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ANNUAL REPORT FOR 2007 TO ECOSOC AND FAO COUNCIL

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NOTE TO THE EXECUTIVE BOARD

This document is submitted to the Executive Board for approval.

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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EXECUTIVE SUMMARY

In 2007, WFP continued to support the United Nations reform and inter-agency cooperation to increase the coherence and effectiveness of United Nations development and humanitarian programmes.

In development activities, WFP supports the piloting of Delivering as One, particularly in the four pilot countries where WFP has country offices: Mozambique, Pakistan, Rwanda and Tanzania. In Mozambique, for instance, WFP plays a key role in 6 of the 11 joint programmes, and is the convening/coordinating agency for one that will be implemented together with the Food and Agriculture Organization of the United Nations and the International Fund for Agricultural Development.

WFP increased its participation in joint programmes from 46 in 2006 to 84 in 2007, representing an 82 percent increase, including the pilots. WFP was involved in joint programmes in 36 countries in 2007, compared with 27 in 2006. The major areas of programming were HIV/AIDS, education and Millennium Development Goals.

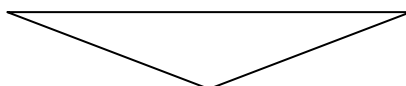
In humanitarian reform, WFP continued to play a significant role in the cluster system. As lead agency for the logistics cluster, WFP assumed the lead in four new emergencies in 2007. WFP was also named the country-level lead for the emergency telecommunications cluster in five additional countries in 2007, and was an active participant in the nutrition, protection, education and early recovery clusters. WFP stands ready for further roll-out of the cluster system in all countries where there is a Humanitarian Coordinator.

Climate change emerged as a major United Nations system-wide cooperation issue to which WFP contributed through active participation in inter-agency and inter-governmental discussions, including the drafting of United Nations Chief Executives Board statements and policies on the subject, and the Secretary-General's high-level event on climate change at the United Nations General Assembly in September 2007.

This report is in accordance with streamlined corporate reporting to the Board and WFP parent bodies (WFP/EB.A/2004/5-F). It is consistent with the United Nations Economic and Social Council format for annual reporting by United Nations agencies, based on provisions of the 2004 General Assembly resolution on the Triennial Comprehensive Policy Review of Operational Activities for Development. This report takes account of comments from the Board on the 2006 Annual Report and from the Bureau in October 2007. The timing for submitting it to the Board's First Regular Session of 2008 does not allow inclusion of complete statistical information for all of 2007; partnership statistical data in the section on Collaboration with Partners refer to 2006, because 2007 data were not yet available. Complete statistical information will be available in the 2007 Annual Performance Report, submitted to the Board's Annual Session.



DRAFT DECISION*



The Board approves the “Annual Report for 2007 to ECOSOC and FAO Council” (WFP/EB.1/2008/4). In accordance with its decision 2004/EB.A/11 of 24 May 2004, the Board requests that the Annual Report be forwarded to the ECOSOC and FAO Council, along with the Board’s decisions and recommendations for 2007 and the present decision.

* This is a draft decision. For the final decision adopted by the Board, please refer to the Decisions and Recommendations document (WFP/EB.1/2008/15) issued at the end of the session.



SECTION 1 – STRUCTURES AND MECHANISMS

Inter-Agency Standing Committee, Executive Committee on Humanitarian Affairs and Clusters

1. The Inter-Agency Standing Committee (IASC) focused its efforts on continued implementation of humanitarian reforms, particularly the cluster system. At the global level, the aim of the cluster approach is to strengthen system-wide preparedness and coordination of the technical capacity to respond to humanitarian emergencies by ensuring that there are predictable leadership and accountability in all the main areas of humanitarian response. Similarly, at the country level, the aim is to strengthen humanitarian response by ensuring high standards of leadership, predictability, accountability and partnership in all activities.
2. The success of the cluster approach must be judged in terms of its impact on improving the humanitarian response to those affected by crises. Clusters are mainly an operational tool rather than a coordinating one. Cluster structures at the country and global levels should be simple, results-oriented, focused on filling operational gaps, and inclusive of those organizations with real operational capacities in the sector.
3. WFP plays an important role in the cluster system. Apart from being the global lead for the food aid sector, WFP is the lead agency for the logistics cluster, co-leader for the emergency telecommunications cluster (ETC) and a participant in the nutrition, protection, education and early recovery clusters. WFP actively contributes to the work of the nutrition global cluster, where the United Nations Children's Fund (UNICEF) has conducted global meetings and taken decisions collegially. The success of the nutrition cluster is due to the input of all members – United Nations agencies, non-governmental organizations (NGOs), academic institutions and donors – in a true spirit of partnership and co-ownership of the cluster and its work. In the newly established education cluster, WFP plays a strong role in needs assessment, monitoring and evaluation.
4. In 2007, logistics clusters were established for floods in Mozambique, Uganda, Pakistan and, most recently, Bangladesh, as well as in Chad, the Central African Republic and Ethiopia. WFP led the logistics clusters in all these countries, apart from Ethiopia, where the Government took the lead.
5. In 2007, ETCs were activated in three new emergencies – in Mozambique, Ghana and Pakistan – and for ongoing humanitarian situations in Chad, the Central African Republic, Guinea and Ethiopia. WFP assumed leadership of ETCs in all the new emergencies and in the Central African Republic and Guinea, and undertook ETC cluster-related field work in Peru, Nicaragua, Ethiopia, Afghanistan and Timor Leste. As recommended by the cluster evaluation, WFP proposed a structural change in the global ETC so that it be led by one agency (WFP) rather than three (the Office for the Coordination of Humanitarian Affairs (OCHA), UNICEF and WFP).
6. Regarding roll-out of the cluster system, WFP stands ready to implement the system in all countries where there is a Humanitarian Coordinator (HC). Addressing the knowledge gap concerning clusters is a prerequisite for applying the system correctly. IASC has identified a series of workshops to address knowledge gaps in the field and to introduce the cluster system and its adaptation to country-specific situations. OCHA/Geneva is organizing these workshops in Afghanistan, Haiti, Côte d'Ivoire and possibly the Sudan.



7. WFP is also an active member of the IASC Sub-Working Group (SWG) on Gender in Humanitarian Action, which is committed to supporting the integration of gender equality into the humanitarian response system. The SWG requested a study on the extent to which gender is reflected in Consolidated Appeals Process (CAP) proposals and responses, with a focus on two sectors: education and health, and gender-based violence. This study is expected by mid-2008.

