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ANNUAL PERFORMANCE REPORT FOR 2005



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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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FOREWORD BY THE EXECUTIVE DIRECTOR

The number and magnitude of natural disasters in 2005 serve as a stark reminder that people everywhere are vulnerable to sudden and life-threatening crises. People faced devastation in almost every corner of the globe: the massive Indian Ocean tsunami, the drought and locust infestation in Africa, the earthquake destruction in Pakistan and India, the hurricanes battering Central America and the United States, and flooding across Europe and Asia. Hundreds of thousands of people lost their lives, millions their livelihoods, and many more are still traumatized in the aftermath of destruction.

Events of 2005 strained the international community in terms of capacity and resources. WFP was called upon to respond to multiple major crises concurrently—sometimes with insufficient resources—while simultaneously maintaining full engagement in crisis areas such as Afghanistan, the Democratic Republic of the Congo and Iraq. Yet, we effectively responded to some of the most trying humanitarian challenges ever, helping people survive and rebuild their lives. During the same period, development programmes were just below the 2004 level, helping to alleviate hunger and mitigate risk from external shocks.

Sudan was the largest single country operation in 2005. In Darfur alone, WFP reached about 3.4 million people, despite enormous security constraints, with an operation totalling US\$398.7 million. In Niger we reached over 400,000 children, many acutely malnourished, and fed about 2.4 million people with our emergency operation. We reached 1.38 million earthquake victims in South Asia, where we faced enormous logistical challenges, and simultaneously responded to the hurricanes in Guatemala and El Salvador. At the close of 2005, WFP had distributed 4.2 million metric tonnes (mt), enabling us to reach 96.7 million people in 82 countries.

The year 2005 also confirmed that our strategy is well placed – our highest priority is responding to emergencies and saving lives. We witnessed first-hand the importance of improving nutritional status, bolstering the food security of high-risk populations and strengthening coping mechanisms before disasters strike. Our focus on strengthening internal capacity paid off, particularly in areas of preparedness, needs assessment and vulnerability analysis and mapping (VAM). So did our strengthened business process capacities, which helped decrease response time and provide managers with greater flexibility. Initiatives to strengthen our small country offices gave a boost in places where our presence is not as great. Results-based management (RBM) continued to feed into planning, policy and management both at headquarters and in the field. We also recognize that further capacity strengthening is critical if we are to reach the right people consistently, on time and with the right type of food – and this challenge is with us.

Generous contributions allowed WFP to respond effectively. Once again, the crises of 2005 showed that flexibility is fundamental to responding effectively and efficiently. The most flexible aid comes without conditions, allowing WFP to target its efforts where they are needed most. We are grateful for all the contributions to WFP – cash, in kind, staff, services – and we will continue to expand our donor base and increase partnerships with the private sector.

There is still so much to do to eliminate hunger. Approximately 25,000 people die from hunger and poverty every day, and 300 million malnourished hungry children need help. The number of chronically hungry people is on the rise—from 790 million in 1995 to 852 million today—yet the volume of food aid from global donors has been halved over the past five years. For the first time in decades, we risk losing ground. We must keep our focus on the millions of children in the world who are hungry and who receive no help, and on the inequity of hunger.

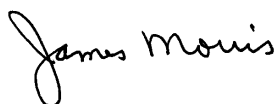
In September 2005, world leaders gathered to deliver a unanimous endorsement of the Millennium Development Goals (MDGs), which represent a breakthrough for reducing hunger and poverty. Leaders also signalled that the time is right to create strong, broad-based partnerships to mobilize political will and public engagement to achieve the MDGs and end child hunger.

WFP remains committed to the achievement of the MDGs. In 2005 we worked hard to communicate that the most powerful investments for eliminating hunger are those that address child malnutrition and enable children to go to school. The WFP/UNICEF film *All the Invisible Children*, presented at the Venice Film Festival, raised the profile of combating child hunger, and Food Force, one of the most popular educational video games in the world, is teaching a younger generation about eliminating hunger.

We put our energies toward bringing together governments, aid organizations, the private sector and individuals to form partnerships to allow us to respond more effectively to crises and to give children a chance to grow up healthy and productive. The partnerships we forged helped us to use our resources more efficiently in the fight against hunger. WFP also reaffirmed its commitment to fighting HIV/AIDS and reducing the burden of the pandemic on both women and children. We also strengthened synergies within the United Nations family in several ways, including coordination between WFP and other United Nations agencies in southern Africa, where agencies are experimenting with innovative joint programming approaches and cost sharing. WFP also joined the United Nations response strategy to mitigate the potential impact of the avian flu on our beneficiaries and staff.

The year poignantly reminded us that WFP works in many of the most difficult and dangerous situations in the world. Over 90 percent of our development resources went to least-developed countries (LDCs) and low-income food-deficit countries (LIFDCs). In these countries, WFP operated in the most food-insecure areas, assisting the most vulnerable people. It is not always easy to measure performance under such circumstances, but WFP made considerable progress in reporting performance, in assessing achievements and in becoming a learning organization. The events of 2005 have helped us to focus and become more systematic in our work.

We are proud to present our achievements in a year of unprecedented challenges, and show that our investments helped save lives and improved the livelihoods of poor hungry people across the globe.



James T. Morris
Executive Director



DRAFT DECISION

The Board approves the Annual Performance Report for 2005 (WFP/EB.A/2006/4), noting that it provides a comprehensive record of WFP performance for the year.

EXECUTIVE SUMMARY

The 2005 Annual Performance Report measures WFP's efforts in line with the performance and results framework laid out in the Strategic Plan (2004–2007) and the Biennial Management Plan (2004–2005). It shows how resources available to WFP were used to assist hungry people and measures achievements against the Strategic Priorities and Management Priorities, in particular by attributing operational expenditures to Strategic Priorities and measuring performance at the outcome level. The Strategic Priorities contribute to achieving the Millennium Development Goals and represent a comprehensive approach to addressing hunger and food insecurity.

Direct expenditures in 2005 reached US\$2.9 billion, the third largest in WFP's history; protracted relief and recovery operations were the largest programme category. At the close of 2005, WFP had distributed 4.2 million mt of food to 96.7 million people in 82 countries. Sudan was the largest single country operation in 2005: in Darfur alone, WFP reached 3.4 million people despite enormous security constraints with an operation totalling US\$398.7 million. Natural disasters in 2005 challenged WFP to meet large unforeseen needs in demanding environments. Ongoing development programmes and protracted relief and recovery operations were a valuable source of support that enabled strong initial emergency responses to these natural disasters and the other crises of the year.

WFP continued to focus assistance on children, with the aim of ending child hunger. In 2005, food assistance was provided to 58 million children, 30 percent of whom were in the 0-5 age group. Nearly 52 percent of beneficiaries receiving food assistance were women or girls.

WFP was able to mobilize US\$2.76 billion to meet the assessed needs of beneficiaries; by the end of the year 82 percent of overall needs had been met. The events of 2005 showed that flexibility is fundamental to responding effectively and efficiently – but only 3.3 percent of contributions received by WFP in 2005 were fully multilateral, in cash and without requirements as to their use. Containing costs was an ongoing concern, largely a result of the complexity of operations and changing operational needs; higher delivery and fuel costs and variations in exchange rates also exerted pressure on operations.

There was continued progress in addressing organizational weaknesses and strengthening core management processes: 60 percent of performance indicator targets aimed at strengthening management processes were either met or exceeded for 2005. Lessons from the major operations were analysed, and management decisions were taken to improve responses. These lessons have been integrated in each section of this Annual Performance Report.

Further progress was made in reporting and presenting results by Strategic Priorities, allowing WFP to highlight outputs and outcomes aligned with corporate priorities; but challenges remain in standardizing outcome-level reporting of food interventions. WFP is working to improve reporting on corporate outcome indicators in emergencies, and is working with humanitarian agencies and donors to develop coordinated approaches and standards. Improved performance measurement and reporting allows WFP to assist hungry people more effectively and to work with governments, the private sector and individuals to fight against hunger and to achieve the Millennium Development Goals.



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GENERAL NOTES

- All monetary values are in United States dollars (US\$), unless otherwise stated.
- One billion equals 1,000 million.
- All quantities of food commodities are in metric tonnes, unless otherwise specified.
- Direct expenditures include food, LTSH, DSC, External Transport, ODOC components and excludes ISC/PSA.
- In some tables, totals do not exactly add up because of rounding.
- Low-income, food-deficit countries include all food-deficit (net cereal-importing) countries with a per capita income below the historical ceiling 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; the designation LIFDC is applied to countries included in World Bank categories I and II. The historical ceiling of per capita gross national income (GNI) for 2003, based on the World Bank Atlas method, is US\$1,465. In 2005, 82 countries were classified by FAO as LIFDCs.
- The United Nations category of least-developed countries includes “those low-income countries (LICs) that are suffering from long-term handicaps to growth, in particular low levels of human resource development and/or severe structural weaknesses”. In 2005, 50 countries were classified as LDCs by OHRRLLS, the Office of the High Representative for LDCs, Landlocked Developing Countries (LLDCs) and Small Island Developing States (SIDS).

INTRODUCTION

1. The Annual Performance Report (APR) is the major accountability tool that places results-based performance measurement and reporting squarely within WFP's governance arrangements. The APR adheres to the three core principles established for WFP annual performance reporting: (i) measurement of results according to the strategic and management priorities; (ii) increased outcome-level and output-level reporting; and (iii) integration of the main findings and lessons learned from evaluations.¹
2. The 2005 APR measures efforts in the performance and results framework laid out in the "Strategic Plan (2004–2007)" and the "Biennial Management Plan (2004-2005)".² Five Strategic Priorities (SPs), supported by nine Management Priorities (MPs), guide WFP's efforts to achieve strategic outcomes and the organizations mandate to use food aid to meet emergency, protracted relief and refugee food needs, support economic and social development, and promote food security.³ The SPs and the MPs are the centre of WFP's results-based framework and are outlined in the Programme Performance Results Matrix (see Annex I).⁴
3. The matrix provides the foundation for internal accountability and a rationale for allocating resources; it helps to demonstrate WFP's contributions to the achievement of the MDGs. Specifically, the APR demonstrates how resources available to WFP were used to assist hungry people through emergency and recovery operations and development programmes, and presents the results achieved. It measures achievements against SPs and MPs, in particular by attributing operational expenditures to SPs and measuring performance at the outcome level, among others, through improvements in the standard project reports (SPRs). Improved performance measurement and reporting allows WFP to assist the hungry more effectively and to galvanize governments, the private sector, and individuals to work jointly in the fight against hunger and for the achievement of the MDGs.
4. The 2005 APR consists of five parts:
 - **Part I, Strategic Context, Direction, Challenges**, presents WFP's strategic direction and provides a concise overview of WFP's mission and core areas of work, illustrating where resources were spent and describing the challenges faced in the operational setting.
 - **Part II, Performance Highlights**, presents high-level performance results, paying particular attention to the major operations of 2005. Results are framed according to the SPs and in the context of rapid, efficient and effective response, reaching the

¹ WFP/EB.A/2004/4-D.

² WFP/EB.3/2003/5-A/1.

³ WFP, General Regulations and Rules, Article II (2004).

⁴ WFP/EB.3/2003/4-A/1.

most vulnerable, and demonstrating how and when WFP food saved lives and protected livelihoods.

- **Part III, Performance Analysis in 2005**, presents SP results at the outcome and output level against targets set out in the Strategic Plan and Biennial Management Plan. Outcomes are often hard to measure, especially for operations of short duration, but the analysis presents evidence that WFP assistance has improved conditions for targeted beneficiaries. Results by MP show how WFP has strengthened capacity in support of the SPs.
- **Part IV, Learning from Experience**, discusses lessons from the main operations of 2005 from the perspective of what worked well and where there are opportunities for improvement. Recommendations from WFP 2005 evaluations are integrated throughout the document, in line with WFP governance arrangements.
- **Part V, Looking Forward**, builds on the main lessons of 2005 and highlights planned efforts to improve performance and strengthen capacity in support of WFP's Strategic Objectives for 2006–2007.

WFP and the MDGs KEY FIGURES 2005

MDG 1 Eradicate extreme poverty and hunger

BENEFICIARIES

96.7	million hungry people in 82 countries
23.6	million in development projects (DEVs)
35.0	million in emergency operations (EMOPs)
	- 10.5 million in conflict situations
	- 6.0 million in economic failure
	- 18.5 million in natural disasters
38.1	million in protracted relief and recovery operations (PRROs)
79.5	million women and children
2.1	million refugees
8.3	million internally displaced persons (IDPs)
1.3	million returnees

ACTIVE PROJECTS IN 2005

CPs	35
DEVs	27
EMOPs	51
PRROs	49
SOs	35
TOTAL	197

QUANTITY OF FOOD AID

4.2	million mt of food distributed
2.5	million mt of food procured

APPROVED PROJECTS IN 2005⁵

7	DEVs, valued at US\$31.7 million
3	country programmes (CPs), valued at US\$116 million
28	EMOPs/Immediate Response Account (IRA), valued at US\$461.9 million
14	PRROs, valued at US\$1.2 billion
18	special operations (SOs), valued at US\$332 million

INCOME AND EXPENDITURES

US\$2.8	billion in contributions received
US\$2.9	billion in direct expenditures
US\$3.1	billion in total expenditures

DEVELOPING COUNTRIES AND WFP ASSISTANCE

67.4	percent of development resources reached LDCs
78	percent of food procured (tonnage basis) in 75 developing countries
75	percent of WFP's development assistance invested in 41 African countries

⁵ Indirect Support Cost is not included.



MDG 2 Achieve universal primary education

- 21.7 million schoolchildren in **74** countries received school meals/take-home rations
 - **48** percent were girls
- 14.0 percent increase in children enrolled in schools with WFP school feeding programmes
- 94.0 percent of children attended school throughout the year with school feeding programmes

MDG 3 Promote gender equality and empower women

- 52.0 percent of beneficiaries were women or girls
- 333.0 thousand women were in leadership positions on food management committees
- 10.0 million women received household food rations at distribution points in general food distributions
- 4.8 million household food entitlements were issued in women's names for general food distributions

MDG 4 Reduce child mortality

- 58.2 million children were assisted in WFP operations
- 8.1 million malnourished children received special nutritional support

MDG 5 Improve maternal health

- 2.5 million vulnerable women received additional nutritional support
- 89.0 percent of pregnant and lactating mothers surveyed received micronutrient-fortified food (ECWI.1)⁶

MDG 6 Combat HIV/AIDS, malaria and other Diseases

- 21 of the **25** highest HIV/AIDS prevalence countries received WFP assistance
- 9 million people affected by HIV/AIDS in **38** countries received WFP food assistance
- 51 countries received assistance for tuberculosis programs and HIV/AIDS prevention activities

MDG 7 Ensure environmental sustainability

- 5.8 million people received WFP food as an incentive to build assets or attend training
- 35.5 million people received WFP food to build resilience to climatic shocks and preserve livelihoods

MDG 8 Develop a global partnership for development

- 14 Stand-by partners
- 25 Joint Emergency Needs Assessments conducted with FAO and UNHCR.
- 72 Corporate and private entities provided support donating cash and in-kind gifts worth US\$119 million
- 2,270 Non-governmental organizations worked with WFP in 2005

⁶ Enhanced Commitments to Women Baseline Survey.





