

⁶Prevalence of stunting among target children under 5 (height-for-age as %) is used for projects of a 5-year duration.



INDICATOR	Reporting rate (%) ¹	No. of projects reported on indicators	No. of values ²	No. of comparable values ³	Improvement Absolute no. (%)	Stabilization Absolute no. (%)	Weighted improvement
Prevalence of underweight among targeted children under 5 (weight-for-age as %) ⁷	62	18	19	8	4 (50)	1 (13)	
TB treatment success rate	55	11	11	9	5 (56)	1 (11)	
ART survival rate	38	8	8	6	5 (83)	1 (17)	
Strategic Objective 5							
Food purchased locally, as % of food distributed in-country	36	9	9	5	1 (20)	3 (60)	Insufficient data for assessment
Hand-over strategy developed and implemented	15	3	3	3	3 (100)	0 (0)	
% increase in government's funding for hunger solution tools in national plans of action	25	2	2	2	2 (100)	0 (0)	

⁷Target group can also be children under 2 or under 3.

ANNEX II C: METHODOLOGY – ASSESSMENT OF STRATEGIC OBJECTIVES**Methodology**

The model adopted for the assessment of WFP Strategic Objectives provides a conclusive statement of achievements from “strong progress” in green, “some progress” in amber, “no progress” in red and “insufficient data for assessment” in grey¹ (see below).

Strong Progress	if ≥ 60% of indicator values show improvement
Some Progress	if 40-59% of indicator values show improvement
No Progress	if <40% of indicator values show improvement
Insufficient Data	Insufficient data for assessment

Initial steps to determine the assessment of Strategic Objectives

1. Identify the corporate outcome indicators under each Strategic Objective.
2. Note the number of projects that corresponds to indicators reported in the standard project reports (SPRs).
3. Determine and analyse the reporting rate.

Following the first criterion used in APR 2009, at least one indicator must be reported in ten or more projects.

Example: The preliminary findings drawn from SPRs 2010 for Strategic Objectives 3 and 5 are as follows:

Strategic Objective 5

Indicator	Number of projects reported indicator in SPR 2010
Food purchased locally, as % of food distributed in-country	9
Hand-over strategy developed and implemented	3
%increase in government's funding for hunger solution tools in national plans of action	2

Strategic Objective 3

Indicator	Number of projects reported indicator in SPR 2010
Household Food Consumption Score	20
Coping Strategy Index	8
Community Asset Score	4
Retention rate	10

¹ The assessment of WFP Strategic Objectives is "conclusive" when at least one indicator is reported in ten or more projects with a reporting rate higher than 50% (See Annex II B). The current assessment of WFP Management Result Dimensions is GREY with targets to be set in 2011.

ANNEX II C: METHODOLOGY – ASSESSMENT OF STRATEGIC OBJECTIVES

Analysis:

All indicators reported under Strategic Objective 5 are in fewer than ten projects. For this reason, they are not to be assessed. Detailed information can be found in the Annex II B. Under Strategic Objective 3, there are two indicators reported in ten or more projects: “household food consumption score” and “retention rate”.

1. The overall performance of Strategic Objective 3 must be assessed on the relative importance of 20 projects reporting on household food consumption score and 10 projects reporting on Retention rate – known as the reporting rate: the number of projects reported on corporate indicators in SPRs divided by the total number of projects that have included these indicator(s) in the logical frameworks.
2. The second criterion analyses whether the reporting rate is equal to or higher than 50% in at least one of the indicators.

Example: Note the number of projects that have included the indicator reported in the logical frameworks and the number of projects that corresponds to the indicator reported in SPRs.

Strategic Objective 3

Indicator	Number of projects included indicator in the logframe	Number of projects reported indicator in SPR 2010	Reporting rate
Household Food Consumption Score	39	20	51%
Retention rate	22	10	45%

Household food consumption score with a 51% reporting rate fully meets the second criterion. The assessment of the Strategic Objective 3 can now be started.

Final steps to the assessment of Strategic Objectives

The indicator values² reported in the SPRs provide the status of project achievements/results: improvement, stabilization or decline.

STEP 1: Delete values with only “1” or incomparable sources for trend analysis. This generates the total numbers of comparable values, which allow “readiness” to proceed with trend analysis for all indicators.

² Most indicators have 1 indicator value equal to 1 project, with the exception of nutrition indicators. They are disaggregated on the basis of locations such as refugee camps; 1 project may have more than 1 indicator value for the same indicator.

ANNEX II C: METHODOLOGY – ASSESSMENT OF STRATEGIC OBJECTIVES**Strategic Objective 3**

Indicator	Number of projects included indicator in the logframe	Number of projects reported indicator in SPR 2010	Reporting rate	Total number of values	Total number of comparable values
Household Food Consumption Score	39	20	51%	20	18
Coping Strategy Index	12	8	67%	8	8
Community Asset Score	26	4	15%	4	2
Retention rate	22	10	45%	10	7

STEP 2: Analyse the above indicators using total number of comparable values and giving weight to the performance achievements/results relative to the reporting frequency.

Example: The preliminary findings drawn from SPRs 2010 showed greater percentage of ‘improvement’ values:

Strategic Objective 3

Indicator	Total number of comparable values	Results			Improvement (weighted)	
		Improvement	Stabilization	Decline		
Household Food Consumption Score	A 18	1 94%	0%	6%	80%	Strong progress
Coping Strategy Index	B 8	2 75%	0%	25%		
Community Asset Score	C 2	3 50%	50%	0%		
Retention rate	D 7	4 57%	29%	14%		

Analysis:

A, B, C and D represent the total number of comparable values reported to allow trend analysis. 1, 2, 3 and 4 represent the results reported in SPRs 2010. Of 18 projects, 94% reported an improvement in household food consumption score.

To give weight to the performance results of this specific Strategic Objective, A, B, C and D are designated as weights. The overall 80% weighted improvement for Strategic Objective 3 is calculated on this basis:

$$(A*1 + B*2 + C*3 + D*4)/\text{sum}(A+B+C+D).$$

Conclusion: In 2010 WFP achieved STRONG PROGRESS in Strategic Objective 3.

ANNEX II D: LESSONS LEARNED – 2010 REPORTING

WFP had a total of 208 active projects in 2010: 51 EMOPs, 68 PRROs, 29 CPs, 24 DEVs and 36 SOs. The reporting capacity showed an 18 percent increase compared with 2009, with 65 projects most frequently reporting on the “household food consumption score” indicator.

Nutrition

- Strategic Objective 1: 58 percent of the 77 projects with nutrition activities – 45 projects – reported on the corporate outcome indicators; 37 projects reported on “prevalence of acute malnutrition” and 8 projects on “prevalence of low MUAC for children”; 72 percent of these reported indicators had baselines and 67 percent had baseline and follow-up values.
- Strategic Objective 4: 58 percent of the 52 projects with nutrition activities reported on corporate outcome indicators, a slight increase from 2009, with 57 percent of projects reporting on the corporate outcome indicators.