Consolidated Appeals Process

8. In 2007, there were a total of 15 CAPs, 13 flash appeals and 10 appeals classified by OCHA as “other appeals”. WFP took part in all 15 CAPs, 12 flash appeals and 5 of the other appeals.
9. WFP remains by far the largest appealing agency. As of 19 October 2007, the total requirements for all CAPs and flash appeals was US\$4.9 billion, of which WFP needs were US\$1.8 billion, or 36 percent; UNICEF, with US\$438.9 million or 9 percent, was second, followed by the Office of the United Nations High Commissioner for Refugees (UNHCR) at US\$359 million, or 7 percent. WFP has received 91 percent of its requirements against these appeals. The largest appeals were: the Sudan, the Democratic Republic of the Congo (DRC), the Occupied Palestinian Territory (OPT), Zimbabwe and West Africa. WFP was the largest appealing organization in the Sudan and DRC appeals, and the second largest – after the United Nations Relief and Works Agency (UNRWA) – in the OPT appeal.
10. WFP participated in the monthly IASC SWG meetings on CAP, which are a useful forum for corporate view-sharing of the process. Among the issues discussed at these meetings are the CAP launch and advancing CAP as a strategic planning and programming tool. During the launch of the 2007 Humanitarian Appeal in New York in November 2006, the WFP Goodwill Ambassador, Her Royal Highness Princess Haya of Jordan, was invited to make a statement. Other activities included the training of CAP trainers, with five WFP staff participating in the English-language training in Geneva, and three in the training in French in Dakar.

United Nations Development Group

11. WFP chaired the Management Group, providing support and guidance to country-level operations, with particular focus on the Delivering as One pilot countries and support to joint programming, including financial and programming tools. WFP also chaired a United Nations Development Group (UNDG) group at the Assistant Secretary-General level that provided guidance to the pilot countries, and a group undertaking to streamline UNDG structures to make them more efficient and effective.
12. The UNDG Deputy Executive Directors’ group continued to make progress on regionalization issues arising from the 2004 Triennial Comprehensive Policy Review (TCPR) recommendations, including agreement on the co-location of UNDG Executive Committee (ExCom) regional bureaux. WFP also hosted the annual global regional directors’ meeting in Rome. Specialized agencies joined UNDG ExCom colleagues to discuss common programming and leadership issues.



SECTION 2 – FUNDING AND RESOURCES

Funding and Resources

13. As of 30 September 2007, contributions to WFP amounted to US\$1.9 billion. Emergency operations (EMOPs), protracted relief and recovery operations (PRROs) and WFP's Immediate Response Account received 76 percent of funding; development activities 12 percent; special operations (SOs) 7 percent; and others, including trust funds and special accounts, 6 percent.
14. By the end of September 2007, 13 percent of the total funding received was multilateral and 87 percent was directed multilateral; 60 percent of the contributions were in cash and 40 percent in kind. A total of 74 public donors contributed to WFP operations, of which 9 were new donors, with contributions valued at US\$3.9 million.
15. The United Nations is now a top donor for WFP – the fourth highest contributor as of 30 September 2007, with donations valued at US\$105 million. The bulk of these donations (66 percent) were for EMOPs and PRROs; 29 percent were for SOs and 5 percent for development and other activities. Of the United Nations funds, 97 percent were from humanitarian pooled funding mechanisms: the Central Emergency Response Fund (CERF) and the Sudan/DRC Common Humanitarian Funds. The top recipient countries were the Sudan, the DRC and Uganda.
16. United Nations contributions to WFP provide a welcome, flexible and complementary funding source to traditional donors. United Nations contributions are provided fully in cash and have no purchasing restrictions or special visibility requirements. Contributions from donor governments often come with conditions attached that can hinder WFP's ability to make full use of its internal advance financing mechanisms or procurement leverage. Thus, United Nations contributions represent a particularly valuable funding source for underfunded or "silent" emergencies. United Nations contributions are, however, less predictable than direct donor contributions, and lead to increased transaction costs to agencies, especially as regards application procedures and reporting.

Central Emergency Response Fund and Donor Funding

17. In 2007, WFP was the largest recipient of CERF funding. As of 15 October 2007, WFP had received US\$99 million from the fund, which was above the 2006 level of US\$97 million; note that according to OCHA statistics, WFP received US\$108 million from CERF in 2006, as some contributions registered in 2007 were drawn from the 2006 fund. WFP's tracking of CERF shows additional requests are being processed and the total CERF contribution for 2007 is expected to increase, but overall contributions to WFP from the top ten CERF donors are expected to be lower in 2007 than in 2006. Further analysis is therefore required to determine whether CERF represents a net increase in available resources to WFP or simply a shift of funding from direct donor contributions to WFP to the channelling of such money through CERF.

Private-Sector Fundraising

18. 2007 has been an important year for WFP private-sector partnerships and fundraising. A strategy for expanding private-sector partnerships is currently being discussed with the Executive Board, while new and innovative ways for significantly expanding private-sector partners have been implemented. Corporate partners continued to bring their



unique skills and valuable donations to WFP, with the launch of two new multi-year, multi-million-dollar global partnerships: consumer products company Unilever is supporting WFP school feeding in several countries; and, life sciences company DSM is helping WFP strengthen its general food basket to ensure that the nutritional needs of its beneficiaries are met through cost-effective micronutrient interventions. With additional donations generated through smaller corporations, on-line donors and a small number of high-net-worth individuals, WFP estimates it will have generated US\$38 million in cash donations by the end of the year. While a significant portion of the funds raised are earmarked for WFP's greatest needs, other areas that private donors have supported include emergency needs assessment, food for education, ending child hunger, nutrition enhancement, capacity-building in information and communications technology (ICT) for emergency response, and home-grown school feeding.

SECTION 3 – IMPLEMENTATION OF UNITED NATIONS REFORM MEASURES

Harmonization of Programmes

19. WFP participated in training workshops on the revised Common Country Assessment/United Nations Development Assistance Framework (CCA/UNDAF) guidelines, which it had contributed to rewriting in the last quarter of 2006. These revised guidelines provide more inclusive analysis and planning, focusing on national plans and capacity-building, disaster prevention and post-conflict recovery, to ensure strengthened partnerships and hence encourage better integration of technical expertise from specialized and non-resident agencies.
20. UNDG agencies have supported the efforts of Delivering as One pilot countries and have reviewed their UNDAFs and common programming frameworks. In linking UNDAFs to national planning processes, WFP and such partners as the Food and Agriculture Organization of the United Nations (FAO), the International Fund for Agricultural Development (IFAD), the World Health Organization (WHO) and the World Bank worked to ensure that food security and nutrition are priority programme concerns.