PART I: STRATEGIC CONTEXT, DIRECTION, CHALLENGES

STRATEGIC CONTEXT

5. The Millennium Declaration and the Millennium Development Goals set WFP's strategic direction in the fight against hunger. At the 2005 World Summit, leaders reaffirmed commitments to the MDGs, calling for special attention to the eradication of poverty, hunger and malnutrition, particularly as they affect children, and for the expansion of school meal programmes, using home-grown foods where possible. These areas were highlighted as "crucial for the achievement of the MDGs".⁷ The summit outcome document also urged acceleration of progress in reducing hunger because global efforts are not on track to meet MDG 1, giving renewed urgency to WFP's work and a shared responsibility for development and humanitarian partners to end hunger.
6. Natural disasters in 2005, notable for their severity and frequency, challenged the organization to meet large unforeseen needs, devise creative logistics to reach victims in demanding environments, and deploy staff and stand-by partners to address sudden increased human resource requirements. At the same time, the destabilizing effects of chronic hunger and protracted crises required greater commitments through PRROs. The last five years have seen an additional 4 million hungry people per annum: there are currently 850 million hungry people, 30 percent of whom are children under 15.
7. These challenges resulted in US\$2.9 billion in direct expenditures, the third largest in WFP history; PRROs were the largest programme category, followed by EMOPs.⁸ Official Development Assistance (ODA) has risen over the last five years, but enormous demands for humanitarian action and development persist. In an environment of competing resources for development and humanitarian needs, WFP advocated for more contributions to fight hunger, preferring unrestricted, untied multilateral cash.
8. Containing costs was an ongoing concern, in particular for landside transport, storage and handling, for which total expenditures increased by 41 percent, and other direct operational costs, which rose by 106 percent with respect to 2004. Cost increases, largely resulting from the complexity of operations, changing operational needs, higher delivery and fuel costs and exchange rate variations, exerted pressure on operations. Country offices responded by seeking cost-reduction measures, including sharing costs with partners.

⁷ United Nations. 2005. 2005 World Summit Outcome document. The General Assembly made reference to malnutrition and school meal programmes in the sections on quick-impact initiatives and rural and agricultural development.

⁸ Direct expenditures, which do not include ISC, are reported for 1 January – 31 December 2005.



9. WFP was also challenged to improve capacity and performance on an ongoing basis. At times, meeting this challenge stretched the organization. Streamlining initiatives enabled WFP to focus on its core work and seek opportunities for joint programming, the sharing of common services, and the provision of an integrated humanitarian package where food was combined with other forms of assistance to increase total operational impact. WFP further engaged in harmonisation and collaboration processes in both the humanitarian and development fields through the Inter-agency Standing Committee (IASC) and United Nations Development Group (UNDG). These processes took into account two major international conference results in 2005 - the *World Summit Outcome* document and the framework for monitoring aid effectiveness, as outlined in the *Paris Declaration on Aid Effectiveness*.⁹ WFP's lead role in the United Nations system in providing logistics services and the ongoing humanitarian reform processes presented opportunities and challenges in the context of responding to the complex emergencies of 2005.

STRATEGIC DIRECTION

Reaching the Most Vulnerable

10. WFP concentrated its efforts and resources on the most vulnerable people and neediest countries, in accordance with the Committee on Food Aid Policies and Programmes (CFA) decision in December 1994 to provide at least 90 percent of development contributions to LIFDCs and at least 50 percent to LDCs.¹⁰ WFP exceeded this goal in 2005: 56 million hungry people in 43 LDCs were assisted with 67.4 percent of development resources. WFP reached 91 million people living in 65 LIFDCs with 95.5 percent of development resources. The commitment to the most vulnerable was also demonstrated by WFP's investments in Africa: 75 percent of WFP's development and relief resources were allocated in 41 African countries.
11. The Board stipulated that by 2007 WFP concentrate at least 90 percent of undirected multilateral resources for development to LDCs or low-income countries¹¹ and those with chronic malnutrition measured as a rate of stunting over 25 percent among children under 5.¹² In 2005, 89 percent of undirected multilateral resources for development met these two criteria, an improvement of 5 percent over 2004 and just under the target set for 2007.
12. **Capacity-building** based on national priorities to address hunger needs was increasingly part of WFP's work, either as separate projects or integrated into activities: WFP collaborated with governments to develop capacity-building and resource mobilization strategies. Some middle-income countries such as Guatemala and Swaziland are not immune to malnutrition problems, because resources are insufficient to address food-related issues. In Guatemala, a PRRO was developed to support the government's national campaign to fight hunger and chronic malnutrition. WFP also worked with the governments of China and the Dominican Republic to reorient programmes away from food distribution towards

⁹ The policy paper "Engagement in Poverty Reduction Strategies" (WFP/EB.A/2006/5-B) to be submitted to the Second Regular Session in 2006 will address harmonization issues in the context of the PRSP process.

¹⁰ FAO designates 82 countries as LIFDCs.

¹¹ The World Bank classifies 59 countries as LICs. See World Bank Atlas, September 2004.

¹² Per capita GDI less than US\$885.

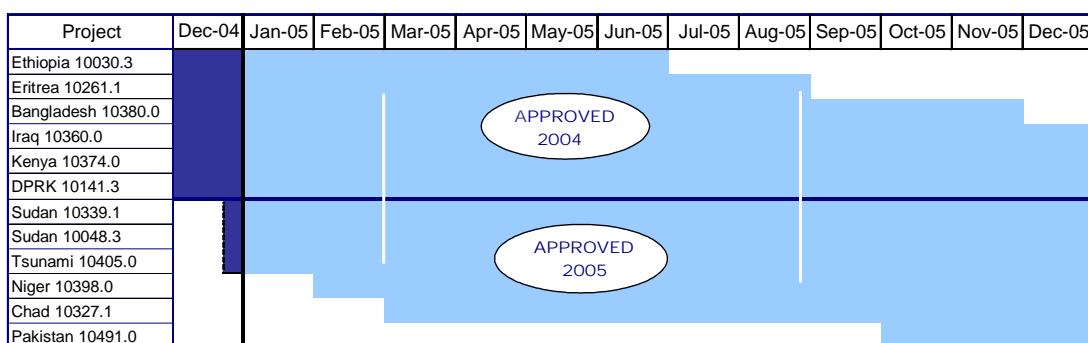
building capacity and increasing awareness of hunger issues, in line with Strategic Priority 5.

13. In addition to food assistance, WFP expanded support service activities in LDCs and LIFDCs: for example, 78 percent of the food tonnage procured in 2005 was purchased in 75 developing countries.

Saving Lives and Protecting Livelihoods in Crisis

14. Events in 2005 confirmed that efforts to improve emergency-response capacity were well placed. Of the 28 new EMOPs approved during the year, six had budgets of more than US\$50 million. By March 2005, WFP was managing five new comprehensive emergency responses and six large-scale EMOPs from 2004, all with budgets greater than US\$50 million.¹³ There were 51 active EMOPs aligned primarily to SP 1 and 2 in 2005; total direct expenditure was US\$1.046 billion, a 5 percent increase over 2004.

Concurrent Emergencies over US\$50 million



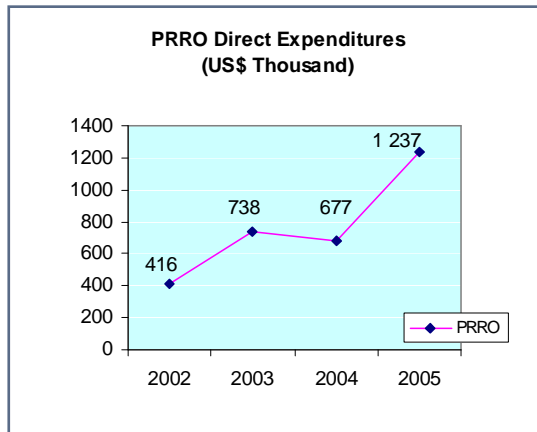
15. In 2005, 14 new PRROs were approved to (i) strengthen linkages between relief and development, (ii) ensure continuity in assistance to vulnerable people exposed to crises, (iii) restore livelihoods and (iv) reduce vulnerability. The PRRO category was the largest in 2005: there were 49 active operations and direct expenditures of US\$1.2 billion, an 83 percent increase over 2004, with food assistance increasing the overall impact of humanitarian assistance.

16. The five largest PRROs in terms of direct expenditures were all approved in 2004 with several contributions arriving at the end of the year. Approximately 90 percent of resources for these PRROs addressed protection and rebuilding of livelihoods; the remainder supported refugees and internally displaced people (IDPs).¹⁴ Seventy-one percent of PRROs were implemented in LDCs.

¹³ These figures are based on actual start dates.

¹⁴ Afghanistan 10233.0: US\$76.4 million in direct expenditure; Ethiopia 10362.0: US\$265.6 million; Great Lakes 10062.1: US\$80.9 million; Southern Africa Region 10310.0: US\$240.8 million; Uganda 10121.1: US\$93.4 million.

17. Ongoing development programmes and PRROs were a valuable source of support for rapid mobilization of staff, borrowing of commodities and partnership arrangements, enabling strong initial emergency responses. Programmes in Pakistan and Sri Lanka showed the value of strengthening country office capacity and maintaining the ability to scale-up rapidly to deal with sudden emergencies.



18. Throughout the year, WFP examined its preparedness and response capacity and continued to invest in early warning, preparedness, VAM, needs assessments and logistics. To ensure further progress in these areas, capacity building was provided for in operational budgets for 2006–2007, complemented by continued grant support.
19. Lessons from operations in 2005 were analysed, and management decisions were taken to improve response. The Tsunami Real-Time Evaluation (RTE), for example, provided insights for improvements and identified the need for a Senior Emergency Coordinator. As part of humanitarian reform to reinforce existing response capacity, cluster leads were established in nine areas identified by the Inter-Agency Standing Committee (IASC). The IASC reaffirmed WFP leadership in the food aid sector and did not view this as a ‘gap’ area requiring a cluster.
20. Under the cluster system, WFP assumed leadership of the logistics cluster to support inter-agency coordination and became the cluster service provider for emergency telecommunications services as part of a division of labour with the Office for the Coordination of Humanitarian Affairs (OCHA) and United Nations Children’s Fund (UNICEF). The cluster approach was first used in Pakistan, where WFP launched an SO to meet humanitarian logistics requirements.
21. WFP’s other inter-agency roles supporting coordinated emergency response included co-chairing the IASC Sub-working Group on Preparedness and Contingency Planning and leading inter-agency preparedness initiatives in Eritrea, Ethiopia, the Sudan and West Africa and for avian influenza. To improve food security monitoring, WFP collaborated with the Food and Agriculture Organization of the United Nations (FAO) as co-chair of the United Nations Geospatial Information Working Group.

CHALLENGES IN 2005

Funding

22. The confidence and generosity of a growing number of public and private donors enabled WFP to mobilize US\$2.76 billion to meet the assessed needs of beneficiaries. In the final analysis 82 percent of beneficiary needs were met. Only 3.3 percent of contributions received by WFP in 2005 were fully multilateral – that is, in cash and without requirements as to their use. With additional and more flexible resources, WFP would have had a greater capacity to purchase food needed for emergencies, avert more pipeline breaks, reimburse advanced financing more quickly and provide regular food rations more efficiently to its beneficiaries. The unpredictability of resources also challenged WFP’s ability to maintain strong and lasting partnerships at field level.

Box 1: The WFP programme in Zambia was slowed by a delayed response to the emergency relief appeal. Late distributions meant that only 28 percent of planned beneficiaries under regional PRRO 10310.0 received food in July 2005, because most of the contributions arrived in December 2005 and January 2006.

Box 2: The Angola Country Office experienced various pipeline breaks because of funding shortages and delays in commodity shipments, and because 7,000 mt of cereals were redirected to Niger, forcing a reduction in the number of planned beneficiaries. The number of international and national staff was reduced, and some sub-offices closed.

23. In addition to inadequate and unpredictable resources, the timeliness of donations had a direct impact on WFP’s ability to respond effectively to sudden emergencies.

24. For the 2004–2005 biennium, WFP raised US\$4.97 billion, of which 56 percent was contributed in 2005.

Opportunities were created to mobilize resources from new and private donors and to diversify the resource base. The donor base continued to broaden, with support received from 80 donors. WFP also attracted direct support and financial resources from private donors: in 2005, 72 corporate and private entities provided support, donating cash and in-kind gifts worth US\$119.5 million.¹⁵

25. Twinning arrangements were set up using cash contributions from the Emerging Donor Matching Fund (EDMF) and public and private donors, twinned with in-kind contributions from countries eligible for assistance. Twinning resulted in more timely distributions, with larger quantities of food reaching more beneficiaries.

Box 3: Twinning arrangements between Algeria as the in-kind contributor of 5,750 mt of rice with Canada and the EDMF doubled the quantity of rice distributed to beneficiaries in the Niger operation.

A twinning arrangement between Bangladesh and the UK Department of International Development translated into the availability of more than 135,000 mt of additional wheat for the CP.

¹⁵ Excluding US\$45.4 million of extraordinary gifts-in-kind.

Market Price Fluctuations

26. Inflationary trends, a weak US dollar and high fuel prices led to substantial cost increases, especially in transport budgets. In 2005, landside transport, storage and handling (LTSH) costs increased by 31 percent per mt; external transport costs rose by 32 percent. As a consequence, major budget revisions were necessary for Afghanistan, Angola, Democratic Republic of the Congo, Eritrea, Ethiopia, Kenya, Nepal and the Sudan. Cost-sharing with United Nations agencies, implementing partners and counterparts helped to offset escalating direct support costs (DSC). A foreign exchange policy and management strategy is being created to prepare for and contain cost increases resulting from exchange-rate fluctuations.

Security

27. As part of a United Nations effort, WFP participated in the Unified Security Management System. The field-security costs of the United Nations system and WFP's share financed from the General Fund almost doubled between 2004 and 2005. WFP also incurred substantial security-related costs in 31 countries operating under phase III and phase IV.

Year	UN system field-related security costs (US\$M)	WFP's share of UN field-related security costs (US\$M)
2004	39.4	4.6
2005	73.7	8.6

28. Of the major security incidents reported in WFP, over 60 percent occurred in five countries: Afghanistan, Liberia, Nepal, Somalia and the Sudan.¹⁶ In Darfur, US\$13 million was spent on security in 2005; US\$3 million was contributed directly to the United Nations Department of Safety and Security (formerly UNSECOORD) and US\$10 million was allocated to WFP security activities, of which 70 percent covered staff costs.¹⁷

29. As of December 2005, WFP reached 90 percent compliance with minimum operating security standards (MOSS), the best rate among United Nations agencies. The challenge is to ensure that MOSS compliance is consistently maintained to meet each country's changing threat level.

Box 4: Somalia operated primarily under security phases IV or V, affecting food distributions and increased operational costs: in PRRO 10191.0, 20 percent of DSC reflected security-related expenditures. WFP-managed UNHAS operating out of Nairobi to destinations in Somalia resulted in significant deployment costs. Similarly, almost all food commodities destined for beneficiaries in Somalia arrived through Mombasa in Kenya, at an additional cost. In 2005, two chartered vessels were hijacked, disrupting food distributions to beneficiaries in coastal areas affected by the tsunami.

In Chechnya, security phase V restricted missions and required the deployment of guards with armoured vehicles. Infrequent access proved to be a particular challenge for monitoring and caused delays in FFW programmes.

¹⁶ Major security incidents reported by the security network are work-related, malicious incidents resulting in the death, injury or detention of WFP staff members; medical evacuations, or relocation or evacuation of staff for security reasons.