School Feeding

- Strategic Objective 4: All school feeding indicators (“enrolment rate”, “attendance rate”, “gender ratio” and “pass rate”) in 64 projects had strong reporting rates above 50 percent.
- Strategic Objective 3: Of the 18 projects with school feeding activities, ten reported on “retention rate” compared with one in 2009; of these, 70 percent reported indicators with baseline and follow-up values.

Livelihood

- Strategic Objective 2: 81 percent of the 33 projects with livelihood activities (food or cash for assets/food or cash for work) reported on the corporate outcome indicators. But “household asset score” and “community asset score” that are designed to measure impact of livelihood activities, were only used by five countries.
- Strategic Objective 3: Similarly, only four projects used the “community asset score”, and two collected multiple values.

Mitigation, Safety Nets/Care and Treatment

- Strategic Objective 4: 26 projects reported HIV or TB outcomes compared with 21 projects in 2009. The most reported indicator was “TB success rate”, reported by 11 projects.

In order to demonstrate the efficiency, effectiveness and impact of all operations, WFP is committed to defining the minimum requirements for information needs and uses at different stages of the project cycle from design to management and evaluation. The preliminary feedback from pilot countries – Afghanistan, Nepal, the Philippines and Zambia – on WFP’s Corporate M&E Tool (COMET) will enable systematic tracking and reporting of achievements of project targets.

ANNEX III: PERFORMANCE INDICATORS 2010

	2010	2009	2008
Securing Resources			
1.1.1 % of top 20 donors with increased contributions > 10 percent	20	15	95
1.2.1 Number of multi-year donor Memorandum of Understanding (MOUs) signed	5	4	1
1.3.1 % of targeted cash raised from the private sector	119.6	130	179.6
1.4.1 % of funding received against planned requirement	58	58	79
1.4.2 % of shortfall of secured funding against required fund over the next 6 months	N/A	N/A	N/A
1.5.1 % of reserve funding in place	106.3	109.7	123.3
1.5.2 Reserve funding ratio	3.9	4.1	4.9
1.5.3 % write-off of advances	N/A	N/A	N/A
1.6.1 % of critical staff positions filled	N/A	N/A	N/A
1.7.1 % of leadership positions occupied by women (P5 and above)	35.9	35.1	33.2
1.7.2 % of leadership positions occupied by staff from people from developing countries (P5 and above)	28.5	28.3	27.5
1.8.1 Percentage of food contracts delivered within the contractual delivery period.	78	N/A	N/A
1.8.2 Percentage of non-food items orders delivered no later than the requested delivery date	N/A	N/A	N/A
Stewardship			
2.1.1 % of expenditures on food Actual vs. planned	57	54	83
2.1.2 Total unspent balance (\$)	3,834.70	3,792.00	3,621.60
2.1.3 % total unspent balance	1	3	28
2.2.1 Value of losses (US\$) due to fraud and negligence	382,458	1,350,000	853,000
2.2.2 Post delivery losses (%)	0.31	0.37	0.44
2.3.1 % of staff days lost through sickness and injury	1.70	1.60	1.70
2.3.2 Overall facilities security incident rate (%)	N/A	N/A	N/A
2.3.3 Security incidents involving WFP staff	378	358	265
2.3.4 MOSS compliance (%)	92	90	N/A
2.4.1 % change in CO ² emission rate	N/A	6.50	N/A
2.5.1 Number of major audit and or oversight recommendations outstanding	22	21	42
2.6.1 Number of media (print, TV and online) clippings monitored ¹	57,534	52,600	11,000
2.6.2 % growth of pro-bono advertising	414	-15	40
2.6.3 % growth of online social presence	515	405	N/A

¹ Australia, Canada, Denmark, Finland, France, Germany, Ireland, Italy, Japan, Norway, Sweden, the Netherlands, the United Kingdom, and the United States of America.

ANNEX III: PERFORMANCE INDICATORS 2010

	2010	2009	2008
Learning and Innovation			
3.1.1 Number of donor agreements that demonstrate new funding channels/sources	19	7	26
3.2.1 % of targeted staff that attended the Middle Managers Programme (MMP)	81	N/A	N/A
3.2.2 % of targeted staff that attended the Leadership Development Programme (LDP)	82	101 (Leading strategically) - 171 (leading confidently)	N/A
3.3.1 Number of new items of information added to knowledge base	N/A	N/A	N/A
3.4.1 ICT investment as % of total corporate budget	6.7	8.5	11
Internal Business Process			
4.1.1 % of resources allocated to 80% largest countries' requirements	85	83	80
4.2.1 % of invoices settled after the agreed due date	0.07	N/A	N/A
4.2.2 Cost of accounts payable function/payment	N/A	N/A	N/A
4.3.1 Availability of IT services (%)	99.84	99.50	99.50
Operational Efficiency			
5.1.1 % of shipments arrived on time at discharged port	38	N/A	N/A
5.1.2 % of staff deployed in emergency within 3 days of travel request	N/A	N/A	N/A
5.2.1 % of country offices that have a strategy document and an operational plan	16	4	0
5.3.1 Average annual direct cost per mt distributed	855	765	906
5.3.2 Average annual direct cost per beneficiary	39.1	34.6	34.6
5.4.1 Actual food distribution vs. planned (%)	70	71	67
5.4.1 Actual beneficiaries vs. planned (%)	93	87	91
5.5.1 % of operations with reduced food distribution compared to planned	N/A	86	N/A
5.5.2 % of operations with reduced actual beneficiaries compared to planned	58	53	N/A
5.5.3 Percentage of operations adequately supported by liquidity	100	N/A	N/A
5.6.1 % of projects where United Nations and international organizations collaborate in the provision of complementary inputs and services.	78	85	83
5.6.2 % of projects where NGOs collaborate in the provision of complementary inputs and services.	37	41	36
5.6.3 % of WFP programmes that are joint programmes	32	36	26

ANNEX IV: WFP EMPLOYEES WITH CONTRACTS OF ONE YEAR OR LONGER¹

CATEGORY	TOTAL	NO. OF WOMEN	PERCENTAGE OF WOMEN (%)
Higher categories (D-2 and above)	47	13	28
International professionals (P-1 to D-1)	1 396	568	41
SUBTOTAL	1 443	581	40
Junior professional officers	51	33	65
United Nations volunteers	163	59	36
National professional officers	583	219	38
Service contracts	168	43	26
TOTAL PROFESSIONAL AND HIGHER CATEGORIES	2 408	935	39
General Service	2 903	1 134	39
Service contracts	7 079	1 575	22
TOTAL GENERAL SERVICE CATEGORIES	9 982	2 709	27
TOTAL WFP EMPLOYEES²	12 390	3 644	29

¹ Excludes temporary contracts of 11 months or less such as those for short-term international professionals, consultants, short-term general service, special service agreements, interns, author's contract, fellowship, WFP volunteers and casual labourers.