Joint Programmes and Delivering as One Pilots

21. WFP significantly increased its participation in Joint Programmes (JPs), from 46 in 2006 to 84 in 2007, representing an 82 percent increase and including the Delivering as One pilots in the four pilot countries where WFP has country offices – Mozambique, Rwanda, Tanzania and Pakistan.
22. WFP was involved in JPs in 36 countries in 2007, compared with 27 in 2006. The major areas of programming remained the same, with 14 JPs in HIV/AIDS, 13 in education and 11 in the Millennium Development Goals (MDGs).
23. In Mozambique, the One Programme used the 2007–2009 UNDAF as a strategic framework around four pillars – HIV/AIDS, economic development, governance, and human capital – under which 11 JPs were developed. WFP is engaged in six JPs and leads the Building Commodity Value Chains and Market Linkages for Farmers' Associations JP, together with IFAD and FAO. The other JPs are Emergency Preparedness and Disaster Risk Reduction; Strengthening the HIV/AIDS response; Environmental Mainstreaming



and Adaptation to Climate Change; Ensuring Vulnerable Populations' Access to Social Safety Nets; and Enhancing Quality and Accessibility of Sexual and Reproductive Health, Neonatal and Child Health Services and Nutrition. WFP, FAO and IFAD have also formed a Food Security Working Group, which includes ministries, NGOs and bilateral donors providing budget support in the agriculture sector.

24. In Tanzania, the One Programme draws from UNDAF II 2007–2010, with seven JPs in six priority focus areas. WFP is engaged in six JPs, of which five are with FAO: Wealth Creation, Employment and Economic Empowerment (also with IFAD, among others); Support to National Response to HIV and AIDS (Mainland and Zanzibar); Capacity-Building Support to Zanzibar; Human Security, Transition and Disaster Preparedness – Managing Transition from Humanitarian to Sustainable Development in Northwestern Tanzania; Human Security, Transition and Disaster Preparedness – Strengthening National Disaster Preparedness and Response Capacity; and Reduction of Maternal and Newborn Mortality.
25. In Rwanda, the One Programme is being finalized around the recently developed UNDAF, which supports eight of the ten government priorities in economic development and Poverty Reduction Strategies (PRS) and is divided into five result areas: health, population, HIV and nutrition; education; sustainable growth and social protection; environment; and governance.
26. Pakistan is developing its One Programme. The current UNDAF, ending in 2010, is being reviewed to focus on national priorities and the United Nations' comparative advantages. WFP is active in all five thematic working groups – health, poverty, education, HIV/AIDS, and disaster management – which form the basis of the One Programme and five JPs. WFP co-chairs the Disaster Risk Management Theme Group, together with the United Nations Development Programme (UNDP). With 14 other agencies, WFP also ensures that the cross-cutting issue of gender is appropriately reflected within the five thematic working groups.
27. In education, WFP in Afghanistan is collaborating with the United Nations Educational, Scientific and Cultural Organization (UNESCO), the United Nations Population Fund (UNFPA), UNICEF, the United Nations Development Fund for Women (UNIFEM) and WHO in two JPs: Functional Literacy and Healthy Schools. WFP provided transport for books and deworming pills targeted to 1.4 million primary schoolchildren, in addition to food assistance. In Egypt, WFP is collaborating with UNESCO, UNICEF, UNFPA, the International Labour Organization (ILO) and the World Bank in three JPs: Early Childhood Education Enhancement, which provides quality early childhood education in disadvantaged communities; the Support to Girls' Education Initiative, which addresses gender disparity reduction and aims to decrease the gender gap in basic education enrolment rates, improve the quality of education and attain education for all by 2015; and Combating Child Labour through Education, which contributes to the elimination of exploitive child labour in Egypt through the rehabilitation and integration of child labourers into education, and the provision of effective measures to prevent child labour.
28. In relation to HIV/AIDS, WFP in Madagascar is collaborating with FAO, ILO, the Joint United Nations Programme on HIV/AIDS (UNAIDS), UNDP, UNFPA, UNICEF, WHO and the World Bank. In Malawi, WFP is collaborating with FAO, UNICEF and WHO in Food Security and Nutrition Support for People Living with and/or Affected by HIV/AIDS. WFP provides food and nutrition support, trains community volunteers in community home-based care, and implements sustainable livelihood interventions in the targeted districts. In Namibia, WFP is collaborating with FAO, UNAIDS, UNDP, UNFPA, UNICEF, WHO, UNESCO and UNHCR under the UNDAF 2006–2010. In Zambia, WFP



is collaborating with FAO, ILO, OCHA, WHO, UNAIDS, UNDP, UNESCO, UNFPA, the International Organization for Migration (IOM), UNHCR, UNIFEM, the World Bank and the United Nations Economic Commission for Africa (ECA) in the fight against AIDS for 2007–2010.

29. WFP in Guatemala is collaborating with UNICEF, WHO, FAO, the United Nations Volunteers (UNV) and UNFPA on MDGs, with a JP supporting the national plan for reducing chronic malnutrition, focused on children under 3 years of age, pregnant women and nursing mothers and with the goal of breaking the inter-generational cycle of poverty and undernutrition. In Guinea, WFP is collaborating with FAO, OCHA, UNAIDS, UNFPA, UNESCO, UNHCR, UNICEF, the United Nations Industrial Development Organization (UNIDO) and WHO in the JP Re-launching of the Local Dynamics of Economic and Social Development.
30. In health and nutrition, WFP is collaborating with UNICEF, UNDP and WHO in Colombia in a food and nutrition study of indigenous communities aimed at assessing their health, food and nutritional status to establish a baseline for planning, implementing and evaluating activities.
31. In the Disaster Risk Management Programme, WFP is participating in China with FAO, ILO, UNAIDS, UNDP, UNESCO, UNFPA, UNHCR, UNICEF, UNIFEM, the United Nations Resident Coordinator (RC) and WHO. In Peru, WFP is collaborating with FAO, UNDP, UNICEF and WHO on “Natural Disaster: From Damage Limitation to Risk Management and Prevention”, financed by the United Nations Trust Fund for Human Security. Its main objective is to improve human security and reduce vulnerability by protecting and empowering some of the most neglected and exposed communities, supporting local disaster and risk management efforts, and cultivating an attitude of prevention among local leaders.
32. In food security, WFP is collaborating with FAO and UNDP in Lesotho in the Community-Led Watershed Development for Improved Food Security and Livelihoods Programme. In the environment, WFP is collaborating in Afghanistan with FAO, IOM, UNDP, the United Nations Environment Programme (UNEP), the United Nations Office for Project Services (UNOPS) and UNICEF in the Green Afghanistan Initiative, which has resulted in the planting of 3 million seedlings in nurseries; the training of 50 government counterparts; the training of 1,150 people in basic nursery management; and the distribution of 120,000 trees to children in school. In Armenia, WFP is collaborating with UNDP and FAO in tree planting activities in Lavery City. In Mauritania, WFP is collaborating with UNDP, FAO, UNICEF, UNESCO, UNEP, and WHO in mainstreaming planting processes.
33. In poverty reduction, WFP is collaborating with FAO, UNDP, UNFPA and UNICEF in Bhutan on the Living Standards Survey 2007. In human rights, WFP is collaborating with UNDP, UNESCO, UNFPA and UNICEF in Burkina Faso.