¹⁷ The estimated security costs in Darfur are based on EMOP 10503.0 DSC figures.

PART II: PERFORMANCE HIGHLIGHTS

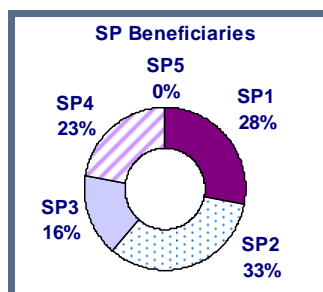
30. Consistent with WFP's Strategic Performance Results Framework, 2005 results are aligned to Strategic and Management Priorities. The SPs contribute to the achievement of the MDGs and represent a comprehensive approach to addressing hunger and food insecurity. Further progress was made in monitoring and analysing indicators aligned to the SPs, allowing WFP to report outputs and outcomes for these corporate priorities.

PERFORMANCE FRAMEWORK AND MAIN RESULTS

STRATEGIC PRIORITY OVERVIEW

SP 1	Save lives in crisis situations
SP 2	Protect livelihoods in crisis situations and enhance resilience to shocks.
SP 3	Support improved nutrition and health status of children, mothers and other vulnerable people.
SP 4	Support access to education and reduce gender disparity in access to education and skills training.
SP 5	Help governments to establish and manage national food-assistance programmes.

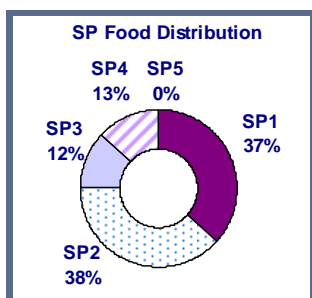
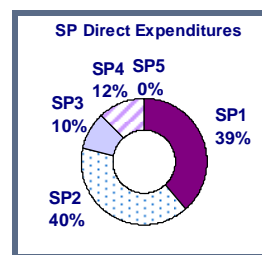
31. In 2005, WFP reached 96.7 million beneficiaries with 4.2 million mt of food. More resources were allocated to activities with SP 2 objectives, a change from 2004 when more outputs were aligned with SP 1.¹⁸ The change is partly a result of the immense needs for livelihood protection and recovery, which resulted in a PRRO portfolio of higher value, and refinements in apportioning outputs by SP. A number of activities supported the protection of livelihoods in crisis situations, including general food distribution and food for work (FFW) and food for training (FFT) in PRROs and DEVs, which enhanced beneficiaries' resilience to shocks.



32. Thirty-three percent of WFP's beneficiaries received food through SP 2 activities, accounting for 38 percent of the food distributed. Through SP 2, WFP reached 35.5 million people with 1.63 million mt of food at a direct cost of US\$1.088 billion.
33. About 40 percent of WFP's direct expenditures protected livelihoods in crisis situations and enhanced resilience to shock.

¹⁸ Outputs aligned with SPs were calculated from 2005 SPR data and do not include bilateral contributions.

34. Approximately 39 percent of direct expenditures went towards saving lives in crisis situations. Through SP 1, WFP reached 30 million people with 1.6 million mt of food at a direct cost of US\$1.077 billion. By comparison, direct expenditures in 2004 devoted to SP 1 amounted to US\$988 million; the figure was US\$2.1 billion in 2003.



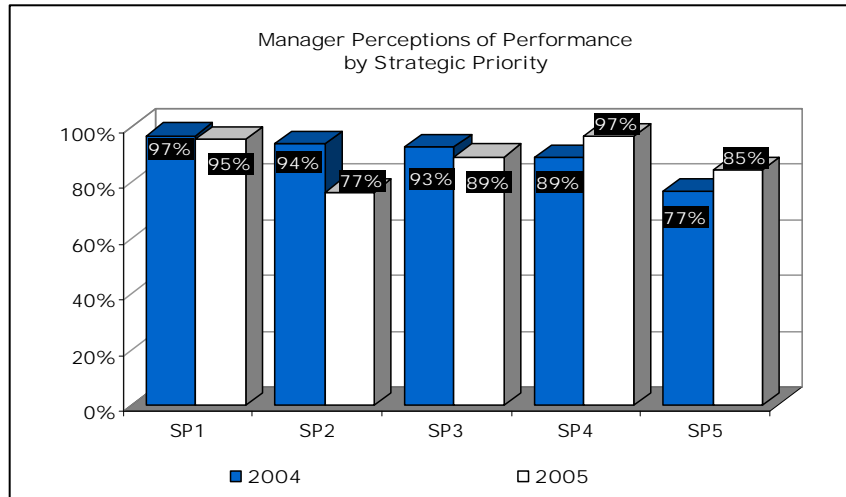
35. The 2005 figures reflect progress in meeting the commitment to expand SP 3 activities by improving the nutritional quality of food and targeting the people most vulnerable to nutritional deficiencies. The number of beneficiaries aligned to SP 3 reached a high in 2005: 17 million people received nutritious food through WFP, 56 percent of whom were women and girls. Programming efforts under SP 3 continued to grow: direct expenditures increased from US\$153 million in 2003 to US\$205 million in 2004 and US\$262 million in 2005.
36. WFP continued to focus assistance on children, with the aim of ending child hunger. In 2005, food assistance was provided for 58 million children, 30 percent of whom were under 5, the crucial period for preventing permanent impairment of growth. In all, 15 million children received assistance through SP 1, 10 million children received nutritional support through SP 3 and 21.7 million children received meals or take-home rations through activities aligned with SP 4 compared to 16.6 million children in 2004 and 15.2 million in 2003. In 30 percent of countries with school feeding programmes, at least half of the students assisted were girls.
37. In 2005, 52 percent of beneficiaries receiving food assistance were women or girls. WFP met its Enhanced Commitments to Women (ECW) and promoted women's crucial role in relief activities: 10 million women received household food rations through general food distributions.

Box 5: Every year, 21 million people face food shortages in Ethiopia. About 8 million people are considered to be chronically food-insecure: even in "normal" years they cannot meet their food needs. Poor technology, population pressure, inadequate nutrition, poor access to health facilities, insufficient and unclean water and infectious diseases such as malaria and HIV/AIDS contribute to this situation.

The Ethiopia recovery PRRO 10362.0 "Enabling Livelihood Protection and Promotion" is WFP's largest. The national Productive Safety Net Programme, which draws on CP experience and is supported by other United Nations agencies and donors, is an innovative effort to break the emergency cycle. The PRRO combines (i) a relief component that includes GFD and food for assets (FFA) for food-insecure communities affected by severe unpredictable food shortages and (ii) a recovery component providing FFA for beneficiaries in chronically food-insecure communities.

Given the longer-term outlook of the recovery component, most SP 2-related outcomes are not measurable in the first year of operation. The outputs for 2005 are encouraging: 580 district-level staff were trained in a training-of-trainers programme, who in turn trained 6,000 community-level development agents. SP 2 outcomes indicated that the percentage of participating households that reduced their food deficit by two or more months increased from 31 percent to 41 percent.

38. In addition to progress in achieving and reporting output results, the 2005 End-of-Year Performance Review showed that managerial perception of performance was consistent across SPs and that WFP was “on track”. The survey gathered managerial perceptions of overall performance for each SP. Some difficulties in programming and reporting were noted for SP 2 and SP 5, but the perceptions indicate an improvement over 2004 in performance for SP 4 and SP 5.



Box 6: Implementation of the Enabling Development Policy in Bolivia demonstrated the actual and potential roles of WFP and food aid in situations not strictly “emergency” or “recovery” in nature. An important conclusion of the Joint Evaluation of Effectiveness and Impact Bolivia Country Study was that food aid is particularly effective as part of a poverty-reduction strategy that helps to reduce vulnerability and increases options for the poorest people that live on the fringes of the economy. Increasing individual and community productive assets, investing in human capital for example through training, education and literacy, and providing protection in times of crisis contribute to the possibility that the very poor will join the ranks of the poor and have access to more options.

The evaluation also identified areas for improvement, including greater advocacy to improve the role of WFP as an organization promoting food security in the PRSP and more stable financing for gender-equality issues and monitoring and targeting, either by allocating specific funds or by modifying DSC and ODOC.

FOOD MAKING A DIFFERENCE IN 2005

39. WFP responded to complex and challenging crises in 2005 using food aid in a coordinated response framework, testing its capacity in mobilizing human, financial and logistics resources, and providing valuable lessons. Five examples are presented to demonstrate how food aid made a difference in 2005.

Tsunami - Immediate Food Relief for Survival, Construction and Recovery

40. Within 48 hours of the Indian Ocean tsunami, WFP had approved four EMOPs with funds from the IRA; within 72 hours, food had begun to arrive for distribution in Sri Lanka, and within a week 328 personnel were mobilized from offices around the world and a cargo of 12,000 mt of rice was on its way to Indonesia. Nine days after the earthquake, a regional EMOP was approved with the objectives of sustaining nutrition levels and preventing disease outbreaks. By the end of January, 18,000 mt had been dispatched to feed 1.27 million people in Indonesia, the Maldives, Myanmar, Somalia, Sri Lanka and Thailand.

TABLE 2: Tsunami Timeline (2004/05)	
26 DEC 04	TSUNAMI: 9.0 Richter scale Earthquake and Tsunami
28 DEC 04	FIRST FOOD DISTRIBUTION: Sri Lanka – Distribution of rice, lentils and sugar starts – by 3 January 290,000 beneficiaries received food rations.
31 DEC 04	FIRST NEEDS ASSESSMENTS: Sri Lanka - 750.000 people need assistance. Indonesia - 1.000.000 people need assistance.
04 JAN 05	REGIONAL EMOP APPROVAL ¹⁹ \$200.8 million EMOP 10405.0 approved.
31 DEC 05	END OF YEAR BALANCE – Regional EMOP 100 percent resourced. ²⁰ US\$155.5 million total expenditure. ²¹

41. Three SOs totalling US\$73.6 million provided logistics support.²² From January to December 2005, WFP's air operation moved 4,900 mt of relief cargo and provided 48,400 passenger trips for aid workers and donor and government representatives. TNT helped WFP and its partners to respond quickly by mobilizing 150 trucks.²³
42. The operation contributed to keeping malnutrition and disease outbreaks in check. In Sri Lanka, for example, the malnutrition rate remained stable at 32 percent; in Indonesia a rapid nutrition assessment showed little difference in nutrition status

¹⁹ Approved figure as of 31 December 2005, reported in the SPR.

²⁰ The SPR shows a 90 percent resourced rate, because some resources were transferred to the PRRO following discussions with donors.

²¹ Includes ISC.

²² SO 10406.0 "Logistics Augmentation in Support of WFP EMOP 10405.0", US\$22.4 million; SO 10407.0 "WFP Air Support of Humanitarian Relief Operations in response to the Indian Ocean Tsunami", US\$45.5 million; SO 10408.0 "Establishment of a United Nations Joint Logistics Centre including an Air Coordination Centre providing Logistics and Movement Coordination and Augmentation to Humanitarian Agencies working in the Indian Ocean Tsunami", US\$5.6 million. SOs were not fully funded; SO 10407.0 has been extended for one year.

²³ World Vision reported that WFP's rapid response enabled it to start food distributions.

between people displaced by the tsunami and unaffected households, and that acute malnutrition was 11.6 percent among displaced children and 11.4 percent among other children.²⁴ This result was regarded as an indication of a successful relief effort. In Sri Lanka, WFP's tsunami response became part of a temporary government relief and welfare system providing an income transfer for targeted families until support was available for livelihood recovery.

43. The regional operation reached 2.6 million beneficiaries, more than the planned figure of 2.5 million. WFP assisted approximately 1.3 million children (0-18 years of age).
44. In the Maldives, the emergency food needs of 54,000 people were met with fortified biscuits in the first weeks through EMOP-IRA 10404.0. Subsequently, regional EMOP 10405.0 continued to meet the food needs of 41,000 IDPs, host families, people who had lost their livelihoods and other vulnerable groups. In Myanmar, WFP distributed emergency assistance for 22,000 beneficiaries whose properties had been damaged or lost. Food for work opportunities, focusing on rehabilitation of community infrastructure such as roads and wells, were offered to those who had lost their assets in the disaster. In Sri Lanka, EMOP-IRA 10401.0 initially covered the food needs of 200,000 beneficiaries, followed by the regional EMOP that assisted 919,000 people. In Indonesia 200,000 people received immediate food assistance through EMOP-IRA 10402.0. Approximately 1.6 million people were assisted through the regional operation.
45. **Challenges.** Even though overall targets were achieved, the operation faced a number of challenges; local governments and NGOs were overextended, which slowed emergency response and the transition to recovery. Many cooperating partners had limited capacity and experience for an operation of this size.
46. In Aceh province in Indonesia and in Sri Lanka, initial assessments overestimated the number of people needing assistance and made optimistic predictions about the speed of recovery. In both countries, some of the inclusion errors probably occurred because individuals were registered in IDP camps in the hope of receiving relief items but not consistently residing in them. In Aceh there was the added difficulty of accurately identifying IDPs living with host families and reaching them regularly.²⁵
47. Funding was more flexible than in most emergency responses, but also more fragmented. The high level of private funding and the prominent role of NGOs led to coordination challenges, particularly in Aceh.²⁶

²⁴ This rapid nutrition assessment was organized by the Indonesian Ministry of Health, its Nutrition Research Development Centre in Bogor and in partnership with WFP, UNICEF and NGOs.

²⁵ September 2005 RTE- Full Report of the Real Time Evaluation of WFP's Response to the Indian Ocean Tsunami. OEDE/2005/3. WFP, Rome.

²⁶ Ibid.

48. **Lessons.** Findings from WFP's RTE showed that the response from the general public, the private sector, governments, foreign and domestic military forces, civil defence organizations, United Nations agencies, semi-governmental agencies and NGOs was timely. However, a greater number of pre-established emergency stand-by arrangements, especially with regional actors (including militaries) would have facilitated the initial response. An important lesson was the need to improve disaster preparedness in the United Nations community by integrating logistics coordination into contingency planning; WFP proved to be more effective in logistics and assessments than in programming and monitoring. Another important lesson was that the Emergency Response Roster (ERR) was unable to mobilize sufficient numbers of experienced staff with appropriate background. Lessons from the RTE were considered in the review carried out to reinforce preparedness and response procedures in WFP.

49. The RTE observed that given the general health of markets in Aceh and Sri Lanka, cash approaches should be further developed in spite of concerns that cash was less likely to help the most vulnerable people. The RTE concluded that rehabilitation slowed because local capacity problems and issues, including land tenure, were not resolved.

South Asia Earthquake - Immediate Food Relief for Survival, Construction and Recovery

50. WFP launched an immediate response within 48 hours of the earthquake in South Asia, using the IRA facility. Seven days later, a second EMOP was launched to provide emergency food assistance to 1 million people, ensuring access to food and preventing nutritional decline.