² Data extracted on 13.01.2011 from WINGS II.

ANNEX V: GLOBAL FOOD AID PROFILE

	2006	2007	2008	2009	2010
Total food aid deliveries (million mt)					
Global food aid deliveries	7.0	6.0	6.5	6.1	5.7
Of which WFP	3.8	3.1	4.0	3.8	3.6
Food aid deliveries by commodity					
Cereals	5.9	5.2	5.5	5.2	5.3
Non-cereals	1.0	0.9	0.9	0.8	0.4
Global food aid deliveries (%)					
Procurement in developing countries	35	39	32	31	36
Deliveries by Channel					
Bilateral	21	22	10	6	6
Multilateral	54	54	64	66	64
NGOs	25	24	26	28	30
Food aid deliveries by Category					
Emergency	61	62	76	75	73
Project	24	23	19	21	22
Programme	15	15	5	4	5
Food aid deliveries by Region					
Sub-Saharan Africa	57	53	64	65	61
Asia	20	29	23	23	26
Eastern Europe and Commonwealth of Independent States (CIS)	6	5	2	2	2
Latin America and the Caribbean	9	6	5	5	7
Middle East and North Africa	7	6	6	5	4
Deliveries to					
Developing countries	99.4	97.7	98.3	97.9	99.6
Least developed countries (LDCs)	58.3	56.5	68.8	66.9	64.0
Low-income food-deficit countries (LIFDCs)	89.1	92.0	91.9	92.0	94.3
Total food aid deliveries as % of					
World cereal production	0.3	0.2	0.2	0.2	0.2
World cereal imports	2.0	1.6	1.7	1.7	1.7
Total food aid deliveries as % of					
LIFDC cereal production	0.5	0.4	0.5	0.4	0.4
LIFDC cereal imports	5.8	5.2	6.3	6.0	6.2

Note: Data are provisional.

Sources: WFP/INTERFAIS, 2 May 2011

ANNEX VI: WFP FOOD PROCUREMENT IN 2010

	Quantities (mt)	% of total	US\$ million	% of total
Developing countries				
Least developed	751 312	24	271.0	22
Other low-income	855 769	27	272.5	22
Lower middle-income	639 279	20	276.0	22
Upper middle-income	372 537	12	155.7	12
Sub-total	2 618 897	83	975.1	78
Developed countries				
Sub-total	547 423	17	274.9	22
TOTAL	3 166 320	100	1 250.0	100

No.	COUNTRY	(mt)	US\$
Developing countries			
1	PAKISTAN	675 962	214 355 554
2	ETHIOPIA	252 076	88 415 761
3	SOUTH AFRICA	207 853	65 738 483
4	UKRAINE	292 912	63 644 410
5	INDONESIA	58 161	60 234 906
6	TURKEY	68 119	40 492 312
7	UGANDA	126 896	33 445 419
8	OCCUPIED PALESTINIAN TERRITORY	50 639	30 855 695
9	INDIA	74 933	29 488 379
10	MALAYSIA	22 855	23 454 335
11	VIET NAM	55 261	20 807 641
12	KENYA	75 864	20 141 628
13	MALAWI	40 639	15 911 703
14	KAZAKHSTAN	59 215	14 210 519
15	HONDURAS	21 606	13 911 623
16	YEMEN	29 057	12 433 256
17	MYANMAR	30 247	12 230 132
18	UNITED REPUBLIC OF TANZANIA	33 923	11 586 993
19	BENIN	28 692	11 224 166

ANNEX VI: WFP FOOD PROCUREMENT IN 2010

No.	COUNTRY	(mt)	US\$
Developing countries			
20	CHINA	23 169	10 890 554
21	GUATEMALA	17 942	10 224 495
22	BURKINA FASO	20 989	8 690 652
23	BANGLADESH	10 358	7 839 071
24	MOZAMBIQUE	20 642	7 591 434
25	DEMOCRATIC REPUBLIC OF THE CONGO	15 044	7 240 448
26	THAILAND	13 456	6 737 778
27	MALI	16 118	6 690 216
28	AFGHANISTAN	17 605	6 452 003
29	ZAMBIA	21 781	6 262 649
30	NIGERIA	20 000	6 020 000
31	BOLIVIA (PLURINATIONAL STATE OF)	9 329	5 814 551
32	SRI LANKA	12 411	5 617 068
33	NEPAL	8 253	5 408 872
34	CAMBODIA	14 391	5 338 570
35	PHILIPPINES	9 517	5 252 207
36	MEXICO	4 489	5 066 229
37	GHANA	12 701	5 065 934
38	EL SALVADOR	7 310	4 750 169
39	EGYPT	7 401	4 518 743
40	RWANDA	11 124	4 358 985
41	NICARAGUA	5 508	4 256 605
42	ALGERIA	8 642	3 855 233
43	NIGER	7 362	3 829 511
44	COLOMBIA	6 777	3 809 456
45	CAMEROON	7 736	3 802 561
46	KYRGYZSTAN	7 827	3 770 261
47	ARGENTINA	4 591	3 572 631
48	LAO PEOPLE'S DEMOCRATIC REPUBLIC	5 875	3 021 425
49	LESOTHO	11 100	2 535 263
50	DOMINICAN REPUBLIC	1 550	2 035 038
51	ZIMBABWE	7 337	1 927 795
52	TOGO	5 357	1 869 794

ANNEX VI: WFP FOOD PROCUREMENT IN 2010

No.	COUNTRY	(mt)	US\$
Developing countries			
53	MOROCCO	1 370	1 822 068
54	TIMOR-LESTE	1 372	1 704 105
55	SUDAN	12 983	1 689 492
56	HAITI	1 695	1 677 636
57	BRAZIL	2 761	1 627 067
58	MADAGASCAR	2 951	1 324 560
59	IRAN, ISLAMIC REPUBLIC OF	2 950	1 181 875
60	ECUADOR	994	1 132 809
61	URUGUAY	1 584	842 040
62	CENTRAL AFRICAN REPUBLIC	1 220	820 395
63	SYRIAN ARAB REPUBLIC	1 702	771 883
64	NAMIBIA	2 648	671 568
65	LIBERIA	800	504 000
66	IRAQ	200	500 000
67	SENEGAL	1 884	442 136
68	SIERRA LEONE	765	436 606
69	CUBA	880	422 735
70	CÔTE D'IVOIRE	787	372 136
71	OMAN	189	224 389
72	ARMENIA	288	139 629
73	TAJIKISTAN	31	46 182
74	REPUBLIC OF CONGO	72	27 894
75	GEORGIA	55	16 500
76	GAMBIA	113	14 733
Subtotal (78% in value terms)		2 618 897	975 111 549