Paris Declaration on Aid Effectiveness and Sector-Wide Approaches

34. Having co-signed the undg position paper on sector support in February 2005, WFP developed guidelines on PRS engagement in June 2007. Although WFP recognizes that budget support is increasingly the favoured aid modality, the guidelines stress the need to consider how WFP can position and support cooperation modalities given the means at its disposal. WFP’s main support to governments is food rather than cash, so its main expenditures in the field concern local food procurement from national grain reserves and transportation. WFP cannot use government procurement systems to purchase food.



35. WFP has also developed guidelines on the Paris Declaration and sector-wide approaches (SWAPs) in the Programme Guidance Manual. Country offices are trying to adapt to the new aid modalities. In Rwanda, WFP is in the process of signing a SWAP memorandum of understanding (MOU) in the health sector with the Government and health-sector development partners. Although the preferred funding channel in the MOU is direct budget support, the Government provides flexibility to partners who cannot use this mechanism.

Common Services

36. Following the transfer of common services to the Development Group Office (DGO) in 2007, the strategic focus has been on continuing support to all United Nations country teams (UNCTs) utilizing established tools and methodologies, with particular emphasis on the successful implementation of common business processes in the One United Nations pilot countries. WFP is present in four of the seven countries in which DGO conducted common services workshops: Indonesia, Timor Leste, Bhutan and El Salvador. The workshop in Timor Leste identified areas for improvement in existing common services and established new areas for WFP collaboration with other United Nations agencies: establishment of common premises; training/learning initiatives; and a medical services programme. WFP considers the development and use of standard measurement tools essential in assessing the performance of common services at both the local and global levels, and will continue to work with United Nations partners to devise business solutions that are advantageous to all parties.

Common Premises

37. WFP is currently chairing the Working Group on Common Premises and has spearheaded an effort to improve the tools and guidelines available for country offices on the Web site: www.undp.org/unhouse. These revised tools are being utilized by all countries initiating common premises, with support from the Working Group as required. Improvements include: a major revision of the cost-benefit analysis framework; the inclusion of scheduling templates that address the design, construction and commissioning phases; standard terms of reference (TOR) for project managers; and enhanced guidance on the planning, feasibility and implementation phases. New common premises will be established by the end of 2007 in Madagascar, Kuwait and Oman. In Bhutan, construction of a new United Nations House on land provided by the Government will begin in early 2008. WFP's participation in common premises continues to be evaluated on a case-by-case basis, requiring rigorous analysis of the costs and benefits of each project.
38. WFP led an inter-agency mission to Viet Nam to assist the UNCT in setting up a carbon-neutral United Nations House under the Delivering as One initiative. The limited availability of capital funding for the construction or renovation of common premises continues to be problematic in Viet Nam and many other countries; many projects do not go beyond the feasibility stage because of this issue. This is particularly true for the involvement of non-ExCom agencies, and constitutes a major impediment to creating all-inclusive common premises. Alternative financing schemes need to be pursued, leveraging United Nations, donor, host nation and commercial resources.



United Nations Joint Logistics Centre

39. The United Nations Joint Logistics Centre (UNJLC) supported the WFP-led logistics cluster, with seconded staff operating information management activities in Mozambique, Madagascar, Pakistan and Uganda, and planned deployment in Chad. UNJLC information management services include: the Web site, reporting, tracking and prioritization through the Joint Supply Tracking System, geographic information system and customs.
40. The Sudan has the largest UNJLC operation, which was activated by IASC/UNCT. UNJLC is managing the shelter/non-food items sector in Darfur and is developing a similar set-up in southern Sudan. UNJLC is also supporting the HC with infrastructure mapping, logistics coordination and information management. It also supports the Ministry of Transport in southern Sudan.
41. To ensure that its services are fully developed and maintained, UNJLC counts on donor support and funding for the continuity of its role as a neutral inter-agency tool.

United Nations Humanitarian Air Service

42. WFP/United Nations Humanitarian Air Service (UNHAS) provided assistance in the major flood emergencies in Ethiopia, Kenya, Somalia, Mozambique and Madagascar, and initiated similar operations in Uganda. The rapid availability of CERF funding was a crucial factor in the timely set-up of these operations. Operations in Afghanistan, the Central African Republic, Chad, the West African coast region, Somalia and the Sudan have been expanded owing to increased requirements.
43. As of August 2007, 100 aircraft and heavy-lift helicopters chartered by WFP/UNHAS had transported 210,000 passengers and 6,400 mt of cargo for the relief operations of United Nations agencies and 200 NGOs. Improved road access to beneficiaries in southern Sudan led to a reduction in cargo deliveries by air in the region.
44. WFP's aviation management structure and systems were further strengthened in response to recommendations presented in the International Civil Aviation Organization's (ICAO) recent audit report, notably the appointment of qualified aviation specialists as WFP officers in all field operations, in addition to the roll-out of a corporate flight management application. The WFP Aviation Safety Unit played an active role in enhancing the capacity of several civil aviation authorities in Africa and in mainstreaming multiple initiatives in the field of aviation safety, in liaison with ICAO.

Resident Coordinator/Humanitarian Coordinator System

45. WFP continued to participate in working groups defining the roles of Resident Coordinator (RCs) and Humanitarian Coordinator System (HCs) leaders of UNCTs. WFP's Executive Director participated in the induction of new RCs, to stress WFP's commitment to United Nations reform and delivery of results at the country level, as well as to familiarize new RCs coming from other agencies with WFP's mandate. WFP's two successful RC candidates also participated in this training with other new RCs about to take up their assignments.
46. WFP's efforts to improve the quality and number of its candidates in the RC system focused on the following mechanisms:
 - *WFP Coordination Group.* WFP has put in place a pre-screening mechanism to allow it to select and prioritize experienced candidates who fulfil the selection criteria for participation in the Resident Coordinators Assessment Centre (RCAC).