08 OCT 05	EARTHQUAKE: 7.6 Richter scale in northern Pakistan and Kashmir.
12 OCT 05	FIRST FOOD DISTRIBUTION High-energy biscuits (HEBs) distributed.
15 OCT 05	EMOP APPROVAL ²⁷ US\$59.6 million EMOP 10491.0 approved: 105,286 mt; 1 million beneficiaries.
27 OCT 05	NEEDS ASSESSMENT 2.3 million people needing assistance for 2-4 months.
27 DEC 05	END OF YEAR BALANCE - EMOP 74 percent resourced. US\$22 million in total expenditure. ²⁸

51. Three SOs approved for US\$124.7 million provided essential support services for the humanitarian community.²⁹ By the end of the year, confirmed contributions for the three SOs amounted to US\$72.3 million – 60 percent of the approved budget; total expenditures were US\$21.9 million.³⁰

52. WFP was given cluster lead responsibilities for logistics, specifically air transport, coordination, handling and warehousing facilities. Five base-camp modules and 44 mobile storage tents were provided; the first base camp was operational within a week of the earthquake. Through UNHAS, WFP mobilized helicopters from around the world, the first of which reached Pakistan 72 hours after the disaster struck. By December 2005, 15 helicopters were operating in affected areas, delivering 270 mt of relief supplies each day for immediate distribution.

53. The October 2005 joint WFP-UNICEF rapid emergency food security and nutrition assessment established food aid needs for 2.3 million people and identified potential health and nutrition risks. WFP assumed responsibility for feeding 1 million beneficiaries. A rapid market analysis and trader survey refined targeting and indicated that it was appropriate to maintain general food rations, supplementary feeding and school feeding activities.

54. The IR-EMOP 10490.0 assisted 324,000 beneficiaries, slightly more than planned; EMOP 10491.0 assisted 1.06 million beneficiaries.³¹

²⁷ Approved figure as of 31 December 2005 reported in the SPR.

²⁸ Includes Indirect Support Cost.

²⁹ SO 10493.0 (WFP Logistics Support to Relief Operations for the Pakistan Earthquake), SO 10494.0 (WFP Air Support of Humanitarian Relief Operations in Response to the Pakistan Earthquake), SO 10495.0 (Establishment of a UN Joint Logistic Center in Response to the Pakistan Earthquake).

³⁰ A fourth SO (10505.0 South Asian Earthquake Inter-Agency Emergency Telecommunications in Support of Staff Security) was approved on December 28th 2005.

³¹ IR-EMOP 10490.0 distributed 162 mt, and EMOP 10491.0 distributed 23,900 mt.



55. A nutritional survey carried out with OXFAM in October 2005 found that the prevalence of malnutrition among children aged 6–59 months had not changed significantly since the earthquake, partly because of the timely availability of food. Prevalence of acute respiratory infections (ARIs) was about 60-75 percent of the rate found in camps.³² Diarrhoea was more prevalent in camps than in surveyed communities; half of the children under 5 had had diarrhoea in the two weeks before the survey. The survey also reported chronic malnutrition problems, signalling the need for longer-term assistance.
56. **Challenges.** From the initial stage of the operation, WFP focused on areas that were difficult to reach. Given the urgent need to pre-position food before winter, helicopters, mules and boats were used to reach 400,000 people in remote areas; direct response teams comprised of mountaineers were also deployed. A greater number of established NGO implementing partners would have facilitated efforts to reach beneficiaries in the early stage of the response.
57. The timing of contributions affected the response and the press initially downplayed the need for food assistance and the extraordinary challenge of distributing food where it was needed. However, with a sustained outreach efforts media coverage helped raise awareness of and support for WFP's ongoing relief response.
58. **Lessons.** The value of having regional assets in place ready to respond is an important lesson from the Pakistan operation. The resources available from the Pakistan CP and the infrastructure put in place through the Afghanistan PRRO helped the initial emergency response. The immediate establishment of a Federal Relief Commission (FRC) allowed ministries, provincial governments, the Pakistani military, the United Nations, NGOs and civil society to focus on priority needs and pool resources for maximum impact.
59. Making the Joint Logistics Cell part of the FRC enabled WFP and the military forces involved to plan and deploy aircraft jointly and led to economies of scale and greater efficiency. Early allocation of tasks and operational areas by the Pakistani military forces, WFP, semi-governmental organisations and provincial governments significantly reduced response time and costs.

³² The large difference between the survey results and the national average for ARI signalled possible differences in definitions for ARI.

Sudan - Saving Lives and Improving Nutritional Status

60. Two major EMOPs were necessary to ensure that the nutritional needs of 6.6 million people in Sudan were met: EMOP 10339.1 covered 3.38 million people affected by conflict in Darfur; EMOP 10048.3 assisted food-insecure communities, returning IDPs and refugees in the south, east and transitional areas, totalling 3.2 million beneficiaries. Expenditures in 2005 reached US\$621.9 million for the two EMOPs, which were supported by six SOs at a total expenditure of US\$117.9 million. The six SOs were approved for a combined value of US\$292 million.³³
61. A food security and nutrition assessment in Darfur in September 2005 confirmed significant improvements in the nutritional status of beneficiaries. The crude mortality rate dropped from 0.75 to 0.46 deaths per 10,000 people per day; acute malnutrition among children under 5 decreased from 21.8 percent to 11.9 percent. In the eastern regions, the prevalence of acute malnutrition in children under 5 declined significantly: for example in the Red Sea state the rate declined from 19.4 percent to 11.5 percent; in Kassala state it dropped from 17.7 percent to 11.8 percent.
62. In Darfur, WFP met 88 percent of the recommended 2,100 kcal per person per day through general food distribution for 3.38 million people, slightly more than the planned number. On average, 2 million beneficiaries were reached every month; a record 2.7 million people received food assistance in October prior to the harvest. In the southern regions of Lakes, Western Equatoria, Unity and Jonglei, all beneficiary targets were met, primarily through school feeding, food for assets (FFA) and adult literacy activities.
63. Donors contributed US\$481.5 million to EMOP 10339.1, meeting 86 percent of requirements in 2005 and allowing distribution of 438,804 mt of food in Darfur. EMOP 10048.3 was 71 percent resourced, which enabled distribution of 167,322 mt of food in the south, east and transitional areas. SO 10368.0 for emergency mine clearance repaired 1,244 km of roads from Kenya and Uganda to the southern towns of Juba and Rumbek, helping to reduce the cost of delivering food and supplies. As transport rates fell, commodity prices decreased and roadside markets opened along the repaired routes.
64. In southern Sudan, WFP collaborated with more than 100 partners, including FAO, OCHA, UNICEF, UNHCR and CARE International; over 90 field-level agreements were signed. UNICEF, FAO, the World Health Organization (WHO), Centers for Disease Control and Prevention (CDC), the Government of Sudan and several NGOs partnered with WFP in conducting the food security and nutrition assessment in

³³ SO 10181.2 "Passenger Air Services Provided to Agencies Engaged in Humanitarian Activities in Sudan"; SO 10181.3 "Provision of Humanitarian Air Service"; SO 10342.0 "Establishment of a United Nations Joint Logistics Centre Providing Assistance in Logistics Coordination and Operational Preparedness to Humanitarian Agencies Working in Sudan"; SO 10364.0 "Provision of Interagency Security Telecommunication Networks for the Crisis in Sudan"; SO 10368.0 "Emergency Road Repair and Mine Clearance of Key Transport Routes in Sudan in Support of EMOP 10048.2/3"; SO 10371.0 "Logistics Augmentation in Support of EMOP 10339.0 – Food Assistance to Population Affected by War in Greater Darfur").

Darfur. Survey results provided evidence of improvements in the humanitarian situation with variations in the prevalence of malnutrition correlating well with health and nutrition related services:

- West Darfur, the state with the best coverage of supplementary feeding programmes, health interventions and treatment rates for childhood illnesses had the lowest rate of acute malnutrition at 6.2 percent.
 - North Darfur, the state with the lowest coverage of health, water and sanitation services, had the highest prevalence of acute malnutrition at 15.6 percent.
 - Three quarters of households surveyed in September were consuming iodized salt, nearly all provided by WFP.
 - Regional differences between food security and nutrition status provided a basis for tailored programme interventions.
 - The identification of inclusion and exclusion errors provided opportunities to improve the targeting of food aid in Darfur for groups such as IDPs and residents.
 - Crop forecasts and food market analyses helped to determine humanitarian assistance needs for the coming year.
65. A component was added to the Darfur food security and nutrition assessment to examine gender-specific issues: a major finding was that greater involvement of women in designing and managing food distributions maximized the sustainability and effectiveness of WFP programmes. When women were given a voice, they maintained a more powerful position in the household, as shown by their control over food rations.
66. **Challenges.** The January 2005 peace agreement between the Government of Sudan and the Sudan People's Liberation Movement (SPLM) allowed WFP to carry out assessments in areas under SPLM control. In contrast, insecurity continued to affect WFP's response in Darfur and slowed delivery of food to beneficiaries. Three drivers of WFP-contracted trucks were killed in separate incidents in south Darfur.
67. Slow donor response at the beginning of the year threatened food distributions. WFP therefore borrowed US\$116 million from internal financing mechanisms, (of which 20 percent required repayment at the end of 2005) to expedite the procurement of 178,000 mt of commodities for operations in Darfur and to avert pipeline breaks in the south, east and transitional areas:
- US\$15.2 million was advanced by the DSC Advance Facility, all of which was repaid.
 - US\$34.7 million was borrowed from the working-capital advance facility, of which 82 percent was repaid.
 - US\$28 million was reallocated through the Project Cash Account (PCA), of which 70 percent was repaid.

- US\$38 million was drawn from the IRA in two instalments, of which US\$20 million was allocated in 2005; US\$30.8 million was revolved back into the IRA fund in 2005.
68. **Lessons.** Recurrent insecurity prompted WFP to decentralize storage and pre-position food, which enabled distributions when access was restricted. WFP adapted its management structure and revised delegations of authority to handle the complexity and scale of operations in Sudan.
69. Food assistance contributed to a reduction in malnutrition and discouraged further economic migration to camps. However, gains will not be sustained without improvements in services and ultimately a political solution to the conflict. In the south, as government structures were re-established, WFP and partners began to engage government counterparts to support the peace process.

Niger - Immediate Food Relief, Recovery Leading to Development

70. EMOP 10398.0 was designed to complement the response of Niger's National Food Security Mechanism, assisting vulnerable populations affected by drought and locust infestation. Protecting livelihoods and arresting nutritional decline by selective feeding were the main objectives of the EMOP. In July, as the situation worsened, WFP re-oriented its response to meet emergency needs through general food distribution and selective feeding.

71. Five advances from the IRA totalling US\$20.8 million and commodity borrowings from the CP were necessary to launch initial distributions. The EMOP was supported by HAS SO 10481.0 for humanitarian staff travel between Niamey and the field, approved for US\$322,000; expenditures had reached US\$191,800 by the end of the year.

Table 4: Niger Timeline (2004/05)	
1- 31 OCT 04	NEEDS ASSESSMENT Joint CILSS, FAO & WFP crop & food supply assessment. Cereal deficit: 223,448 mt, 7.5 percent of national need.
25 NOV 04	GOVERNMENT REQUEST Appeal for 78,100 mt of food, of which 60,000 mt for subsidized sales.
4 FEB 2005	FIRST IRA ADVANCE APPROVED³⁴ US\$1.4 million.
17 FEB 2005	EMOP 10398.0 APPROVED³⁵ US\$59.3 million.
20 APR 05	NUTRITIONAL SURVEY Results of Helen Keller and WFP nutritional survey issued.
10 MAY 05	FIRST FOOD DISTRIBUTION First distribution of food borrowing from CP stocks.
13 JUL 05	STRATEGIC CHANGE from FFW and cereal banks to general distribution with selective feeding (nutrition response).
31 DEC 05	END OF YEAR BALANCE EMOP 84 percent resourced. ³⁶ US\$39.6 million in total expenditure. ³⁷

72. Food assistance helped to mitigate a humanitarian catastrophe: post-distribution monitoring confirmed that sufficient food assistance had prevented premature harvesting and consumption. Food also helped to stabilize population movements and allowed farmers to plant on time and reap a full harvest; nevertheless, in two southern regions the prevalence of acute malnutrition in children under 5 increased from 13.4 percent in January to 16.0 percent in October. By August, WFP had established 733 nutritional centres, 92 percent of the planned number, and reached 2.4 million vulnerable people of the planned 2.5 million. At the end of December 2005, the EMOP had received US\$35.7 million in directed multilateral contributions, and WFP had allocated US\$13.7 million in multilateral resources, which enabled distribution of 53,800 mt of food.

73. Plans for general food distributions in 2,500 villages across the country were made jointly with the National Security Mechanism and NGO partners, helping to integrate food pipelines and reach more beneficiaries on time. The presence of several

³⁴ Approved figure as of 31 December 2005, reported in the SPR EMOP 10398.0 2005.

³⁵ Ibid.

³⁶ This figure includes US\$13.7 million of multilateral contributions allocated to the EMOP.

³⁷ Includes ISC.

international and local NGOs was instrumental for community sensitization, food transport and distribution, registration and selection of beneficiaries, monitoring and reporting.

74. **Challenges.** The complexity of the food-security crisis required restructuring the country office to respond to a large-scale emergency. Building on assets in place for the CP, the office was temporarily augmented with 85 local staff and 40 international staff from other WFP offices.
75. Slow donor response to WFP's call for contributions and difficulties in procuring food in the region delayed the emergency response by five months. Opportunities for local food purchases were restricted as a result of the food crisis, and problems were encountered in transporting 5,014 mt of sorghum from Nigeria's Strategic Grain Reserve for the CP and the EMOP. About 13 percent of food distributed was purchased in neighbouring Nigeria and Burkina Faso.
76. **Lessons.** An after-action review helped WFP and partners understand the evolution of the crisis and to draw lessons:³⁸
- There was consensus that all WFP emergency and rehabilitation activities were best coordinated through the central National Food Security Mechanism.
 - Future needs assessments should have a solid nutritional component and should be broader than just an analysis of food production and deficits; involving actors such as WHO and UNICEF would help in the analysis of underlying causes of malnutrition.
 - Regional markets and their response capacity need to be better monitored in collaboration with regional partners such as the Permanent Interstate Committee for Drought in the Sahel (CILSS).

³⁸ An evaluation of the Niger EMOP will be presented to the Board's 2006 Annual Session.

Southern Africa Region³⁹ – Addressing the Triple Threat

77. When it became apparent in mid-year that the southern Africa region would experience severe food shortages, a chronic crisis became an acute emergency. The combination of poverty and chronic food insecurity, weak governance and the HIV/AIDS pandemic threatened vulnerable households throughout the region. Southern Africa regional PRRO 10310.0 – a product of extensive consultation with stakeholders – offered a programming framework to protect the livelihoods of vulnerable households, strengthen coping capacities and safeguard the nutritional well-being of vulnerable segments of the population, including women and the growing number of children affected by HIV/AIDS.
78. The region benefited from research and baseline studies that influenced and supported the design of the PRRO. Follow-up studies demonstrated that food aid had a significant positive effect on beneficiary households, as measured by the community household surveillance (CHS) coping strategy index (CSI), which is a hardship measure that rises in value as household food insecurity increases. For beneficiary households, CSI remained significantly below that of non-beneficiary households. For example in Malawi, Mozambique and Zambia, the latest follow-up showed that despite the early onset of the lean season, beneficiaries receiving food aid had greater capacity to cope.
79. School feeding played an important role in maintaining attendance rates above 80 percent in most countries. When school feeding was temporarily suspended in Zimbabwe as a result of quality issues with corn soya blend, dropout rates for boys and girls increased from 3 percent to 11 percent.
80. Food aid was critical in enhancing treatment compliance for patients receiving anti-retroviral therapy (ART) and/or tuberculosis (TB) treatment under direct observed treatment therapy (DOTS). The CHS findings showed that in Lesotho and Malawi, beneficiary households in the HIV/AIDS programmes were significantly more likely to achieve dietary adequacy than comparable non-beneficiaries in the same communities.
81. Overall, the regional operation achieved 60 percent of planned outputs. Between January and March 2005, assistance was scaled-up to reach 4 million households in need. In November and December, 6 million beneficiaries received assistance, 58 percent of whom were children and 21 percent women.
82. Total expenditure for 2005 was US\$254.3 million.⁴⁰ During the last quarter, an increased quantity of food was required for distribution: the regional bureau dispatched 205,028 mt to PRRO countries, 57 percent of the 360,500 mt of food delivered during 2005.