ANNEX VI: WFP FOOD PROCUREMENT IN 2010

No.	COUNTRY	(mt)	US\$
Developed countries			
1	RUSSIAN FEDERATION	226 866	56 378 270
2	FRANCE	33 640	54 869 896
3	BELGIUM	85 627	51 272 399
4	ITALY	70 639	34 385 805
5	CANADA	54 823	22 077 465
6	UNITED STATES OF AMERICA	27 481	17 633 606
7	UNITED ARAB EMIRATES	16 306	11 838 075
8	NETHERLANDS	9 245	6 709 354
9	IRELAND	1 481	6 021 800
10	ESTONIA	5 200	3 132 564
11	JAPAN	1 276	2 328 237
12	DENMARK	4 781	1 833 859
13	SINGAPORE	1 454	1 787 770
14	AUSTRALIA	1 961	1 331 458
15	SPAIN	1 085	1 061 705
16	LATVIA	1 777	781 902
17	UNITED KINGDOM	1 606	578 160
18	SAUDI ARABIA	2 000	528 626
19	NEW ZEALAND	84	323 400
20	GERMANY	92	63 848
Subtotal (22% in value terms)		547 423	274 938 198
TOTAL		3 166 320	1 250 049 747

ANNEX VII: TOTAL CONFIRMED CONTRIBUTIONS¹ IN 2010 (US\$ thousand)

DONOR	TOTAL	DEV	EMOP	IRA	PRRO	SO	OTHERS*
AFRICAN DEVELOPMENT BANK	508	121			387		
ALGERIA	19 070	4 527	2 068		12 292		183
ANDORRA	231	72	98		20		42
ASSOCIATION OF SE ASIAN NATIONS	280				280		
AUSTRALIA	83 930	6 964	18 652		13 359	2 165	
AUSTRIA	1 329		1 189		140		
AZERBAIJAN	100						
BANGLADESH	3 280	3 280					
BELGIUM	37 349	341	16 155	5 848	9 376	4 335	
BENIN	32		32				
BHUTAN	5						
BRAZIL	15 974	1 078	4 725		1 886		
BURKINA FASO	1			1			
CAMBODIA	1 187				1 187		
CANADA	285 529	25 818	91 014	5 322	89 051	16 810	
CHILE	20						
CHINA	4 060		500			500	
COLOMBIA	50		50				
CROATIA	25				25		
CUBA	1 125		608		518		
CYPRUS	690	200	13		471		
CZECH REPUBLIC	159		159				
DENMARK	40 618	6 039	13 819		18 058	2 025	
ECUADOR	248						
EGYPT	386	200					
EL SALVADOR	300						
ESTONIA	94		84			10	
EUROPEAN COMMISSION	289 928	6 996	142 525		107 552	27 300	
FAROE ISLANDS	123	123					
FINLAND	26 473	8 075	9 934		7 870	248	
FRANCE	20 684	405	13 023		5 585		
GERMANY	95 350	28 588	26 295	387	29 376	5 037	
GREECE	356		356				
ICELAND	185		185				
INDIA	18 249	3 496	6 094		8 594		
INDONESIA	467				467		
IRAQ	18 854	214	1 640		17 000		
IRELAND	19 318	1 020	9 028	1 973	4 911	1 831	
ITALY	25 716	3 765	6 244		270	200	
JAPAN	214 406	25 078	55 947		112 043	13 250	

¹ US\$3.8 billion represents donor pledges to WFP for the year 2010 and represents the annual total of donor contributions to WFP operations. It considers amendments or confirmation of donor pledges that are indicated only for 2010. This impacts the methodology used for confirming multi-year contributions and contribution adjustments such as re-programming and refunds of donor unspent balances. The figure also excludes contributions to bilateral operations. As a result, the figure results in a lesser value of US\$320 million than the US\$4.1 billion of monetary and in-kind revenue reported in the WFP 2010 Audited Financial Statements.

DONOR	TOTAL	DEV	EMOP	IRA	PRRO	SO	OTHERS*
JORDAN	46						
KAZAKHSTAN	20		20				
KENYA	5 581	5 581					
LATVIA	37		37				
LESOTHO	330	330					
LIECHTENSTEIN	191		51	92		48	
LUXEMBOURG	12 727	1 611	3 243	737	4 379	147	
MADAGASCAR	449	449					
MALAWI	6 106				6 106		
MALAYSIA	1 000					748	
MAURITANIA	2			2			
NEPAL	35 801				35 801		
NETHERLANDS	74 424	4 826	4 308		6 549	5 691	
NEW ZEALAND	6 855	4 364	1 320		1 071		
NICARAGUA	18						
NORWAY	43 939	419	8 667	11 318	2 252	2 624	
OMAN	26 361	6 672	7 908	1			
OPEC FUND	513		250	13	250		
PANAMA	68					68	
POLAND	691		200		491		
PRIVATE DONORS**	103 058	17 959	75 704		6 885	2 510	
QATAR	266		266				
REPUBLIC OF KOREA	5 148	500	2 902		1 400		346
ROMANIA	72		72				
RUSSIAN FEDERATION	32 000	6 433	14 000		10 567	1 000	
SAN MARINO	13	13					
SAUDI ARABIA	25 041		23 639		902	500	
SLOVAKIA	15						15
SLOVENIA	119		94		25		
SOUTH AFRICA	240		240				
SPAIN	82 374	72	39 170		11 111	366	31 655
SUDAN (GOVERNMENT OF NATIONAL UNITY)	2 675				2 675		
SUDAN (GOVERNMENT OF SOUTH SUDAN)	13 017		12 397			621	
SWEDEN	85 623	119	38 541	4 408	31 737	10 817	
SWITZERLAND	42 919	1 534	18 102	1 845	18 728	1 567	1 144
SYRIAN ARAB REPUBLIC	1 994	1 929					65
THAILAND	11 626		11 504				122
TURKEY	2 000						2 000
UGANDA	120	120					
UNITED NATIONS CERF	120 285	378	61 119		40 686	18 101	
UNITED NATIONS COMMON FUNDS AND AGENCIES (Excl. CERF)	68 428	13 660	7 043		19 018	21 515	7 191
UNITED ARAB EMIRATES	10	10					
UNITED KINGDOM	156 998	22 418	66 295	52	48 751	15 113	4 368

DONOR	TOTAL	DEV	EMOP	IRA	PRRO	SO	OTHERS*
UNITED STATES OF AMERICA	1 567 872	98 614	905 732		520 213	32 670	10 643
VENEZUELA (BOLIVARIAN REPUBLIC OF)	300	300					
WORLD BANK	6 093		3 000		2 767	326	
GRAND TOTAL	3 810 287	314 711	1 726 261	31 999	1 213 080	188 078	336 158
<i>Bilateral Contributions</i>							76 956

* Others: contributions to Trust Funds, Special Accounts, and General Fund.