- *Management Development Centre.* WFP candidates selected for RCAC attend the Management Development Centre to improve their managerial competencies.
 - *Links to on-line courses and articles.* Additional materials are provided to WFP's candidates on various competencies that might be useful in preparing for RCAC and regular managerial responsibilities.
 - *WFP resource people for RCAC.* WFP has set up a support group for future WFP candidates going to RCAC. The WFP counsellor is also available prior to RCAC.
47. The outcomes of WFP's efforts to have top-quality staff members as RCs and to increase their impact on United Nations work at the country level are the following:
- *More candidates in the RC roster.* Since 2006 WFP has increased the number of candidates attending RCAC from 2 to 14.
 - *Increased participation in RC selection.* Since 2006, seven WFP candidates have been presented to the Inter-Agency Advisory Panel for vacant RC posts. During 2007, three WFP staff members were designated as RCs.
48. WFP supports improvement of the HC system through inter-agency collaborative mechanisms established under IASC. OCHA's decision to establish an HC-strengthening project in 2007 provided a platform for improved progress on outstanding issues of HC training, selection and policy guidance.

SECTION 4 – COLLABORATION WITH PARTNERS

49. In 2006, WFP collaborated with 17 United Nations agencies, the World Bank, the International Committee of the Red Cross (ICRC), the International Federation of Red Cross and Red Crescent Societies (IFRC), IOM and ILO in 237 projects in 81 countries. Statistical data on partnerships for 2007 will be available in the Annual Performance Report at the Board's 2008 Annual Session.

United Nations Children's Fund

50. In 2006, WFP and the United Nations Children's Fund (UNICEF) collaborated in 64 countries on 127 projects. Increasing demands to improve the coherence of United Nations development programmes and humanitarian activities and to Deliver as One require United Nations agencies to increase collaboration with partners. UNICEF is WFP's primary partner in education, mother-and-child health (MCH), nutrition and technical assistance. Continued strong partnership with UNICEF is a strategic priority for WFP.
51. WFP's Executive Board approved a work plan and budget for the Ending Child Hunger and Undernutrition Initiative (ECHUI). This initiative is a global partnership co-initiated with UNICEF in pursuit of MDG 1, Target 2, to reduce by half the prevalence of underweight children under 5. In keeping with the two agencies' 2005 MOU to eliminate child hunger and undernutrition, the UNICEF Executive Board approved the same work plan. Global partners committed to ECHUI include UNICEF, WHO, UNHCR, UNDP, FAO, the Standing Committee on Nutrition and major international NGOs such as Save the Children, World Vision, Oxfam, Caritas and Action Aid.
52. WFP and UNICEF are jointly promoting the essential package (EP), a set of complementary school-based nutrition, education and health interventions that has become a standard component of school feeding strategies and regional and country-level initiatives between UNICEF and WFP. The two agencies and UNESCO have strengthened



their collaboration on the EP within the Sahel Alliance in West Africa, and are preparing a high-level meeting on the Sahel Alliance for 2008. In 60 percent of countries with WFP school feeding projects, UNICEF and WFP country offices are committed to working together to support implementation of the EP. In 2006, 34 countries signed letters of understanding for joint WFP-UNICEF programming for implementation of the EP in schools, compared with 30 countries in 2005; 38 countries had water and sanitation facilities installed in schools, mostly through support from UNICEF; and deworming of school children was carried out in 34 countries, mostly by WFP in collaboration with UNICEF and WHO. WFP and UNICEF are focusing their efforts on reducing the risk of the impact of HIV/AIDS for orphans and vulnerable children, through prevention education and take-home rations to enable them to attend school. With the Institute of Development Studies, the two agencies have co-sponsored a joint study on the outcomes of such programmes for orphans and other vulnerable children in communities affected by AIDS.

53. The close partnership between WFP and UNICEF is particularly important in Latin America and the Caribbean. In Bolivia, WFP, UNICEF and the Pan-American Health Organization (PAHO)/WHO are providing integrated support to the recently launched National Strategy for Zero Malnutrition. In Cuba, WFP is supporting government institutions with a health, nutrition and food hygiene training programme in primary schools and health institutions where UNICEF is carrying out parallel activities. WFP is working with UNICEF in the Dominican Republic to support the Ministry of Health in setting up a nutritional surveillance system that will monitor the health and nutrition status of children from 0 to 3 years and of pregnant and lactating women.
54. In Asia, India and Myanmar MOUs have been developed on how to reduce hunger and undernutrition, following joint UNICEF/WFP regional consultations, with plans of action in the fields of nutrition, HIV/AIDS and food for education.

Rome-Based Agencies

55. In 2006, WFP and FAO collaborated in 55 countries on 84 projects. Major areas of collaboration included 50 projects on the promotion of agricultural and crop production, along with joint assessments and preparedness. In post-emergency situations where FAO provides seeds and tools, WFP often assists in transporting the items, as well as providing food aid to ensure that beneficiaries do not eat the valuable seeds.
56. In 2006, WFP and IFAD cooperated in eight countries on ten projects. Major areas of collaboration included the promotion of agricultural and crop production, land and water development, and road development. WFP provided food aid to communities benefiting from IFAD micro-credit schemes to improve infrastructure or learn the skills needed to launch a successful income-generating activity. The organizations also collaborated in disaster recovery, providing communities with opportunities for sustainable development and help in resisting future shocks.
57. The Rome-based agencies have sought to strengthen their joint advocacy efforts through a revitalized International Alliance against Hunger. In collaboration with WFP and FAO, the Jordanian Alliance Against Hunger hosted a regional forum in Amman in December 2007 to promote national Alliances Against Hunger in the Near East. The Jordanian Alliance, the first in the region, will serve as a role model to help launch the process in other countries including Lebanon, the Occupied Palestinian Territory, the Syrian Arab Republic, Egypt and Yemen. Representatives from alliances in Africa, Brazil, the United States and Turkey also shared their experiences.



58. More details of Rome-based agency cooperation are provided in the paper entitled “Collaboration among the United Nations Rome-Based Agencies” (WFP/EB.2/2007/12-C) submitted to the Executive Board’s Second Regular Session in October 2007 for consideration.