³⁹ Lesotho, Malawi, Mozambique, Swaziland, Zambia and Zimbabwe.

⁴⁰ Includes ISC.

83. **Challenges.** The CHS data provided evidence that food insecurity and household stress increased dramatically as early as September 2005 and that the proportion of households failing to achieve dietary adequacy was increasing. Food requirements were therefore revised upwards for Malawi, Mozambique, Zambia and Zimbabwe.

84. Lack of resources at the beginning of the PRRO had a negative impact on recovery activities, including school feeding, and constrained early and strategic procurement and pre-positioning of food when it became apparent at mid-year that the region would experience severe food shortages.

85. To ensure a stable pipeline and on-time food availability, the PRRO relied on US\$6.2 million from the IRA, a Central Emergency Response Fund (CERF) loan of US\$5 million, which was fully repaid, and US\$108 million from the Working-Capital Financing (WCF) facility.⁴¹

86. WCF resources were used to buy 342,000 mt of food, compared with the planned 21,000 mt, on the basis of expected cash contributions. At the end of the year, cash advances amounting to US\$36.4 million required settlement. The PRRO also piloted the Best Practice Project (BPP) with TNT, which allowed additional tonnage to be managed with proportionally lower support costs.

87. **Lessons.** WFP procured over 365,000 mt locally and regionally. As supplies decreased during the November–March lean season, maize prices increased by up to 100 percent. If cash contributions had been available before harvest, WFP might have been able to save an estimated US\$3 million by buying under more favourable market conditions.

⁴¹ The IRA allocation approved in November 2004 is currently outstanding.



PART III: PERFORMANCE ANALYSIS IN 2005

Strategic Outcomes and Output Results

88. This section (i) sets out results by SP at the outcome and output levels, (ii) highlights significant achievements and (iii) describes progress in measuring SP indicators. Measuring outcomes in WFP is accomplished through corporate indicators and additional indicators that take into account country-specific conditions.⁴²
89. Food aid is programmed in national development frameworks and humanitarian strategies to achieve longer-term benefits and outcomes; it is therefore difficult to attribute outcomes to a particular contribution. Reporting on SP corporate indicators has increased since the inception of RBM in 2003; there was, however, a decline in 2005 compared with 2004, confirming that challenges remain in standardizing outcome-level reporting of food interventions.

SP 1 - Save Lives in Crisis Situations

Table 5: SP 1 – Outcome			
1.2	Reduced and/or stabilized prevalence of acute malnutrition among beneficiaries.		
1.3	Reduced and/or stabilized crude mortality in an identified population.		
Outcome performance indicators		Target	Actual
1.2.1	Prevalence of acute malnutrition among under-5s (by gender) (assessed using weight-for-height)	< 10 %	-
1.3.1	Crude mortality rate:		
	- among the targeted population by the end of the first EMOP period	< 1/10,000/day	N.A.
	- among children under-5 by the end of the first EMOP period	< 2/10,000/day	N.A.

Performance Targets

90. The objective of SP 1 is to save lives in emergency operations. WFP uses two corporate indicators to measure progress towards this objective at the outcome level: prevalence of global acute malnutrition among children under 5, and the rate of crude mortality.⁴³

⁴² Reporting on corporate indicators by SP (for the 5 SPs) declined from 60 percent in 2004 to 48 percent in 2005; “additional indicators” increased from 21 percent in 2004 to 29 percent in 2005; “free-text indicators” increased from 19 percent in 2004 to 23 percent in 2005.

⁴³ Both indicators have been agreed by other humanitarian agencies and by global initiatives such as Standardized Monitoring and Assessment of Relief and Transitions (SMART).

91. Of the 55 operations with objectives related to saving lives and/or reducing malnutrition in emergencies, 76 percent – 43 operations – reported on at least one outcome indicator, compared with 70 percent last year;⁴⁴ the figure rises to 91 percent when excluding the eight operations that did not report on outcomes because of short project duration of nine months or less. The proportion of operations reporting on outcome-level indicators continues to improve: 27 operations reported on acute malnutrition rates and 10 operations reported on crude mortality rates.
92. A major challenge to measuring nutritional outcomes is understanding the many causes of malnutrition. Consuming sufficient food is critical to maintaining adequate nutritional status, but it is difficult to achieve positive change when households lack adequate water, sanitation and healthcare, or when proper infant feeding is not practised. The presence of one or more of these risk factors affects nutrition; this is common in emergency settings, particularly those involving displaced populations. Only by understanding food consumption in the broad nutritional context can WFP measure the contribution of food in an emergency setting.
- Box 7: Benchmarking in Humanitarian Operations**

Humanitarian agencies and donors have recognized the need to develop coherent, coordinated and comparable information for the assessment of crises and responses to them. WFP participated in several initiatives to develop universal standards: the SPHERE Project, Good Humanitarian Donorship and the SMART initiative. WFP participated in the IASC technical consultation organized by WHO in December 2005, which (i) reviewed the use of data related to mortality, malnutrition and performance, (ii) examined development of a common service for collecting and analysing selected mortality, malnutrition and coverage data, and (iii) agreed on steps for establishing a tracking service for systematic measurement of indicators for health performance, mortality and malnutrition in crisis situations. WFP is now working with partners to refine methods for benchmarking in humanitarian crises.
93. WFP is studying factors that will improve reporting on corporate outcome indicators in emergencies and is working with humanitarian agencies and donors to develop coordinated approaches and standards. For example WFP and CDC recently issued a manual entitled *Measuring and Interpreting Malnutrition and Mortality*, which was used in advanced nutrition training in 2005.

Performance Highlights

94. A highlight in 2005 was the improvement in the nutritional situation in Darfur in WFP's largest operation, Sudan EMOP 10339.1. The WFP-led food security and nutrition assessment in September showed that improvement in food consumption was the result of substantial food assistance. The survey indicated that the rates of child acute malnutrition and crude mortality were nearly halved in just over one year and documented considerable success in incorporating recommendations made the previous year, including consistent delivery of a full food basket: 88 percent of the population received a full food basket in August 2005.

⁴⁴ This analysis focused on ongoing and new operations reporting against SP 1 in the 2005 SPRs. Where operations included more than one country, each country was analysed separately.

TABLE 6: Country Name (locality)	Indicator	Baseline (%)	Follow-up (%)	Latest Follow-up (%)
Sudan				
Darfur	Crude mortality rate ⁴⁵	0.75	0.46	-
Darfur	Acute malnutrition ⁴⁶	21.8	11.9	-
Chad				
Am Nabak Refugee Camp	Acute malnutrition ⁵	-	24.6	18.0
Djabal Refugee Camp	Acute malnutrition ⁵	-	15.6	4.8
Oure Cassoni Refugee Camp	Acute malnutrition ⁵	39.2	20.5	15.7
Survey dates: Darfur: 8/04, 8/05; Am Nabak: 12/04, 11/05; Djabal:2/05, 11/05; Oure Cassoni:6/04, 12/04, 11/05.				

95. Nearly all nutrition surveys in refugee camps in Chad during 2005 indicated an improvement in the nutritional situation similar to that observed in Darfur, notably in Oure Cassoni refugee camp where the rate of acute malnutrition was almost halved from 39.2 percent in June 2004 to 20.5 percent in December 2004; it subsequently fell to 15.7 percent in November 2005. The acute malnutrition rate in Djabal refugee camp fell from 15.6 percent in February 2005 to 4.8 percent in November 2005; the rate in Am Nabak refugee camp showed a marginal improvement. These improvements were partly attributed to continued food assistance, including blanket supplementary feeding programmes.
96. WFP and Office of the United Nations High Commissioner for Refugees (UNHCR) fielded joint missions to examine the causes of persistent high malnutrition rates among refugees in Ethiopia and Kenya and to identify potential solutions. In Ethiopia, acute malnutrition rates among Somali, Sudanese and Eritrean refugees in camps remained high in 2005: only two of the seven camps had rates of global acute malnutrition lower than 10 percent; rates in the other camps ranged from 12.0 percent to 21.9 percent. In Kenya, global acute malnutrition in Dadaab camp was 26.3 percent and 19.6 percent in Kakuma camp.
97. Reports from these missions highlighted the need to address a number of deficiencies, many of which stem from lack of funding in basic health interventions:⁴⁷
- Water quality and quantity in many camps were below minimum SPHERE standards, leading to diarrhoea and other problems.
 - An incomplete food basket, unreliability of the food pipeline and late delivery of food resulted in caloric and micronutrient intakes far below minimum standards.

⁴⁵ Crude mortality expressed in number of deaths/10,000/day.

⁴⁶ Under-5 acute malnutrition (weight/height <-2 z scores).

⁴⁷ This summary taken from the report Acute Malnutrition in Protracted Refugee Situations: a Global Strategy for UNHCR/WFP, January 2006.

- Lack of (i) weaning foods for young children, (ii) interventions to address the feeding of infants and young children, and (iii) nutritional surveillance systems.
- Lack of milling services and milling costs.

98. To illustrate the range of outcomes related to SP 1 achieved in 2005, the following examples from the largest EMOPs and PRROs indicate that outcomes were reported and achieved in a significant proportion of WFP's work:

- In Nepal, the overall health and nutrition status of refugees remained stable, with support from PRRO 10058.3. An increase from 8.0 to 8.8 percent in the acute malnutrition rate among children under 5 was observed in a 2005 nutrition survey, but the rates of acute malnutrition – 8.8 percent – and chronic malnutrition – 26.5 percent – remained lower than the national rates of 9.6 percent and 50.5 percent. Mortality rates in camp populations were lower than the national rates.
- In Eritrea EMOP 10261.1, July rates of global acute malnutrition remained between 15 percent and 19.1 percent in Gash Barka in the western region of the country, despite food distributions to the drought-affected population.
- In Uganda, food assistance under PRRO 10121.1 contributed significantly to maintaining the nutritional status of the IDP/refugee population at acceptable levels. The global acute malnutrition (GAM) rate in IDP camps was reduced from 2003 levels of up to 31 percent among children under 5. Acute malnutrition rates in most IDP camps fell below 10 percent, with the exception of those in Kitgum district. The crude mortality rate remained a serious concern despite improvements in the nutrition situation. In Pader district, the mortality rate rose from 0.7 to 1.8, highlighting the need for more non-food interventions and improved access to health services.
- In Ethiopia, PRRO 10362.0 contributed to government efforts to save lives and livelihoods. In most regions, however, the targeted supplementary food component had a direct and positive impact on the nutritional status of children under 5 and pregnant and lactating women, improving their chances of survival. The worst region in terms of nutritional indicators was Somali – 19 percent GAM – which was severely affected by erratic and insufficient rainfall. The reported malnutrition and mortality levels are the average of surveys conducted by NGOs in problem areas of Somali, Afar, Oromiya, Tigray, SNNP and Ahmara regions.
- In Kenya EMOP 10374.0, malnutrition rates among children under 5 in the pastoral districts of Garissa, Wajir and Turkana stabilized during the first half of 2005 because fortified food became available and the food-security situation improved following the March–May rains. But the rain was insufficient to support adequate livestock weight gains: malnutrition rates increased in Garissa district from 16.5 percent in the July 2004 survey to almost 19 percent in October 2005; the figures for Turkana district went from 14.0 percent to nearly 30 percent in the same period.

Table 7: SP 1 – Output			
1.1	Increased access to food for highly food-insecure populations in conflict and disaster-affected areas where WFP has operations.		
Output performance indicators		Target	Actual
1.1.1	Quantity of food distributed (by project category, commodity and time). (percentage)	100	See table below.
1.1.2	Number of beneficiaries receiving WFP food assistance.		
	Women:	No target set.	6.5 million
	Girls:		7.7 million
	Boys:		7.6 million

Table 8: SP 1 – MAIN ACTIVITIES AND RESOURCES ALLOCATED				
Activity types	Food distributed (000 mt)	Percentage of food distributed	Estimated direct expenditures (US\$ 000)	Percentage of expenditure
General food distribution (GFD)	1 516	97	985 500	91
Food-for-assets (FFA)/food-for-work (FFW)	50	3.2	27 000	3
Passenger air service	-	-	52 700	5
Other	3	0.2	11 950	1
TOTAL	1 569	100	1 077 150	100

99. Children were the largest beneficiary group: over 15 million children received food assistance in crisis situations. GFD was the predominant activity type associated with SP 1: 1.5 million mt was delivered for a direct expenditure of US\$986 million. Passenger air services in support of food distributions amounted to US\$53 million in direct expenditures in 2005. Outputs under SP 1 declined between 2004 and 2005, corresponding to the increased need for longer-term livelihood protection and support for nutrition, health and education.

SP 2 - Protect Livelihoods in Crisis Situations and Enhance Resilience to Shocks

Table 9: SP 2 –Outcome			
2.2	Increased ability to manage shocks and meet necessary food needs.		
Outcome Performance Indicators		Target	Actual
2.2.1	Proportion of (beneficiary) household expenditures devoted to food.	65 - 70	N.A.

Performance Targets

100. SP 2 protects livelihoods in crisis and enhances resilience to shocks. Of the 178 SPRs reviewed, fewer than 25 adequately reported on SP 2 outcomes. To improve outcome reporting for SP 2 in emergency and development situations, consultations are under way to develop a small number of indicators that can be monitored by WFP and its partners to improve project management. The indicators will capture the variation in SP 2 objectives in emergency and development situations, covering food consumption and dietary diversity, asset creation and maintenance, and human-capital building. The indicators are expected to be tested in 2006.

Performance Highlights

101. Country examples that demonstrate SP 2 outcomes in 2005 include the following:

- Food assistance through the Bolivia EMOP 10392.0 brought about an increase in the number of daily meals for families in drought-affected beneficiary communities from one meal in September 2005 to 2.5 meals per day in December 2005. As a result of similar interventions, the proportion of household expenditures devoted to food fell from 81 percent to 50 percent; the proportion of households that needed to sell their livestock during the emergency fell from 60 percent to 26 percent between September 2004 and December 2005.
- In Bangladesh CP 10059.0, SP 2 integrated food security activities resulted in an increase from 53 percent to 68 percent in beneficiary households consuming three meals per day between July 2004 and June 2005.
- In Tanzania CP 10065.0, WFP support for irrigation activities enabled beneficiary households to increase farm production from one to three cycles per year. Women in beneficiary households in a WFP-supported water-supply project were able to reduce the time spent fetching water from eight hours per day to two.
- In Ethiopia CP 10208.0, WFP contributed to strengthening self-help initiatives among beneficiary communities. Following food assistance, beneficiary households were able to increase their household assets from 68 percent in December 2004 to 74 percent to December 2005 from the base level.