** Private contributions do not include extraordinary gifts-in-kind such as advertising.

ANNEX VIII A : DIRECT EXPENSES¹ BY REGION AND CATEGORY, 2007–2010

	2007		2008 ³		2009 ³		2010 ³	
	US\$ Thousand	%	US\$ Thousand	%	US\$ Thousand	%	US\$ Thousand	%
GRAND TOTAL	2 753 308	100	3 535 746	100	3 985 613	100	4 000 330	100
DEVELOPMENT	309 318	11	292 112	8	275 906	7	287 842	7
RELIEF	2 005 656	73	2 733 744	77	3 239 887	81	3 220 081	80
Emergency	716 411		944 581		1 418 385		1 660 195	
PRRO	1 289 245		1 789 163		1 821 502		1 559 885	
SPECIAL OPERATIONS	166 244	6	200 252	6	176 364	4	221 510	6
BILATERALS, TRUST FUNDS AND OTHERS ²	272 090	10	309 639	9	293 457	7	270 898	7
SUB-SAHARAN AFRICA	1 831 640	100	2 214 246	100	2 519 433	100	2 340 804	100
Percentage of all regions	67		63		63		59	
DEVELOPMENT	154 001	8	165 351	7	187 950	7	169 819	7
RELIEF	1 513 588	83	1 892 447	85	2 171 822	86	1 978 477	85
Emergency	645 048		719 838		927 054		890 118	
PRRO	868 540		1 172 609		1 244 768		1 088 359	
SPECIAL OPERATIONS	134 782	7	141 532	6	130 703	5	131 967	6
BILATERALS AND TRUST FUNDS	29 269	2	14 916	1	28 958	1	60 540	3
ASIA	484 657	100	690 747	100	763 435	100	895 743	100
Percentage of all regions	18		20		19		22	
DEVELOPMENT	121 606	25	83 631	12	77 256	10	84 286	9
RELIEF	320 518	66	551 548	80	650 793	85	769 909	86
Emergency	36 760		124 197		321 789		440 383	
PRRO	283 758		427 352		329 004		329 525	
SPECIAL OPERATIONS	28 096	6	44 522	6	27 036	4	35 622	4
BILATERALS AND TRUST FUNDS	14 436	3	11 046	2	8 349	1	5 927	1

¹ Excludes programme support and administrative costs.

² Operational Expenses includes General Fund, Special Accounts and Trust Funds that cannot be apportioned by project/operation.

³ 2008, 2009 and 2010 Expenses presented according to International Public Sector Accounting Standards (IPSAS) are not comparable to 2007, where WFP applied the United Nations System Accounting Standards (UNSAS) negative figures represent financial adjustments.



ANNEX VIII A : DIRECT EXPENSES¹ BY REGION AND CATEGORY, 2007–2010

	2007		2008 ³		2009 ³		2010 ³	
	US\$ Thousand	%	US\$ Thousand	%	US\$ Thousand	%	US\$ Thousand	%
EASTERN EUROPE AND CIS	33 603	100	37 747	100	50 432	100	29 313	100
Percentage of all regions	1		1		1		1	
DEVELOPMENT	-	-	-	-	-	-	2 550	9
RELIEF	33 597	100	37 192	99	49 992	99	26 060	89
Emergency	8 053		6 254		9 035		12 683	
PRRO	25 544		30 938		40 957		13 376	
SPECIAL OPERATIONS	-	-	555	1	413	1	704	2
BILATERALS AND TRUST FUNDS	6	-	-	-	26	-	-1	-
LATIN AMERICA AND THE CARIBBEAN	178 219	100	258 692	100	242 893	100	362 832	100
Percentage of all regions	6		7		6		9	
DEVELOPMENT	30 177	17	26 771	10	22 264	9	13 541	4
RELIEF	48 776	27	100 697	39	113 970	47	237 827	66
Emergency	15 359		29 167		28 299		177 783	
PRRO	33 418		71 530		85 671		60 044	
SPECIAL OPERATIONS	473	-	7 485	3	4 232	2	47 122	13
BILATERALS AND TRUST FUNDS	98 793	55	123 739	48	102 427	42	64 342	18
MIDDLE EAST AND NORTH AFRICA	117 065	100	159 130	100	175 272	100	197 617	100
Percentage of all regions	4		5		4		5	
DEVELOPMENT	10 128	9	12 358	8	10 440	6	13 952	7
RELIEF	102 383	87	138 288	87	161 727	92	181 221	92
Emergency	17 199		60 657		111 978		122 337	
PRRO	85 184		77 631		49 839		58 883	
SPECIAL OPERATIONS	1 736	1	194	-	1 576	1	446	-
BILATERALS AND TRUST FUNDS	2 818	2	8 289	5	1 440	1	1 998	1

¹ Excludes programme support and administrative costs.² Operational Expenses includes General Fund, Special Accounts and Trust Funds that cannot be apportioned by project/operation.³ 2008, 2009 and 2010 Expenses presented according to International Public Sector Accounting Standards (IPSAS) are not comparable to 2007, where WFP applied the United Nations System Accounting Standards (UNSAS) negative figures represent financial adjustments.

ANNEX VIII B: DIRECT EXPENSES¹ BY COUNTRY, REGION AND PROGRAMME CATEGORY, 2007–2010
(US\$ Thousand)