Joint United Nations Programme on HIV/AIDS

59. WFP is a co-sponsor of the Joint United Nations Programme on HIV/AIDS (UNAIDS). In 2006, the agencies collaborated in 23 countries on 29 projects. While HIV/AIDS was the main area of cooperation, there was additional collaboration on capacity-building and project design. Cooperation is particularly strong in southern Africa. WFP assumed the role of lead agency for nutrition and dietary support to people with HIV, providing guidance and assistance to national governments and the other nine co-sponsors of UNAIDS.
60. WFP continues to work in 21 of the 25 countries with the highest HIV/AIDS prevalence, and has HIV and/or tuberculosis (TB) interventions in 51 countries. Approximately 1.2 million people receive WFP food and nutrition support as part of HIV or TB care and treatment packages, including 275,000 beneficiaries through TB programmes, 192,000 through anti-retroviral therapy (ART) programmes, 98,000 through prevention of mother-to-child transmission programmes, and 694,000 through community and home-based care programmes.
61. WFP has implemented 13 operational research and pilot projects on food and nutritional support for HIV-affected populations, including 7 operational research projects that examine the role of food in support of treatment adherence and success. For example, in partnership with researchers and the national government, WFP supported a randomized trial of nutritional supplementation to improve adherence and clinical outcomes in Zambia. With partners, WFP established and supported an impact evaluation of nutritional interventions within a comprehensive anti-retroviral (ARV) package in Benin, Burundi and Mali. Nutrition support and ART were also integrated in services provided in emergency settings in Malawi and Zimbabwe. In July 2007, WFP and UNICEF co-hosted a two-day expert technical consultation in Rome on food security and nutrition for orphans and other vulnerable children, with participants from 12 agencies working in this area. The consultation resulted in a consensus statement on key “knows”, gaps and debates on this complex programming area, and a recommendation that a working group on food security and nutrition for orphans and other vulnerable children be formed under the Inter-agency Task Team on Children and HIV/AIDS to follow up on the issues identified.

Office of the United Nations High Commissioner for Refugees

62. In 2006, WFP and the Office of the United Nations High Commissioner for Refugees (UNHCR) collaborated on assisting more than 3 million refugees and returnees. Major areas of collaboration were in relief food assistance, joint assessment and resettlement activities. Joint assessment missions to determine the food and related needs of refugees have been an integral part of joint operations since 1994. In 2004, this common experience was formalized into common assessment guidelines for joint activities, such as new emergencies and refugee influxes, in-depth assessments of self-reliance, preparation for repatriation and reintegration, monitoring and school feeding.



63. An Annual Joint Plan of Action was agreed in 2007 and is being implemented in each country concerned. Seven joint assessment missions were carried out to review and adjust assistance for beneficiaries: two in Cameroon and one each in Algeria, Burundi, Syria, Yemen and Zambia.
64. On the basis of their bilateral MOU from 2002, WFP and UNHCR are committed to providing jointly a full package of services to refugees, internally displaced people – when and where UNHCR has been requested to take the mandate – and returnees, including through protection, food, non-food items, health and education. Joint advocacy efforts, such as in Kenya, have proved extremely successful and will be extended to other countries in 2008. WFP and UNHCR also collaborate on ending child hunger and improving the nutritional status of refugees. The two agencies have agreed on a strategy for improving micronutrient delivery.

World Health Organization

65. In 2006, WFP and the World Health Organization (WHO) collaborated in 41 countries on 65 projects, mostly focusing on public health, HIV/AIDS and technical assistance. Current cooperation with WHO focuses on nutrition strategies that improve education, health and nutrition. The organizations are exploring how to improve the link between school-based services, especially deworming, and school feeding. WHO and WFP have made a formal commitment to collaborating on activities related to nutrition and HIV/AIDS to ensure that treatment programmes include the nutritional support needed for patients to obtain maximum benefits from the drugs. Preliminary work with WHO on vulnerability analysis and mapping began in early 2007, and is intensifying since the appointment of a dedicated WHO officer and the launching of the Health Action in Crises cluster project to analyse the vulnerabilities and risks of population groups in health emergencies.

World Bank

66. In 2006, WFP and the World Bank collaborated in 15 countries on 20 projects. Major areas of collaboration were MCH and nutrition, agriculture/environment and HIV/AIDS. The reciprocal posting of staff in Rome and Washington resulted in a significant increase in cooperation. Both agencies helped to design the index for the world's first humanitarian insurance pilot project, designed to protect Ethiopia from the potential impact of a catastrophic drought. Strong cooperative growth is likely in post-conflict and post-emergency countries, as both organizations seek to develop an approach that couples the objectives of a more efficient food system with those of a sustainable social assistance strategy. The World Bank has helped develop WFP's social safety-net strategy.

⇒ *Partnerships on food security and market-related issues*

67. Individual collaboration with experts from the World Bank has been stronger in 2007. Analytical, operational and policy discussions to improve country office capacities have been undertaken in Ethiopia and Niger. Market analysis and modelling to inform programme adjustments in WFP and policy recommendations for governments have been carried out in Zambia, with Michigan State University. A technical meeting on food security and markets was organized in Italy with the participation of partners including the World Bank. Further collaboration to fine-tune market analysis tools is ongoing, and involves additional partners.



⇒ *Partnership on grain market development in Africa*

68. WFP is developing a project to pilot innovative food procurement modalities from smallholders and to contribute to agricultural market development in Africa. In up to ten African countries best practices will be identified that can be mainstreamed into WFP's procurement practices and, most important, adopted and scaled up by national governments and other actors in agricultural sectors. WFP is currently seeking support from the Bill & Melinda Gates Foundation for the project.

Other Inter-Agency Cooperation

69. The WFP Library assists inter-agency cooperation through collaborative projects with its counterparts in the United Nations system, including the United Nations System Electronic Information Acquisition Consortium (UNSEIAC). The United Nations considers this collaboration a good example of successful inter-agency collaboration, generating substantial savings to the entire system. With total annual expenditures of just over US\$1 million, UNSEIAC makes available information resources that would be valued at several million dollars if purchased separately.

Collaboration with Non-Governmental Organizations

70. In 2006, WFP recorded the highest number of NGO partners ever, with more than 3,200 NGOs involved in 176 projects in 69 countries. The 3,017 local and 238 international NGOs represent an increase of 43 percent compared with 2005. This increase in partners was partly triggered by the expansion of WFP and partly by an enhanced reporting system. WFP handed over some 2 million mt to NGO partners, representing 43 percent of its global food aid.
71. The first Global Humanitarian Platform (GHP) meeting was held in Geneva in July 2007 with representatives from 40 NGOs, the International Red Cross and Red Crescent Movement, United Nations agencies and other inter-governmental organizations. GHP seeks to improve humanitarian response by strengthening partnerships at the global and field levels. All participants in the July meeting, including WFP, endorsed the Principles of Partnership – equality, transparency, a results-oriented approach, responsibility and complementarity – as the basis for strengthened partnership in the coming years.
72. In response to the proposal made by some NGOs, WFP and senior NGO leaders exchanged views on the next WFP Strategic Plan (2008–2011) at an Executive Director-level consultation held at WFP Headquarters in November. This meeting preceded the 2007 annual WFP consultation with NGO partners on increased collaboration on emergency preparedness and response, MCH programmes, evaluations, gender policy and other operational issues.