Table 10: SP 2 – Output					
2.1	Target beneficiaries participate in food-supported asset creation and income-generation activities.				
Output Performance Indicators				Target	Actual
2.1.1	Percentage of women participating in asset- and income-generating activities. ⁴⁸		≥ 70	53	

Table 11: SP 2 – MAIN ACTIVITIES AND RESOURCES ALLOCATED				
Activity types	Food distributed (000 mt)	Percentage of food distributed	Estimated direct expenditures (US\$ 000)	Percentage of expenditure
FFA/FFW	777	47	416 600	44
GFD	731	45	475 000	38
Settlement/Resettlement	57	4	32 000	3
Emergency Infrastructure Rehabilitation/Logistical Support	-	-	133 590	12
Other	73	4	32 000	3
TOTAL	1 638	100	1 088 000	100

102. The number of beneficiaries participating in food-supported asset-creation and income-generation activities highlights the growing need to address hunger by protecting livelihoods and enhancing resilience to shocks. More women than men participated in asset-creation and income-generating activities, reflecting WFP's strategic emphasis on ensuring that recovery and development activities meet the targets set out in the ECW.

103. FFA and FFW activities accounted for 44 percent of direct expenditures, with general food distributions an important activity type for protecting livelihoods under stress. FFW and FFT activities contributed to the building of community assets to enhance resilience to recurring shocks and to increasing household incomes in order to improve food consumption and dietary diversity. Approximately 12 percent of direct expenditures under SP 2 contributed to emergency infrastructure rehabilitation and logistical support to ensure timely distribution of food assistance.

Table 12	
SP2 - Estimated number of beneficiaries	2005 (million)
Women	7.6
Girls	8.8
Boys	8.9

⁴⁸ The performance indicator was modified to measure percentage versus the number of beneficiaries, by gender.

SP 3 - Support the Improved Nutrition and Health Status of Children, Mothers and Other Vulnerable People

Table 13: SP 3 – Outcome			
3.3.1	Reduced level of child malnutrition [malnutrition among children under-5].		
3.3.2	Reduced level of malnutrition among women.		
3.3.3	Reduced level of anaemia among pregnant and lactating women and targeted children.		
Outcome performance indicators		Target	Actual
3.3.1.1	Prevalence of under-5 malnutrition (assessed using height, weight and age, disaggregated by gender):		
	- Prevalence of acute malnutrition among girls and boys under-5	< 10 %	See text below.
	- Prevalence of underweight children	≥ 5 %	
3.3.2.1	Prevalence of malnutrition among adult women (assessed using BMI and/or low birth weight) [to be collected on a pilot basis].	No target set.	See text below.
3.3.3.1	Prevalence of anaemia among targeted beneficiaries [to be collected on a pilot basis].	No target set.	See text below.

Performance Targets

104. The objective of SP 3 is to provide micronutrient-fortified food as appropriate for children, mothers and other vulnerable groups in situations where inadequate food consumption contributes to malnutrition or poor health and where food-supported interventions are an important part of the response. Activities are diverse and include community-based initiatives to improve child growth, mother-and-child health and nutrition (MCHN) and HIV/AIDS and tuberculosis treatment.
105. Of the 108 operations supporting SP 3, 54 reported on nutritional outcome indicators, of which 66 percent reported on one or more corporate nutritional indicator based on survey data.⁴⁹ About 25 percent of all operations reported data from monitoring indicators such as recovery rates from malnutrition but not from survey data; the remaining 15 percent reported on survey data, but the data was either national or not specific to the intervention.

⁴⁹ This analysis focused on 54 ongoing and new operations reporting against SP 3 in the 2005 SPRs; for operations that included more than one country, each country was analysed separately.

106. Many operations lacked a suitable pre-intervention baseline and so only reported mid-project data. The proportion of country offices reporting on outcome-level indicators through the SPRs has improved each year since the adoption of RBM, but the level of detail is often inadequate for accurate analysis. Even where clear changes in malnutrition rates were noted, the SPRs seldom provided sufficient detail to understand why rates have changed or the extent to which objectives were achieved.
107. 2005 saw an increase in the number of WFP operations collecting and reporting on anaemia, a pilot corporate indicator; 13 operations reported on the prevalence of anaemia in the 2005 SPRs. The increased use of this indicator reflects renewed interest in addressing micronutrient deficiencies by providing fortified foods; it also reflects the relative ease with which anaemia can be measured with modern portable equipment: WFP has collected anaemia data using such equipment in remote locations, including Darfur.

Performance Highlights

108. In Nepal, the mother-and-child health care project in Makwanpur district demonstrates how information was used to achieve and document results. The baseline survey in Makwanpur showed serious problems of underweight affecting 47.2 percent of children under 5 and anaemia affecting 73.4 percent; high rates of anaemia also affected 66.9 percent of pregnant women and 73.5 percent of lactating mothers. To respond to these problems, WFP and the Ministry of Health provided a comprehensive package including fortified food, anti-helminthic drugs, iron supplements, nutrition education and growth monitoring.
109. Two years into the intervention, WFP's follow-up survey showed a significant improvement in nutritional indicators and increases in the use of antenatal services such as tetanus toxoid injections, anti-helminthic tablets and iron supplements. Food played an essential role in the process, but efforts by the Government to ensure adequate supplies of these complementary inputs and staffing of health centres were vital to the outcomes achieved.

Box 8: Informed by research in human nutrition, the principles of ensuring the energy and protein (macronutrient) needs of food-insecure populations have long guided ration design and remain crucial to achieving results. Recent research has expanded WFP understanding of the significance of food quality in ensuring the health and well-being of nutritionally vulnerable groups.

Table 14: Key Outcome Indicators in the Makwanpur, Nepal MCHN Project

Indicator	Baseline %	Follow-up %
	6/2002	1/2005
Child underweight ⁵⁰	47.2	29.4
Child anaemia ⁵¹	73.4	47.5
Anaemia during pregnancy ¹⁰	66.9	43.1
Anaemia among nursing women ¹⁰	73.5	22.0
% Women receiving tetanus toxoid during last pregnancy	58.0	72.0
% Women taking iron supplements during last pregnancy	18.5	69.3
% Women taking deworming tablets	-	60.7

110. The Saharawi refugees in Algeria are largely dependent on external assistance to meet food and other needs. Pipeline breaks have in the past been associated with rises in acute malnutrition, but steady delivery of a full food basket over the past year has kept global acute malnutrition rates below 10 percent. Stunting rates and micronutrient deficiencies persist, however: 38.9 percent of children under 5 were stunted and 68.5 percent were anaemic according to a 2005 survey. Many factors are likely to impair child growth, but improving the micronutrient content of foods may enable children to achieve growth progress.

Box 9: In partnership with the Government of Zambia and the University of Alabama, WFP is conducting a pilot study of nutritional supplementation for food-insecure patients under anti-retroviral therapy. Preliminary findings show that a monthly household food ration for ART patients improved adherence to therapy and resulted in an improved CD4+ count. Final results of this study should be available later in 2006.

111. PRRO 10062.1 contributed to the survival and recovery of internally displaced and highly vulnerable populations in the Great Lakes Region. Results of a nutrition survey conducted in September 2005 in Tanzanian refugee camps showed improved nutritional status compared to the previous survey in 2004. In refugee camps in Western Tanzania, the incidence of low birthweight (<2,500 g at birth) decreased from 7.55 percent to 7.22 percent; global chronic malnutrition (height/age <-2z) among children under 5 decreased from 5.1 percent to 2.8 percent between August 2004 and September 2005.

⁵⁰ Underweight (weight/age <-2z scores) among children 6-36 months.

⁵¹ Hemoglobin cutoffs used: children and pregnant women: 110 g/L; lactating women: 115 g/L.

Table 15: SP 3 – Output				
3.1	Increased participation of target populations in food-supported nutrition interventions.			
3.2	Increased number of food-insecure families benefiting from food assisted interventions in high-priority districts for HIV/AIDS.			
Output Performance Indicators			Target	Actual
3.1.1	Number of children reached through food-supported nutrition interventions.		No target set.	9.7 million
3.1.2	Number of vulnerable women reached through food-supported nutrition interventions.		No target set.	3.8 million
3.1.3	Percentage of micronutrient-fortified food delivered through WFP-supported nutrition interventions. ⁵²		No target set.	20
3.2.1	Percentage of high-priority districts for HIV/AIDS receiving food-supported interventions by international organizations. ⁵³		No target set.	See text below

Table 16: SP 3 – MAIN ACTIVITIES AND RESOURCES ALLOCATED				
Activity types	Food distributed (000 mt)	Percentage of food distributed	Estimated direct expenditures (US\$ 000)	Percentage of expenditure
MCHN/supplementary/therapeutic/ vulnerable group feeding	292	58	168 600	64
HIV/AIDS and OVC programming	85	17	53 100	21
School feeding ⁵⁴	126	25	38 800	15
Other	2	0.4	1 460	0.56
TOTAL	505	100	262 000	100

112. In 2005, WFP achieved higher outputs under SP 3 in five main areas: MCHN, clinic-based supplementary and therapeutic feeding, nutrition-related food for education (FFE), support for people living with HIV/AIDS (PLWHA) and their families and caregivers for orphans and other vulnerable children (OVC), and micronutrient fortification for distributions. Approximately 60 percent of direct expenditures under SP 3 supported MCHN, supplementary, therapeutic and vulnerable group feeding, which account for 21 percent of supported HIV related activities.

⁵² An in-depth study is ongoing to measure the distribution of micronutrient-fortified food.

⁵³ Indicators were not used because the definition of high priority districts was not appropriate.

⁵⁴ Includes figures from nurseries/kindergartens attributed entirely to SP3.

113. WFP supported governments in developing and testing fortified complementary foods for distribution in safety-net programmes. In Guatemala, WFP worked with partners to assist the Government in introducing *Vitaceral*, a complementary food containing yellow corn, full-fat soy flour and a vitamin/mineral mixture. In Peru, WFP supported the development of a fortified complementary food, *INCA mix*, for distribution in an integrated nutrition education pilot.

SP3 - Estimated number of beneficiaries	2005 (million)
Women	3.8
Girls	4.8
Boys	4.9

114. WFP support for care and treatment programmes including home-based care, TB and ART reached 1 million PLWHA and their families in 36 countries. Food assistance to prevent mother-to-child transmission reached 95,000 beneficiaries in 13 countries.

Beneficiaries	No. of countries	Intervention
95,000	13	Prevent mother-to-child transmission
182,000	16	ART
762,000	12	Home-based care
104,000	23	Tuberculosis
380,000	12	OVC – take home rations

115. WFP assisted OVC mainly through school feeding, vocational skills training or community-based programmes in 20 countries. OVC programmes are increasingly linked to other activities such as home-based care and ART.

116. Monitoring and evaluation of HIV/AIDS-related interventions are difficult for a number of reasons: (i) beneficiaries may not want their households to be visited because of the stigma that may be attached to their condition; (ii) standard application of commonly used indicators such as nutritional indicators may prove ineffective because the nutritional status of beneficiaries is affected more by disease and treatment than by food assistance and the clinical setting is a new environment for WFP; (iii) knowledge and experience are still being gathered.

117. Despite the challenges, certain countries and regions have shown positive results from HIV/AIDS-related food assistance: in Southern Africa, CHS findings showed that in Lesotho and Malawi beneficiary households under the HIV/AIDS regional programme were significantly more likely to achieve dietary adequacy than similar non-beneficiaries in the same communities.

118. In 2005, WFP initiated a pilot project in four countries in coordination with partners to develop standardized corporate indicators and data collection and reporting tools for HIV/AIDS-related interventions; it is to be finalized in 2006.

SP 4 - Support Access to Education and Reduce Gender Disparity in Access to Education and Skills Training

Table 19: SP 4 – Outcome			
4.3	Increased enrolment of girls and boys in WFP-assisted schools.		
Outcome performance indicators		Target	Actual
4.3.1	Absolute enrolment: number of girls and boys enrolled in WFP-assisted schools:	50 million girls and boys in WFP-assisted schools by the end of 2007	21.7
	Annual rate of change ⁵⁵		14
	- Percentage of girls and boys		15
	- Percentage of girls		10
	- Percentage of boys		
4.3.2	Net enrolment rate: percentages of primary school-age girls and boys enrolled in WFP-assisted primary schools: ⁵⁶ (percentage)		
	- Net enrolment of girls	70	54
	- Net enrolment of boys	70	62

Performance Targets

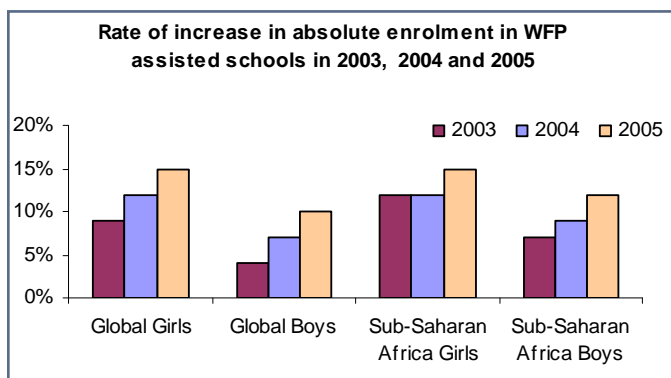
119. By the end of 2005, standardized school feeding surveys (SSFS) had been carried out in 67 of the 74 countries with school feeding activities. During 2005, the processing of SSFS data was decentralized from Headquarters to country offices and regional bureaux. *DOMUS*, a new software to facilitate data entry, processing and analysis was adopted. Survey decentralization is an opportunity to make SSFS more cost-effective and to improve the flow of information, the quality of results and decision-making at the field-level.
120. Decentralization of the survey process was successfully piloted in the Asia and West Africa regions; training is planned for 2006 to cover the remaining four regional bureaux.

⁵⁵ Absolute enrolment results from a sample of 51 WFP assisted countries surveyed in 2001–2005 covering 7,296 schools. See “Supporting Girls’ Education: a Study on the Impact of WFP Food for Education Programmes on School Enrolment”, January 2005. WFP internal document.

⁵⁶ Net enrolment rate data was computed from district-level data in WFP-assisted areas in a 2005 sample of Angola, Guinea, Swaziland and Timor Leste.

121. Outcome Indicator 4.3.1.

Survey results in 2001–2005 on **absolute enrolment** in WFP-assisted schools in sub-Saharan Africa (sSA) showed that FFE had a positive impact.⁵⁷ Average absolute enrolment increased at a rate of 28 percent for girls and 22 percent for boys during the first year of new FFE



programmes. The increases after the first year of FFE were found to vary substantially by type of programme: in programmes that combined on-site feeding for all students and take-home rations (THRs) for girls, the increase in girls' absolute enrolment was sustained at 30 percent. THRs appeared to support girls' absolute enrolment in all primary school grades, indicating reduced drop-outs among girls, particularly in higher grades.

- 122. Outcome Indicator 4.3.2.** Survey results indicated that the **net enrolment rate**, the indicator most commonly used to assess progress towards achieving MDG 2, fell short of targets.⁵⁸ This indicator is problematic in terms of data collection, mainly because of a lack of population statistics. A positive indirect result of the survey was the contribution to improved record keeping and reporting in WFP-assisted communities: for example, the lack of demographic data on primary school-aged children prompted some country offices to work with counterparts to improve record keeping and monitoring of school feeding programmes.