	2007					2008 ³					2009 ³					2010 ³				
	Development	Relief	Special Oper.	Bilaterals Trust Funds & Others ²	Total	Development	Relief	Special Oper.	Bilaterals Trust Funds & Others ²	Total	Development	Relief	Special Oper.	Bilaterals Trust Funds & Others ²	Total	Development	Relief	Special Oper.	Bilaterals Trust Funds & Others ²	Total
ASIA																				
Afghanistan	-	118 893	14 821	6	133 719	-	189 836	14 636	369	204 841	-	189 089	16 457	1 075	206 621	-	142 559	13 553	494	156 606
Bangladesh	65 185	12 387	-	1 858	79 430	33 119	62 476	-	-658	94 938	39 299	27 778	-	164	67 241	42 492	32 793	-	453	75 738
Bhutan	3 711	-	-	-	3 711	2 210	-	-	-	2 210	1 831	-	-	5	1 836	2 027	-	-	19	2 046
Cambodia	2 028	13 459	-	2 883	18 371	1 777	18 059	-	351	20 187	2 254	11 861	-	59	14 175	1 455	14 597	-	219	16 272
China	-	-	-	-	-	-	402	-	-	402	-	-	-	-	-	-	-	-	-	-
India	14 879	-	-	6 403	21 282	8 855	577	-	9 696	19 128	5 773	6	-	3 941	9 720	9 530	-	-	953	10 482
Indonesia	-	36 876	5 171	2 989	45 036	-	24 290	1 007	728	26 025	-	15 495	2 300	539	18 334	-	8 488	1 519	423	10 429
Islamabad Cluster	-	49	-	-	49	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Korea Dem. People's Rep. of	-	33 699	-	-	33 699	-	73 026	-	-	73 026	-	37 225	-	785	38 010	-	29 780	-	692	30 472
Lao People's Dem. Rep.	4 356	2 965	-	-	7 321	5 788	3 648	-	-	9 436	7 815	7 496	-	101	15 411	6 808	8 454	-	182	15 444
Maldives	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Myanmar	-	11 307	-	-	11 307	-	54 559	26 606	-	81 165	-	35 086	3 139	54	38 279	-	20 872	295	11	21 178
Nepal	15 703	21 463	152	-	37 318	6 238	38 150	-	-	44 388	1 296	51 825	-	154	53 274	7 137	49 660	-	133	56 931
Pakistan	14 368	11 187	4 171	85	29 812	24 623	21 829	260	79	46 792	18 890	201 826	763	195	221 674	13 728	347 829	17 690	868	380 116
Philippines	-	11 588	-	-	11 588	-	8 327	-	-	8 327	-	24 105	2 656	75	26 836	-	38 458	940	126	39 524
Sri Lanka	1 376	38 070	3 329	213	42 988	1 021	48 528	1 958	195	51 702	97	38 615	1 501	188	40 401	1 109	71 366	1 221	31	73 727
Timor-Leste	-	8 576	-	-	8 576	-	7 838	-	285	8 123	-	10 388	221	220	10 829	-	4 995	404	465	5 863
Other Regional Expenditure	-	-	451	-	451	-	-	55	-	55	-	-	-	793	793	-	56	-	859	915
TOTAL REGION	121 606	320 518	28 096	14 436	484 657	83 631	551 548	44 522	11 046	690 747	77 256	650 793	27 036	8 349	763 435	84 286	769 909	35 622	5 927	895 743
EASTERN EUROPE AND CIS																				
Albania	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Armenia	-	5 388	-	-	5 388	-	3 824	-	-	3 824	-	449	-	30	479	106	1 424	-	-	1 531
Azerbaijan	-	7 836	-	-	7 836	-	1 473	-	-	1 473	-	213	-	-	213	-	-	-	-	-
Georgia	-	4 381	-	6	4 387	-	8 956	555	-	9 510	-	15 226	413	-4	15 635	-	4 331	7	-	4 338
Kyrgyzstan	-	-	-	-	-	-	69	-	-	69	-	8 663	-	-	8 663	-	12 046	697	-1	12 742
Russian Federation	-	8 212	-	-	8 212	-	6 185	-	-	6 185	-	371	-	-	371	-	421	-	-	421
Serbia/Montenegro	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Tajikistan	-	7 780	-	-	7 780	-	16 685	-	-	16 685	-	25 070	-	-	25 070	2 444	7 621	-	-	10 065
Other Regional Expenditure	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	217	-	-	217
TOTAL REGION	-	33 597	-	6	33 603	-	37 192	555	-	37 747	-	49 992	413	26	50 432	2 550	26 060	704	-1	29 313

¹ Excludes programme support and administrative costs.

² Includes all Expenses for Bilaterals, Trust Funds, General Fund & Special Accounts.

³ 2008, 2009 and 2010 Expenses presented according to International Public Sector Accounting Standards (IPSAS) are not comparable to 2007, where WFP applied the United Nations System Accounting Standards (UNSAS) negative figures represent financial adjustments.

ANNEX VIII B: DIRECT EXPENSES¹ BY COUNTRY, REGION AND PROGRAMME CATEGORY, 2007–2010
(US\$ Thousand)

	2007					2008 ³					2009 ³					2010 ³				
	Development	Relief	Special Oper.	Bilaterals Trust Funds & Others ²	Total	Development	Relief	Special Oper.	Bilaterals Trust Funds & Others ²	Total	Development	Relief	Special Oper.	Bilaterals Trust Funds & Others ²	Total	Development	Relief	Special Oper.	Bilaterals Trust Funds & Others ²	Total
LATIN AMERICA AND THE CARIBBEAN																				
Barbados	-	28	36	-	64	-	84	2	-	86	-	-	-	-	-	-	-	-	-	-
Belize	-	145	-	-	145	-	50	-	-	50	-	-	-	-	-	-	-	-	-	-
Bolivia (Plurinational State of)	3 325	3 968	-	306	7 599	3 434	6 773	-	1 184	11 391	1 588	2 973	-	778	5 339	2 574	2 468	-	2 559	7 601
Chile	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	442	-	-	442
Colombia	-	15 480	-	3 858	19 338	-	17 071	-	2 587	19 658	-0	20 581	-	6 104	26 685	-2	19 743	-	12 741	32 483
Cuba	2 036	265	-	-	2 301	2 332	1 802	-	-	4 134	634	3 701	-	-	4 335	213	236	-	162	611
Dominican Republic	-	569	-	-	569	-	3 057	-	-	3 057	-	564	-	-	564	-	-	-	60	60
Ecuador	-	890	144	63 433	64 467	-	2 186	9	77 090	79 284	-9	1 745	-	37 739	39 475	-15	2 540	-	1 578	4 103
El Salvador	1 226	1 431	77	-	2 734	2	300	51	3 483	3 837	-	876	-	15 397	16 274	-	3 338	-	22 522	25 859
Guatemala	2 423	4 132	-	-	6 555	2 874	5 291	-	-	8 165	1 105	7 786	-	486	9 377	711	13 504	-	1 519	15 733
Guyana	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Haiti	11 200	10 542	-	-	21 742	1 649	50 455	7 419	-	59 523	2 393	65 808	4 232	71	72 504	548	188 537	47 122	175	236 382
Honduras	4 269	1 445	-	17 262	22 976	1 894	966	-	-3 844	-983	7 320	5 939	-	14 756	28 014	4 807	3 094	-	20 538	28 439
Jamaica	-	32	-	-	32	-	1	-	-	1	-	-	-	-	-	-	-	-	-	-
Mexico	-	112	-	-	112	-	314	-	-	314	-	-	-	-	-	-	-	-	-	-
Nicaragua	2 371	5 226	-	-	7 597	8 658	7 236	-	-	15 893	5 474	3 211	-	489	9 174	1 525	3 630	-	948	6 103
Panama	-	17	17	-	34	-	53	2	-	55	-	50	-	-	50	-	-	-	-	-
Peru	1 816	4 474	-	13 934	20 223	4 191	4 945	-	43 239	52 375	604	512	-	26 241	27 358	-7	-0	-	1 154	1 147
Other Regional Expenditure	1 511	20	198	-	1 729	1 737	113	1	-	1 851	3 154	223	-	366	3 743	3 186	296	-	386	3 868
TOTAL REGION	30 177	48 776	473	98 793	178 219	26 771	100 697	7 485	123 739	258 692	22 264	113 970	4 232	102 427	242 893	13 541	237 827	47 122	64 342	362 832
MIDDLE EAST AND NORTH AFRICA																				
Algeria	-	13 278	-	6	13 285	-	22 776	-	-	22 776	-	17 477	-	1 120	18 596	-	18 027	-	1 434	19 461
Egypt	1 568	-	-	2 684	4 251	4 536	-	-	-	4 536	5 517	-	-	109	5 627	8 467	-	-	44	8 511
Iran	-	826	-	-	826	-	1 238	-	-	1 238	-	2 551	-	-	2 551	-	3 035	-	-	3 035
Iraq	-	12 915	-	59	12 974	-	37 144	-	8 244	45 388	-	36 473	-	-	36 473	271	16 402	-	-	16 673
Jordan	516	-	-	-	516	138	-	-	-	138	-	-	-	-	-	-	-	-	102	102
Lebanon	-	470	1 239	-0	1 709	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Libyan Arab Jamahiriya	-	-	497	-	497	-	-	194	-	194	-	-	-	-	-	-	-	-	-	-
Morocco	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Occupied Palestinian Territory	-	69 993	-	0	69 993	-	52 244	-	-0	52 244	-	60 726	1 576	16	62 317	-	76 304	123	-0	76 427
Syrian Arab Republic	3 544	2 868	-	69	6 481	639	19 069	-	45	19 753	1 258	21 499	-	22	22 778	1 796	31 981	-	38	33 815
Yemen	4 499	2 033	-	-	6 532	7 045	5 797	-	-	12 842	3 665	22 903	-	-1	26 568	3 417	35 296	323	57	39 092
Other Regional Expenditure	-	-	-	-	-	-	21	-	-	21	-	187	-	174	361	-	177	-	324	502
TOTAL REGION	10 128	102 383	1 736	2 818	117 065	12 358	138 288	194	8 289	159 130	10 440	161 817	1 576	1 440	175 272	13 952	181 221	446	1 998	197 617
OTHER ²	-6 594	-13 207	1 157	126 769	108 124	4 001	13 571	5 964	151 649	175 185	-22 004	91 493	12 404	152 256	234 149	3 694	26 588	5 648	138 091	174 021