SECTION 5 – OTHER ISSUES RELEVANT TO IMPLEMENTATION OF THE TRIENNIAL COMPREHENSIVE POLICY REVIEW

Transition from Relief to Development

73. During 2007, WFP participated in inter-agency fora for transition, particularly in the IASC Cluster Working Group on Early Recovery and the UNDG/Executive Committee on Humanitarian Affairs (ECHA) Working Group on Transition Issues. WFP contributed to



the major outputs of these groups: the Transition Strategy Guidance Note and the transitions tool kit. WFP also stimulated and contributed to ongoing strategic discussions regarding the direction, functioning and impact of the two groups. WFP was involved in the development of integrated mission guidance notes, The Capstone Doctrine and a UNDG/World Bank partnership note for transition situations. In addition, WFP continued to support country offices' planning and programme design for transition, recovery and exiting, and developed guidance for targeting in emergencies. WFP also began an informal review of recent experience in transition, which is intended to lead to an updated articulation of WFP's contribution to transition situations, including how it positions itself within national priorities and broader United Nations transitional support.

Capacity-Building¹

74. The position statement on capacity development completed in October 2006 by the UNDG Task Team on Capacity Development, along with the 2007 TCP, emphasize capacity development as a core area of United Nations work. In line with this global commitment and based on UNDG work, WFP has elaborated an evolving operational framework on capacity development, which was shared with FAO, IFAD and UNDP. WFP is currently involved in the collective effort of developing tools and methodologies for national capacity assessments through UNDG.
75. Strengthening countries' capacities for achieving food security and sustainability is a major challenge: it involves support to the policy environment of the country, addressing its institutional arrangements and individual capacities; and requires considerable human and financial capacities. WFP is active in this area through partnerships and initiatives that include the Horn of Africa Consultation on Food Security. WFP/FAO joint support to the Liberian Government for the development of a food security and nutrition strategy will inform preparation of the Interim PRS.
76. WFP is managing three regional capacity development projects: one in southern Africa and two in Latin America. In southern Africa, WFP is partnering with the Southern African Development Community's Food, Agriculture and Natural Resources Division and FAO in facilitating and supporting the work of a network of regional and national vulnerability assessment committees. Through the network, country-level information is synthesized and shared across countries, enhancing collective disaster preparedness and mitigation capacity. In Latin America, with a broad base of stakeholders, WFP is seeking to increase governments' commitments to eradicating chronic malnutrition, and is pushing national governments to invest more in social programmes.

Gender Mainstreaming

77. In 2007, WFP's efforts to mainstream a gender perspective in its policies and programmes have focused on: (1) revision of the WFP *Emergency Food Security and Assessment Handbook*; (2) internal review of gender mainstreaming in WFP policies; (3) guidelines, with action points and areas of improvement that have been identified and discussed with relevant stakeholders for follow-up; (4) stronger collaboration between the Gender Service and the Human Resources Division in implementing WFP's Enhanced

¹ From the broadly used term "capacity-building" the United Nations and the Organisation for Economic Co-operation and Development (OECD) have shifted to the term "capacity development". WFP has been using these terms interchangeably and refers to "the learning process among individuals and organizations within a society that improves the ability of a country or a region to respond to and reduce hunger".



Commitment to Women (ECW) 8, on gender equality in staffing; (5) integration of gender in revision of the IASC Contingency Planning Guidelines, which is still in the preliminary phase; and (6) preparatory work towards the development of a new gender policy.

78. With regard to gender-based violence, WFP reaffirms its determination to take appropriate action to prevent and respond to exploitative and abusive behaviour of its staff and cooperating partners, in compliance with the Secretary-General's bulletin "Special measures for protection from sexual exploitation and sexual abuse".
79. In adherence to the United Nations standards on sexual exploitation and abuse (SEA), a clause on conduct that makes specific reference to the Core Principles of the IASC Task Force on the Protection from SEA in Humanitarian Crises has been included in all WFP employment contracts, standards of conduct and field-level agreements with partner organizations. A specific clause on the protection of vulnerable populations, including from SEA, has recently been added to WFP's transport requests for quotations and contracts (Transport and Procurement Division (ODT) memo I 22/06).
80. In addition, three Executive Director's Circulars, ED2003/005, ED2004/001 and ED2005/004, in 2003, 2004 and 2005, respectively, have been issued to ensure coherent implementation of the provisions of the Secretary-General's bulletin. Appropriate mechanisms for reporting complaints and carrying out investigations with regard to SEA have been put in place, including a network of SEA focal points at the field and sub-office levels. An internal task force on SEA has been established within WFP.
81. In December 2006, WFP participated in the High-Level Conference on Eliminating Sexual Exploitation and Abuse by United Nations and NGO Personnel and was one of the signatories of the Statement of Commitment adopted during the conference.
82. WFP Gender Policy 2003–2007 Enhanced Commitments to Women include measures to deal with violations and abuses – including SEA – in relation to food distribution. For example, ECW 4 specifically addresses the need to include women in planning safer venues and methods for food aid distribution, and calls for proper channels to report cases of abuse or attempted abuse linked to food. The new gender policy currently under development will address SEA and related issues.
83. WFP is a member of the ECHA/Executive Committee on Peace and Security (ECPS) United Nations and NGO Task Force on Protection from Sexual Exploitation and Abuse. It contributes to the Task Force's outputs, including the High-Level Conference on Eliminating Sexual Exploitation and Abuse by United Nations and NGO Personnel, a strategy on assistance to victims and an awareness-raising video.
84. Field studies were conducted in DRC, Colombia, Liberia and Uganda in 2006 on the role of WFP in the protection of civilians, including protection from gender-based violence. Based on the findings, WFP is now developing a training manual on protection, which will include a section on ethics and standards of behaviour, and awareness raising on prevention of and response to SEA.

Evaluation

85. In addition to its work plan of internal evaluations, highlights of WFP evaluation work in 2007 include the Interim Review of the CERF, finalized in September 2007. WFP was a participant in the Review Advisory Group. A more in-depth two-year evaluation of the impact of the new CERF is now beginning.