Table 20: SP 4 – Outcome

4.4	Attendance		
4.5	Improved capacity of girls and boys in WFP-assisted schools to concentrate and learn.		
4.6	Reduced gender disparity between girls and boys in WFP-assisted schools and skills training.		
Outcome performance indicators		Target	Actual
4.4.1	Attendance rate: percentage of girls and boys in WFP-assisted schools attending classes during the school year.	80	94
4.5.1	Teachers' perceptions of children's ability to concentrate and learn in school as a result of school feeding (percentage).	90	94
4.6.1	Ratio of girls to boys enrolled in WFP-assisted schools.	1	0.85

- 123. Outcome Indicator 4.4.1.** In a sample of 15 WFP-assisted countries surveyed in 2004–2005, average primary school **attendance rates** were approximately 94 percent, exceeding the target for girls and boys.

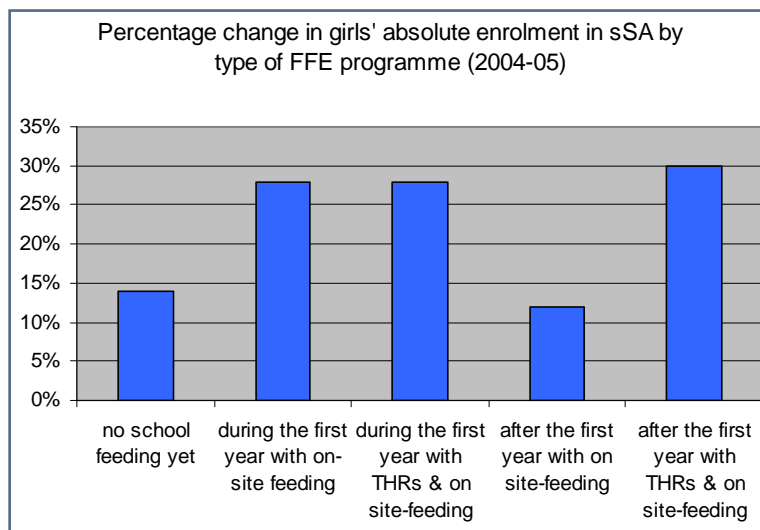
⁵⁷ "Supporting Girls' Education: a Study on the Impact of WFP Food for Education Programmes on School Enrolment", January 2005. WFP internal document.

⁵⁸ Ratio of the number of children enrolled in school and the number of primary school-aged children in the catchment area.

124. **Outcome Indicator 4.5.1.** The relief of short-term hunger from school feeding was **perceived by teachers** to be significant in 94 percent of WFP-assisted schools. It is difficult to measure the relief of short-term hunger and its impact on pupils' ability to concentrate and the relation to school performance. FFE is designed to address short-term hunger with nutritious meals at suitable times in the school day: process indicators such as the timeliness of school meals or the percentage of children attending school without having had breakfast are therefore useful as proxy indicators for short-term hunger in the classroom.

125. **Outcome Indicator**

4.6.1. The **gender ratio** in WFP-assisted primary schools in 15 countries surveyed in 2004–2005 showed that there were 17 girls for every 20 boys enrolled. Survey results from 32 countries in sSA showed that in schools combining on-site feeding with THR, the increase



in the enrolment gender ratio was twice that of schools with only on-site feeding - 11 percent in schools with combined on-site and THR compared with 5 percent in schools with only on-site feeding. The increase was not limited to the first year of FFE assistance: the enrolment gender ratio was found to increase by 19 percent after the first year of combined FFE, compared with no significant change in the gender ratio after the first year in schools offering only on-site feeding.

126. In **Sierra Leone**, the Emergency School Feeding (ESF) programme has been part of the core government strategy to get children back into the classroom since the end of the civil conflict in 2002. In 2005, of the 120,000 pupils targeted in three resettlement districts 98,796 benefited from ESF; the measured school attendance rate was 99 percent for boys and 98 percent for girls.
127. In **Uganda** PRRO 10121.0, school meals reduced absenteeism, relieved short-term hunger and increased concentration in class. Absolute enrolment in grade 5 compared with absolute enrolment in grade 1 rose from 57.5 percent to 60.8 percent.
128. In the **African Great Lakes Region**, enrolment and attendance rates in WFP-assisted schools increased; the drop-out rate decreased over 2005 from 5.2 percent to 2.6 percent.

129. WFP either initiated talks or continued to consolidate **partnerships** to promote access to education; for example, WFP enhanced its role in Education for All.
130. WFP continued to facilitate regional alliances to promote school feeding. In Southern Africa, for instance, WFP and UNICEF are working with governments to improve access to education, especially for OVC.⁵⁹ The WFP regional project “Capacity Building in Support of Food-based Social Protection Programmes” is designed to strengthen the knowledge base for school feeding and to promote, expand and improve school feeding programmes in Latin American and the Caribbean region, in partnership with the Latin American School Feeding Network.
131. WFP also began to implement the Minimum Standards for **Education in Emergencies** by training staff in several regions. The training will be expanded in 2006 to reach more country offices and government counterparts.⁶⁰

Table 21: SP 4 – Output			
4.1	Food provided to schoolchildren in WFP-assisted schools.		
4.2	Food provided to families as incentive to send children (girls and/or boys) to school.		
Output performance indicators		Target (million)	Actual
4.1.1	Number of girls and boys receiving in-school meals in WFP-assisted schools:	21.4	20.3
	- Girls receiving in-school meals	10.1	9.5
	- Boys receiving in-school meals	11.3	10.7
4.2.1	Number of girls and/or boys receiving take-home rations:	3.6	3.8
	- Girls receiving take-home rations	2.6	2.8
	- Boys receiving take-home rations	0.9	1

⁵⁹ Angola, Botswana, Lesotho, Malawi, Madagascar, Mozambique, Namibia, South Africa, Swaziland, Tanzania, Uganda, Zambia and Zimbabwe.

⁶⁰ Inter-agency Network for Education in Emergencies (INEE). 2004. Minimum Standards for Education in Emergencies, Chronic Crises and Early Reconstruction. Available at: <http://www.ineesite.org/standards/>.

Table 22: SP 4 – MAIN ACTIVITIES AND RESOURCES ALLOCATED

Activity types	Food distributed (000 mt)	Percentage of food distributed	Estimated direct expenditures (US\$ 000)	Percentage of expenditure
School feeding ⁶¹	507	91	304 800	94
FFT	40	7	16 200	5
Other	7	1	4 600	1
TOTAL	554	100	325 600	100

132. In 2005, FFE programmes provided school meals or take-home rations for 21.7 million children in 74 countries, 31 percent more than the 16.6 million children fed by WFP in 2004.⁶²
133. The number of children receiving in-school meals fell short of the 2005 target for girls and boys by 5 percent. However, the number of boys and girls who received in-school meals in 2005 increased by 32 percent from 15.4 million children in 2004 to 20.3 million in 2005. The number of children receiving THRs exceeded the 2005 target by 8 percent for girls and 11 percent for boys; the number of boys and girls receiving THRs increased by 41 percent from 2.7 million in 2004 to 3.8 million in 2005; for girls, the increase was 56 percent; for boys it was 11 percent.
134. WFP consolidated the role of its school feeding programmes as a platform for other essential nutrition, health and hygiene interventions – micronutrient supplementation, de-worming treatment, HIV-prevention education, water and sanitation, the use of improved, fuel-efficient stoves and school gardens. This “essential package” of interventions aimed at improving the health and nutrition of school-age children, which was designed in collaboration with UNICEF, has so far been adopted in 41 of the 74 countries with WFP school feeding programmes.

⁶¹ Excludes nurseries/kindergartens; subtotal attributed entirely to SP3.

⁶² The total number of FFE beneficiaries is counted by adding the number of beneficiaries receiving in-school meals (20.3 million) and the number of beneficiaries receiving THRs (3.8 million) and then subtracting the number of beneficiaries (2.4 million) who received both in-school meals and THRs.

SP 5 - Help Governments to Establish and Manage National Food Assistance Programmes

Table 23: Outcome			
5.3 Governments are able to plan and manage food-based programmes.			
Outcome performance indicators		Target	Actual
5.3.1	Ratio of governments in countries (where WFP has operations) with the capacity to take over the planning and management of food-based programmes to those which cannot. (To be pilot tested.)	No target set.	N.A.
Output			
5.1	Increased capacity of national governments to identify food needs, develop strategies and carry out food-based programmes.		
5.2	Increased dialogue with governments to identify potential areas for technical assistance and cooperation.		
Output performance indicators		Target	Actual
5.1.1	Number of countries using WFP's technical services to develop their capacity to identify food needs, develop strategies and carry out food-based programmes. (To be pilot tested.)	No target set.	N.A.
5.1.2	Number of national government staff (at local, regional and national levels) trained under WFP's technical assistance programmes. (To be pilot tested.)	No target set.	N.A.
5.2.1	Number of new areas of technical services and cooperation between WFP and governments established. (To be pilot tested.)	No target set.	N.A.

Performance Targets

135. The policy framework established in the paper “Building Country and Regional Capacities” (WFP/EB.3/2004/4-B) outlined ways in which WFP was to mainstream capacity-building activities through food aid interventions. It also encouraged WFP to implement specific capacity-building projects – or “stand-alone” projects – funded from directed cash contributions.
136. In line with corporate reporting requirements, only country and regional projects with SP 5 as a main objective were required to report on capacity-building. In 2005, the first year of operating under the new policy framework, there were regional stand-alone capacity building development projects in the Latin America and Caribbean Regional Bureau and Southern Africa Regional Bureau, and five country operations with SP 5 as a main objective; 30 countries reported on capacity-building activities mainstreamed in their food aid interventions.

137. A total of 113 capacity-building activities were reported in 2005. Eight countries – Afghanistan, Cambodia, Colombia, Ethiopia, Kenya, the Lao PDR, the Occupied Palestinian Territory and the Sudan – and the regional project in Southern Africa reported on the SP 5 output indicator on training. Of these, Afghanistan, Ethiopia and Sudan had the most significant training programmes, accounting for 84 percent of counterparts trained. Other outputs, particularly studies and analytical work, were reported by the two regional stand-alone capacity building projects and Indonesia.
138. In 2005, 23,000 government and NGO counterpart staff at the local, regional and national levels were trained through WFP technical assistance activities. Technical services and cooperation with governments were established in 22 areas. These two outputs will be monitored over the next biennium as part of the performance framework. During 2006, WFP will further develop monitoring and reporting standards for capacity-building activities, taking into consideration the ongoing work by United Nations Development Group (UNDG) on a harmonized approach to capacity-building by United Nations Country Team (UNCT).

Performance Highlights

139. The Latin America and Caribbean regional project achieved two important outputs: the Cost of Hunger studies and the *Nutrition and Food Security Atlas*. In partnership with the Economic Commission for Latin-American and the Caribbean, WFP completed pilots of the economic model and methodology for the Cost of Hunger studies. The *Central American Cost of Hunger Study* is in preparation. The methodology for preparing the *Nutrition and Food Security Atlas* was developed with Tufts University and tested in the Dominican Republic. In November 2005, a technical consultation was organized in Santo Domingo to present preliminary results to the Government, United Nations representatives and other stakeholders. Rolling these and other activities out to other countries was delayed by lack of funding.
140. The Southern Africa project completed its first year of implementation in 2005. An important finding is that the process of building capacity and ensuring local ownership is as important as specific outputs: for example, the full participation and agreement of multiple partners in the Southern Africa Development Community took more time than anticipated but led to ministerial-level commitment and adoption of a five-year programme on “Strengthening Vulnerability Assessment and Analysis in the Southern Africa Development Community (SADC) Region”.
141. In Ethiopia, WFP is implementing a multi-sector community capacity-building strategy based on its experience in supporting community-based local level planning teams. Communities take the lead in managing their natural resources and also bring learning about natural-resource management to schools through FFE. Similarly, WFP supports community conversation facilitators to work with community teams to increase HIV/AIDS awareness and promote prevention measures.

142. In Indonesia, WFP collaborated with United Nations Development Programme (UNDP), United Nations Educational, Scientific and Cultural Organization (UNESCO) and WHO in building the capacity of central, provincial and district government officials in emergency management and contingency planning. A joint WFP/Government of Indonesia Disaster Preparedness Study was also undertaken in West Sumatra.
143. In Nigeria, WFP's partnership with the Government was reinforced by the visit of the Nigerian President to the Annual Session of the Board in 2005. Highlights of the partnership in 2005 included:
- technical support in contingency planning and emergency preparedness with the Nigeria Emergency Management Agency and training to national stakeholders from 30 states;
 - a market study to identify private food suppliers able to export food to countries in the region;
 - technical support in planning and designing a pilot home-grown school feeding programme, which was launched in September 2005.

INCOME AND EXPENDITURES

144. Contributions to WFP funding windows flow to programme categories. They are classified as multilateral, directed multilateral or bilateral depending on the degree of direction and conditions imposed by the donor. In 2005, contributions totalled US\$2.70 billion, of which US\$2.49 billion was directed multilateral.

145. Approximately 10 percent of total contributions were received through the multilateral funding window. Only 3.3 percent of contributions were untied, in cash and multilateral. Table 24 compares contributions by funding window for food and associated costs.

Table 24: 2005 TOTAL CONTRIBUTIONS TO WFP BY FUNDING WINDOW (US\$M)				
Contributions for food and associated costs		Multilateral	Directed multilateral	Total
Tied ^{*63}	In-kind**	4	1 168	1 172
	Cash**	43	182	225
Partially Untied ^{*64}	Cash**	132	396	528
Untied ^{*65}	Cash**	90	447	537
SOs (including in-kind contributions)		3	259	262
Standby agreements and other in-kind services		2	4	6
Trust funds		3	24	27
JPOs		-	7	7
GCCCs		2	-	2
TOTAL		279	2 487	2 766

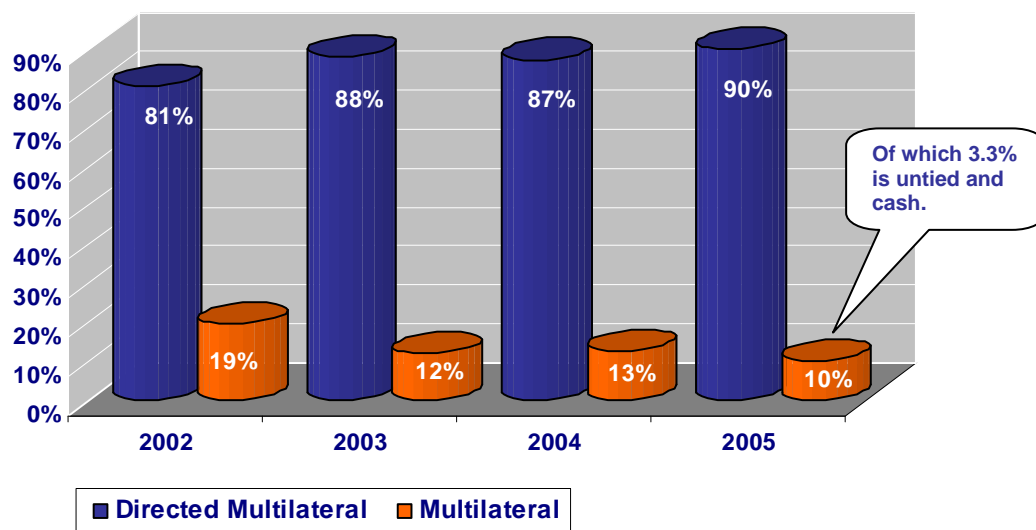
* Organisation for Economic Co-operation and Development (OECD),1987. Development Assistance Committee (DAC) Guiding Principles for Associated Financing and Tied and Partially Untied Official Development Assistance. Paris, OECD
 ** Including associated costs.