¹ Excludes programme support and administrative costs.

² Includes all Expenses for Bilaterals, Trust Funds, General Fund & Special Accounts.

³ 2008, 2009 and 2010 Expenses presented according to International Public Sector Accounting Standards (IPSAS) are not comparable to 2007, where WFP applied the United Nations System Accounting Standards (UNSAS) negative figures represent financial adjustments.



ANNEX VIII C: DIRECT EXPENSES¹ BY COUNTRY, SPECIAL STATUS CATEGORY AND REGION, 2007–2010

	2007		2008 ⁴		2009 ⁴		2010 ⁴	
	US\$ Thousand	%	US\$ Thousand	%	US\$ Thousand	%	US\$ Thousand	%
<u>DEVELOPMENT AND RELIEF:</u>	2 314 974	100.0	3 025 855	100.0	3 515 792	100.0	3 507 923	100.0
BY SPECIAL STATUS CATEGORY²								
Least developed countries	1 710 707	73.9	2 178 093	72.0	2 392 382	68.0	2 371 939	67.6
Low-income, food-deficit countries	2 175 770	94.0	2 810 174	92.9	3 285 073	93.4	3 308 053	94.3
BY REGION/COUNTRY GROUP								
Sub-Saharan Africa	1 667 589	72.0	2 057 798	68.0	2 359 772	67.1	2 148 296	61.2
Asia	442 125	19.1	635 179	21.0	728 049	20.7	854 194	24.4
Eastern Europe and CIS ³	33 597	1.5	37 192	1.2	49 992	1.4	28 610	0.8
Latin America and the Caribbean	78 953	3.4	127 468	4.2	136 234	3.9	251 367	7.2
Middle East and North Africa	112 511	4.9	150 646	5.0	172 167	4.9	195 173	5.6
<u>DEVELOPMENT:</u>	309 318	100.0	292 112	100.0	275 906	100.0	287 842	100.0
BY SPECIAL STATUS CATEGORY²								
Least developed countries	227 011	73.4	192 657	66.0	193 079	70.0	204 474	71.0
Low-income, food-deficit countries	302 146	97.7	273 412	93.6	268 834	97.4	276 860	96.2
BY REGION/COUNTRY GROUP								
Sub-Saharan Africa	154 001	49.8	165 351	56.6	187 950	68.1	169 819	59.0
Asia	121 606	39.3	83 631	28.6	77 256	28.0	84 286	29.3
Latin America and the Caribbean	30 177	9.8	26 771	9.2	22 264	8.1	13 541	4.7
Middle East and North Africa	10 128	3.3	12 358	4.2	10 440	3.8	13 952	4.8

¹ Exclusive of programme support and administrative costs.

² Actual classifications for each year.

³ Relief only.

⁴ 2008, 2009 and 2010 Expenses presented according to International Public Sector Accounting Standards (IPSAS) are not comparable to 2007, where WFP applied the United Nations System Accounting Standards (UNSAS) negative figures represent financial adjustments.



ANNEX IX A: UNITED NATIONS AND INTERNATIONAL ORGANIZATION PARTNERSHIPS

PARTNERS	2008		2009		2010	
	No. of projects	No. of countries	No. of projects	No. of countries	No. of projects	No. of countries
UNICEF	140	71	138	71	134	62
FAO	99	63	93	61	93	56
WHO	75	46	62	41	74	44
UNDP	67	43	63	36	64	44
UNHCR	54	43	54	39	52	38
UNFPA	51	38	41	28	44	31
UNAIDS*	40	31	30	26	33	28
OTHER**	29	24	18	12	31	22
IOM	19	18	22	19	26	21
World Bank	20	16	23	15	25	19
UNESCO***	19	14	15	9	19	13
IFAD	18	14	16	14	17	14
ILO	13	11	22	15	17	14
ICRC	15	13	12	11	14	10
IFRC	13	10	8	8	13	8
UNIFEM****	6	6	8	6	10	9
UNEP*****	3	3	5	4	4	4
UN-HABITAT*****	1	1	2	2	4	2