86. WFP participated in the inter-agency steering group for the first phase of the external evaluation of the IASC cluster approach. To date, WFP has provided inputs to the TOR and selection of consultants, and comments on the inception report.
87. For the inter-agency real-time evaluations of the Mozambique flood and cyclone response and the Pakistan floods response, WFP was a member of the Steering Committee, commenting on draft TOR, selection of consultants, final reports, etc. WFP was also involved in the development of an inter-agency real-time evaluation methodology in collaboration with other United Nations organizations; the Active Learning Network for Accountability and Performance in Humanitarian Action; and the United Nations Evaluation Group (UNEG) management group for the evaluation of the Delivering as One pilots.

Climate Change

88. The issue of climate change emerged as an increasingly important area of United Nations system-wide cooperation in 2007. WFP played an active part in inter-agency and intergovernmental discussions on climate, including drafting of United Nations CEB statements and policies on the subject and participation in the Secretary-General's High-Level Event on Climate Change at the United Nations General Assembly in September 2007.
89. WFP has stressed that it is a frontline implementing agency in the global response to the effects of climate change, and believes it can play a more central role in helping countries and vulnerable communities to build resilience and adaptive capacity to climate change, in partnership with others and as part of a United Nations system-wide strategy. Effort has also been made to highlight WFP's ability to combine analysis with implementation capacity. The wide range of capacities that WFP brings to the table in response to the effects of climate change have been highlighted: emergency preparedness and response, including sophisticated early warning systems; vulnerability analysis and monitoring; and disaster mitigation, including food assistance programming for livelihood protection and resilience. WFP's extensive operational experience in community-based environmental protection and resilience in the areas of land preservation, water conservation and reforestation has been highlighted in WFP inputs to a CEB-led inventory of United Nations capacities to address climate change.

SECTION 6 – ACTIVITIES OF THE EXECUTIVE BOARDS

Participation in the 2007 Joint Meeting of the Boards of the UNDP/UNFPA, UNICEF and WFP

90. WFP participated in the annual Joint Meeting of the Boards (JMB) in New York in January 2007, which was coordinated by the United Nations Development Programme (UNDP). It coordinated discussion of MDG 1: interlinked approaches to poverty alleviation, chaired by the President of the WFP Executive Board.
91. The paper prepared jointly by the JMB agencies identified four principles for guiding enhanced integration: (1) common understanding of objectives, strategies and policy instruments; (2) pooling of resources and capacities in the design and implementation of programmes; (3) integration with and support for national priorities; and (4) rigorous procedures for monitoring and evaluating progress towards targets, with clear intermediate



targets. Commitments and investments in line with these principles had already been made. To ensure that integrated approaches would become institutionalized in programming, the JMB agencies will continue to invest in overcoming political, conceptual, operational and capacity obstacles.

92. WFP invited the Liberian Minister of Planning and Economic Affairs to make a presentation at the meeting giving a field perspective of interlinked approaches to poverty reduction and the views of his Government on the coordination of United Nations activities in this context. This contributed to continuity and consistency in the annual JMB because members then visited Liberia in February/March. The Minister stressed the need for national ownership of PRS and development processes. He encouraged the JMB agencies to increase their involvement in Liberia with a view to improving coordination, information sharing, mutual accountability and partnership.
93. The ensuing discussion led to the following conclusions:
- All parties must do much more if MDG 1 targets are to be met; work on integrating strategies, plans and investments is crucial.
 - Governments are the main players in efforts to reduce poverty and hunger – but they need assistance from partners such as United Nations agencies.
 - Work on increasing integration among the interventions of United Nations agencies should be concentrated at the country level and be results-oriented.
 - The United Nations reform process gives considerable scope for integrating and concentrating the interventions of its agencies.
 - JMB members should be more fully aware of their responsibilities in promoting integration and joint activity, especially at the country level.

Participation in the Joint Field Visits of the Board

94. JMB members visited Liberia from 25 February to 5 March 2007. The visit was coordinated by UNICEF with the aim of enabling members to learn how multilateral agencies could work to create more synergy at the country level to support the Government in achieving its goals. Given that Liberia is a fragile state in transition from emergency relief to development after a long period of war, and that it depends on donor support to provide basic social services and rebuild the economy, the mission paid particular attention to coordination among multilateral and bilateral donors. The mission took note of the needs, challenges and accomplishments of the Government, the people of Liberia and United Nations agencies in promoting peace and security, gender equality, education, health, capacity-building, infrastructure development and governance reform.



ACRONYMS USED IN THE DOCUMENT

AIDS	auto-immune deficiency syndrome
ART	anti-retroviral therapy
ARV	anti-retroviral
CAP	Consolidated Appeals Process
CCA	Common Country Assessment
CEB	Chief Executive Board
CERF	Central Emergency Response Fund
DGO	Development Group Office
DRC	Democratic Republic of the Congo
ECA	United Nations Economic Commission for Africa
ECHA	Executive Committee on Humanitarian Affairs
ECHUI	Ending Child Hunger and Undernutrition Initiative
ECOSOC	United Nations Economic and Social Council
ECW	Enhanced Commitments to Women
EMOP	emergency operation
EP	essential package
ETC	emergency telecommunications cluster
ExCom	UNDG Executive Committee
FAO	Food and Agriculture Organization of the United Nations
GHP	Global Humanitarian Platform
HC	Humanitarian Coordinator
HIV	human immuno-deficiency virus
IASC	Inter-Agency Standing Committee
ICAO	International Civil Aviation Organization
ICRC	International Committee of the Red Cross
ICT	information and communications technology
IFAD	International Fund for Agricultural Development
IFRC	International Federation of Red Cross and Red Crescent Societies
ILO	International Labour Organization
IOM	International Organization for Migration
JMB	Joint Meeting of the Boards
JP	joint programme
MCH	mother-and-child health
MDG	Millennium Development Goal
MOU	memorandum of understanding



NGO	non-governmental organization
OCHA	Office for the Coordination of Humanitarian Affairs
OECD	Organisation for Economic Co-operation and Development
OPT	Occupied Palestinian Territories
PAHO	Pan-American Health Organization
PRRO	protracted relief and recovery operation
PRS	Poverty Reduction Strategy
RC	Resident Coordinator
RCAC	Resident Coordinators Assessment Centre
SEA	sexual exploitation and abuse
SO	special operation
SWAP	sector-wide approach
SWG	Sub-Working Group
TB	tuberculosis
TCPR	Triennial Comprehensive Policy Review
TOR	terms of reference
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNCT	United Nations country team
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNHAS	United Nations Humanitarian Air Service
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNIFEM	United Nations Development Fund for Women
UNJLC	United Nations Joint Logistics Centre
UNOPS	United Nations Office for Project Services
UNRWA	United Nations Relief and Works Agency
UNSEIAC	United Nations System Electronic Information Acquisition Consortium
UNV	United Nations Volunteers
WHO	World Health Organization