* Joint United Nations Programme on HIV/AIDS

** Includes entities such as United Nations missions

*** United Nations Educational, Scientific and Cultural Organization

**** United Nations Development Fund for Women

***** United Nations Environment Programme

***** United Nations Conference on Human Settlements

ANNEX IX B: NON-GOVERNMENTAL ORGANIZATIONS PER SECTOR OF COLLABORATION¹

SECTOR OF COLLABORATION	TOTAL	No. Global NGOs	No. Local NGO
General food distribution (GFD)	494	88	406
Mother-and-child health and nutrition (MCHN)	357	72	285
Food for training (FFT)	326	49	277
Supplementary feeding	284	62	222
FFA/FFW: Agricultural/crop production promotion	278	45	233
Mitigation/Safety nets (HIV-affected households & OVC)	260	30	230
Care and Treatment (ART, TB, PMTCT and HBC)	240	56	184
FFA/FFW: Land or water development and improvement	226	43	183
School feeding: Primary and secondary schools	186	34	152
Other	150	49	101
FFA/FFW: Agroforestry projects	134	19	115
FFA/FFW: Transportation (e.g. access roads, rural roads, etc.)	127	37	90
School feeding: Nurseries and kindergartens	88	13	75
Emergency school feeding	74	13	61
FFA/FFW: Public amenities/schools/housing	72	31	41
Cash transfers and/or vouchers	46	14	32
Capacity development (disaster/emergency preparedness)	41	15	26
FFA/FFW: Other	32	13	19
FFA/FFW: Food reserves	32	11	21
FFA/FFW: Animal husbandry and pisciculture projects	26	8	18
Micronutrient supplementation	15	8	7
Capacity development (local procurement/hand-over/advocacy)	8	2	6
Capacity development (food fortification)	5	2	3
Settlement/resettlement	4	4	
TOTAL	718	2 787	3 505

¹The list of sectors of collaboration has changed from previous years. Please refer to APR2009, for previous information.

ANNEX X: END-NOTES

- All monetary values are in United States dollars (US\$), unless otherwise stated.
- One billion equals 1,000 million.
- All quantities of food are in metric tons (mt), unless otherwise specified.
- Direct expenditures include food, external transport, landside transport, storage and handling (LTSH), direct support costs (DSC) and other direct operating costs (ODOC) components, but exclude indirect support costs (ISC) and programme support and administrative (PSA) budget costs.
- Totals reported in this document may not add up exactly as a result of rounding.
- Low-income, food deficit countries (LIFDCs) include low-income, food-deficit countries (net food-importing) with per capita income below the level used by the World Bank to determine eligibility for International Development Association (IDA) assistance and for 20-year International Bank for Reconstruction and Development (IBRD) terms; these are applied to countries in World Bank categories I and II. The historical ceiling of per capita gross national income (GNI) for 2006, based on the World Bank Atlas method, is US\$1,735. In 2010, 77 countries were classified by FAO as LIFDCs.
- Three criteria are used for the identification of least developed countries (LDCs), as reviewed every three years by the Economic and Social Council of the United Nations (ECOSOC): (1) low income as measured by gross domestic product (GDP) per capita; (2) weak human resources, as measured by the composite Augmented Physical Quality of Life Index (APQLI), which is based on indicators of life expectancy at birth, per capita calories supply, combined primary and secondary school enrolment ratio, and adult literacy rate; and (3) low level of economic diversification, as measured by the composite Economic Diversification Index (EDI), which is based on the share of manufacturing in GDP, the share of the labour force in industry, annual per capita commercial energy consumption and the United Nations Conference on Trade and Development's (UNCTAD) merchandise export concentration index. In 2010, 50 countries were included as LDCs.
- From 2007 onwards, WFP must meet the Board's guidelines of allocating at least 90 percent of development multilateral funds to concentration countries. Countries that meet the concentration criteria:
 - are least developed or have equally low income;¹ and
 - face a problem of chronic malnutrition measured as a rate of under 5 child stunting greater than 25 percent".²

¹ Per capita gross national income (GNI) less than US\$975.

² See statistics on Nutrition published under "The State of the World's Children 2009" Report by UNICEF.

ACRONYMS USED IN THE DOCUMENT

AFSI	L'Aquila Food Security Initiative
APR	Annual Performance Report
ART	anti-retroviral therapy
ASMR-U5	Age-specific mortality rate for children under 5
CBO	community-based organization
CERF	Central Emergency Response Fund
CFW	cash for work
CHR	crude mortality rate
CIS	Commonwealth of Independent States
COMET	Corporate M&E Tool
CP	country programme
CSB	corn-soya blend
CSI	coping strategy index
DAC	Development Assistance Committee
DDR	disarmament, demobilization and reintegration
DEV	development project
DOTS	directly observed treatment short course
DPI	disaster preparedness index
DPRK	Democratic People's Republic of Korea
DRC	Democratic Republic of the Congo
DRR	disaster risk reduction
DSC	direct support costs
EB	Executive Board
EC	European Commission
EDMF	Emerging Donor Matching Fund
EMOP	emergency operation
EPIC	Emergency Preparedness Integration Centre

ETC	emergency telecommunications cluster
FAO	Food and Agriculture Organization of the United Nations
FFA	food for assets
FFT	food for training
FFW	food for work
FITTEST	Fast Information Technology and Telecommunications Emergency Support Team
FPF	Forward Purchase Facility
GAIN	Global Alliance for Improved Nutrition
GAM	global acute malnutrition
GFD	general food distribution
GVLV	Global Vehicle Leasing Programme
HACT	harmonized approach to cash transfers
HIV and AIDS	human immunodeficiency virus and acquired immune deficiency syndrome
HLCM	High-Level Committee on Management
ICRC	International Committee of the Red Cross
ICT	information and communications technology
IDA	iron deficiency anaemia
IDP	internally displaced person
IFAD	International Fund for Agricultural Development
IFRC	International Federation of Red Cross and Red Crescent Societies
IGAD	Inter Governmental Authority on Development
ILO	International Labour Organization
INTERFAIS	WFP International Food Aid Information System
IOM	International Organization for Migration
IPSAS	International Public Sector Accounting Standards
IRA	Immediate Response Account
ISC	indirect support costs
LDC	least developed country

LIFDC	low-income, food-deficit country
LTSH	landside transport, storage and handling
M&E	monitoring and evaluation
MCHN	mother-and-child health and nutrition
MDG	Millennium Development Goal
MISTS	minimum security telecommunications standards
MOSS	minimum operating security standards
MOU	memorandum of understanding
MRD	Management Result Dimension
MUAC	mid-upper arm circumference
NGO	non-governmental organization
OCHA	Office for the Coordination of Humanitarian Affairs
ODOC	other direct operational costs
OECD	Organisation for Economic Co-operation and Development
OVC	orphans and other vulnerable children
P4P	Purchase for Progress
PACE	Performance and Competency Enhancement
PMTCT	prevention of mother-to-child transmission
PRRO	protracted relief and recovery operation
PSA	Programme Support and Administrative (budget)
PSNP	Productive Safety-Net Programme
REACH	Ending Child Hunger and Undernutrition
SMCA	Strengthening Managerial Control and Accountability
SO	special operation
SPR	standard project report
SRF	Strategic Results Framework
SRM	security risk management
TB	tuberculosis
UNCT	United Nations country team

UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNHCR	Office of the United Nations High Commissioner for Refugees
UNHRD	United Nations Humanitarian Response Depot
UNICC	United Nations International Computing Centre
UNICEF	United Nations Children's Fund
VAM	vulnerability analysis and mapping
WCF	working capital financing
WHO	World Health Organization
WINGS II	WFP's Information Network and Global System II