⁶³ Tied. For the purpose of these Guiding Principles, tied ODA is defined as loans or grants that are either in effect tied to procurement of goods and services from the donor country or that are subject to procurement modalities implying limited geographic procurement eligibility other than those under "partially untied".

⁶⁴ Partially Untied. Loans or grants that are in effect tied to procurement of goods and services from the donor country and from a restricted number of countries, which must include developing countries.

⁶⁵ Untied. Loans or grants that are freely and fully available to finance procurement from developing countries and from OECD countries. Funds provided to finance the recipient's local costs are also defined as untied.

DIRECTED MULTILATERAL & MULTILATERAL CONTRIBUTIONS



Funding Window	2002	2003	2004	2005
Directed multilateral	1458	2270	1927	2487
Multilateral	351	303	278	279
TOTAL (US\$ million)	1 809	2 573	2 205	2 766

146. **Total income for the 2004–2005 biennium** was US\$6.3 billion, an increase of US\$0.5 billion, 8.7 percent, over the previous biennium.

147. **Total income for 2005** was lower than for 2004 and 2003 and was US\$133 million less than total expenditure for 2005. The shortfall was covered by a

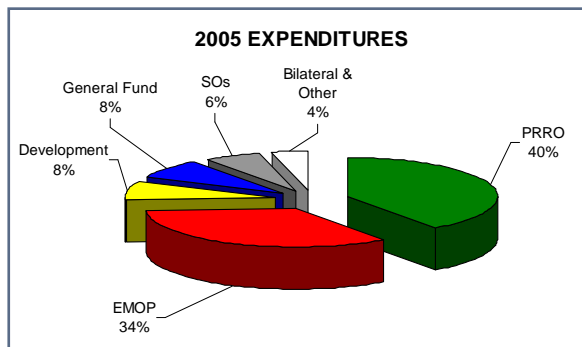
Table 25: INCOME AND EXPENDITURES (US\$ million)

	BIENNIAL 2002–2003	2004	2005	BIENNIAL 2004–2005
TOTAL INCOME	5 804	3 340	2 971	6 311
TOTAL EXPENDITURES	5 082	3 073 ⁶⁶	3 104	6 177
BALANCE	722	267	(133)	134

carry-over of US\$267 million, leaving a surplus of US\$134 million for the biennium. Table 25 compares total income and expenditures for 2004–2005.

⁶⁶ Includes US\$788 million earmarked for the Iraq bilateral operation.

148. **Total expenditures in the biennium** reached US\$6.2 billion and increased by US\$1.1 billion or 21.6 percent over the previous biennium. Total expenditure for 2005 was higher than for both 2004 and 2003 if the Iraq bilateral is excluded.



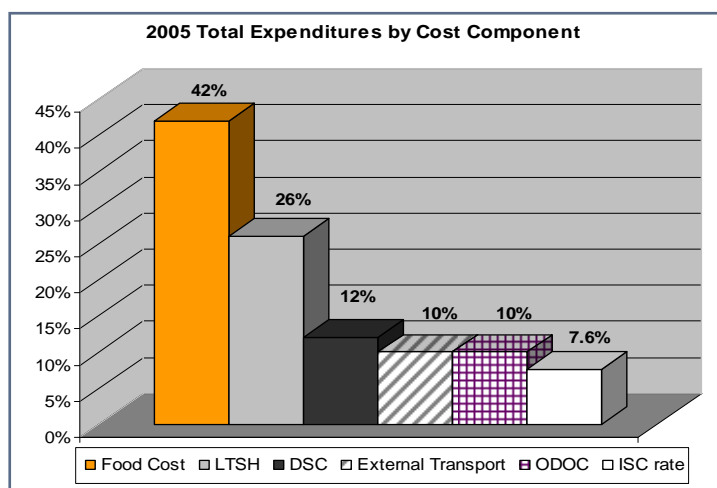
149. **Expenditures by programme category** exceeded planned figures except for the development category, which fell slightly short of the estimate. Table 26 compares original estimated expenditures with revised planned estimates by programme category.

PROGRAMME CATEGORY	2005 PLANNED	2005 ACTUAL	% OF TOTAL EXPENDITURE
DEV	277	259	8
EMOP	398	1 046	34
PRRO	1 190	1 237	40
SO	11	197	6
BILATERAL/OTHER	49	109	4
GENERAL FUND	209	256	8
TOTAL	2 134	3 104	100

150. Total PRRO expenditures increased significantly in 2005 to a level similar to the EMOP category. Development expenditures reached US\$259 million, similar to the annual levels for 2002–2004, equivalent to 8 percent of expenditures. Annex V details the utilization of resources by programme category and region for 2002–2005.

151. **Total direct expenditure by cost component.** Food costs accounted for 42 percent of total expenditures,⁶⁸ reaching US\$1.2 billion for in-kind and purchased commodities, which exceeded planned estimates by 40 percent.

152. Food purchases totalled US\$716.1 million, compared to US\$1.097 billion in 2004, approximately a 35 percent decrease.



⁶⁷ Includes DSC and ISC for programme categories but excludes capital and capacity funds.

⁶⁸ Total direct expenditure does not include ISC. (In graph “2005 Total Expenditures by Cost Component”, ISC is excluded from percentage total).

153. Substantial cost increases, especially in LTSH expenditures – which increased by 41 percent over 2004 – are explained by high delivery costs in complex settings, the variability of costs related to project type and changing needs, a weakened US dollar, exchange rate variations and increasing fuel prices. Estimates were exceeded by 75 percent, a significant factor in country office operational budgets. Overall LTSH comprised 26 percent of total costs.

Table 27: TOTAL EXPENDITURES BY COST COMPONENT

COST COMPONENT	2005 PLANNED	2005 ACTUAL	% OF TOTAL
FOOD	875	1 227	42
LTSH	428	748	26
DSC	231	342	12
EXTERNAL TRANSPORT	321	287	10
ODOC	70	288	10
TOTAL DIRECT EXPENDITURE	1 925	2 892	100

Table 28: INDIRECT SUPPORT COST (US\$M)

	2005 PLANNED	2005 ACTUAL	% OF TOTAL
REGULAR PSA	163	164	63
PSA EXCHANGE VARIANCE	21	48	18
CAPITAL AND CAPACITY FUNDS	25	24	19
Total Indirect Expenditure	209	236	100

154. ODOC increased by 310 percent over estimates, and more than doubled with respect to 2004. The steady increase in ODOC over the last four years is primarily a result of large expenditures for a number of PRROs with significant recovery components and increased capacity-building activities aligned to SP 5.

155. DSC expenditures increased largely because of greater SO activity, increased security costs, the WINGS upgrade, strengthening of financial management and increased staff costs resulting from a weak US dollar.

156. The increase in PSA was mainly a result of staff cost variance caused by the weakening of the US dollar against the Euro.

Table 29: PSA EXPENDITURES (US\$M)

	2005 PLANNED	2005 ACTUAL	% OF TOTAL
PROGRAMME SUPPORT:			
Regional Bureaux	28	25	15
Country Offices	27	31	19
Headquarters	15	16	10
MANAGEMENT ADMINISTRATION	92	92	56
Total PSA Expenditure	164	164	100

RESULTS BY MANAGEMENT PRIORITY

157. For the 2004–2005 biennium, nine Management Priorities were identified to strengthen operational effectiveness and address organizational weaknesses. Thirty-four performance indicators and targets are defined in the Indicator Compendium accompanying the Biennial Management Plan (2004–2005). Twenty-five indicators were reported on in 2005, with the remainder still under development or not measured. Some modifications that were reflected in the Biennial Management Plan (2006–2007) are noted. A brief summary of actions that have strengthened core management processes are also described in relation to each MP.

Table 30: INDICATORS REPORTED ON MANAGEMENT PRIORITIES					
	Established for biennium	Reported in 2004	Reported in 2005	Met/exceeded target 2004	Met/exceeded target 2005⁶⁹
MP1	3	3	3	2	2
MP2	3	2	1	0	0
MP3	3	3	3	2	2
MP4	3	2	1	1	1
MP5	11	9	9	4	5
MP6	2	0	0	0	0
MP7	4	4	4	2	2
MP8	3	2	2	2	2
MP9	2	2	2	0	1
TOTAL	34	27	25	13	15

⁶⁹ For 2004 and 2005, totals show results achieved against targets; indicators that reported results without established targets are excluded.

Management Priority 1 – Strengthening Partnerships

Table 31: MP 1.1 Strengthened partnerships at the global, regional and country level with United Nations Agencies, NGOs and other partners	Target	Actual
1.1.1 Percentage of programmes and projects jointly designed with United Nations organizations, international organizations (IOs) and cooperating partners.	43	24
1.1.2 Percentage of WFP projects where WFP collaborates with United Nations, IOs and NGOs in the provision of mutually complementary inputs and services. ⁷⁰	38	77
1.1.3 Percentage of needs assessments carried out with partners. ⁷¹ Refer to indicator MP 5.1.6 for details.	60	90

158. **Indicator 1.1.1.** The indicator result fell short of the established target by 44 percent, highlighting the challenge in designing programmes and projects jointly with United Nations organizations, other international organizations and cooperating partners. The number of jointly designed projects declined between 2004 and 2005, but programmes and projects jointly designed with NGOs increased from 13 percent in 2004 to 17 percent in 2005. This indicator may need further revision to ensure data reliability.

159. **Indicator 1.1.2.** This performance indicator was modified to address the Board's request at its Second Regular Session in 2005 to measure the provision of complementary inputs to partners and complementary inputs received. The indicator shows a strong upward trend in the percentage of projects in which United Nations and other partners collaborated in providing complementary inputs and services.

Performance Highlights

160. Partnerships were reported for 230 projects, a 6 percent increase over 2004.⁷² **UNICEF** remained WFP's major partner, with 140 projects in 68 countries, primarily in health, nutrition and school feeding. WFP and UNICEF carried out joint assessments for 41 projects. The Memorandum of Understanding (MOU) with UNICEF was revised in July 2005, emphasizing the importance of sound assessments for targeting assistance to populations in need and clarifying responsibilities for undertaking food-security and nutrition assessments.

Box 9: Debt Swap/Fast-track Initiative. On the basis of a WFP proposal, the Mauritanian Ministry of Economic Affairs and Development and the Ministry of Education agreed to release US\$1.2 million to expand the school feeding coverage supported by the WFP CP. This initiative was made possible with fast-track funds from the World Bank and the French Development Agency to procure commodities and fund external transport, LTSH, ODOC and DSC. The initiative enabled WFP to integrate an additional 43,000 primary schoolchildren into its school feeding programme.

⁷⁰ Quantitative information was captured through Dacota.

⁷¹ This indicator has been removed in the Biennial Management Plan (2006–2007).

⁷² Projects are considered at the lowest level: the activity level for country programmes and the country level for regional projects. Regional and single-country SOs are excluded. The total number of projects, including SOs, is 306. It should be noted that the number of projects used as reference for the performance indicator percentages in the 2004 APR included SOs.

161. The MOU also emphasized the need to address child hunger, reflecting the joint work of UNICEF and WFP with other partners in a global inter-agency initiative entitled “End Child Hunger and Undernutrition”. A concept note, prepared in collaboration with UNICEF and the World Bank, was presented to the Board in November 2005. With the support of external experts, the two agencies worked with international financial institutions and other partners in developing a common plan of action.
162. **FAO** was WFP’s second most frequent partner, cooperating in 87 projects in 53 countries; the strongest sector of cooperation was agriculture. The two agencies collaborated on 41 needs assessments. **WHO** and WFP collaborated in 71 projects in 42 countries, mainly regarding health, nutrition and HIV/AIDS. Collaboration between WHO and WFP became substantially stronger during the year; the number of partnerships has increased by 61 percent since 2004.
163. **UNHCR** and WFP continued their collaboration in 2005 to ensure the distribution of complete food rations for 2.1 million refugees, 8.3 million IDPs and 1.3 million returnees in 43 countries. WFP and UNHCR cooperated in 54 projects in 37 countries, slightly more than in 2004. The two organizations worked together to assess needs and design distribution networks that address the concerns of women refugees more effectively. Special attention was given to supporting schools, adult training programmes and income-generating activities with food, in the hope that refugees can reduce their dependence on international assistance.
164. The two agencies agreed in 2003 that WFP would assume, on a pilot basis, responsibility for food distributions in Kenya, Pakistan, Sierra Leone, Uganda and Zambia. Joint evaluations of the pilots, completed in 2005, concluded that cost containment was achieved in the management of extended delivery points (EDPs), secondary transport and final distribution. Depending on the country, the combined cost of secondary transport and final food distributions either remained the same or decreased as a result of opportunities to improve distribution systems.
165. In 2005 WFP collaborated in 73 countries with 2,270 **NGOs**, of which 260 were international and 2,010 were local NGOs or community-based organizations. Of the 262 operational projects, 204 – 78 percent – had NGO partnerships, slightly more than the 74 percent in 2004. NGOs partnered most frequently in general food distribution (605 NGOs) and HIV/AIDS-related activities (497 NGOs). Projects in which NGOs provided complementary inputs and services decreased from 38 percent in 2004 to 35 percent in 2005.

Support for Common Services

166. **WFP’s Humanitarian Air Service (HAS) and United Nations Humanitarian Air Service (UNHAS)** provided air support for WFP operations and the humanitarian community using chartering aircraft and helicopters. WFP flew for 89,850 hours, operated 90 aircraft on average and transported 154,210 mt of food and non-food

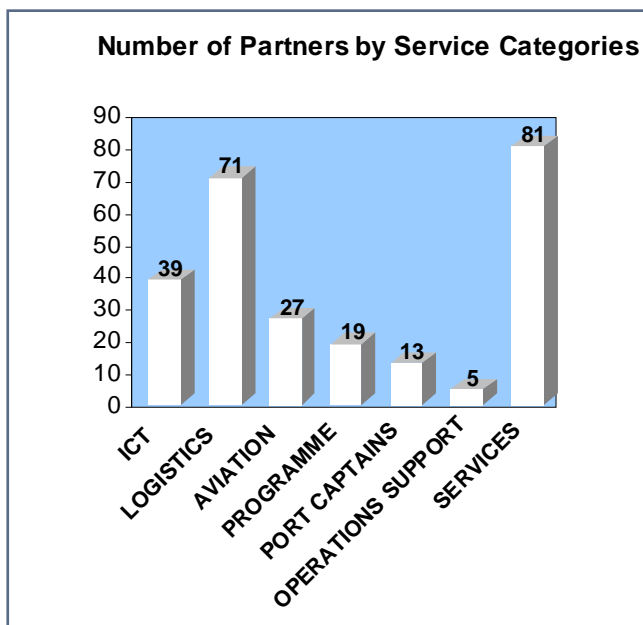


items, as well as 368,000 passengers (humanitarian aid workers and donor and government representatives).

167. **The United Nations Joint Logistics Centre (UNJLC)** deployed 96 international staff to the Indian Ocean tsunami and the South Asia earthquake disasters and one complex emergency in Democratic Republic of the Congo, while maintaining full-scale operations in Sudan. In response to the tsunami, UNJLC played a major role in civil-military coordination, particularly with military assets in Banda Aceh, and managed customs, geographical information system and infrastructure-assessment tasks. In Pakistan, UNJLC helped to establish a cargo transport coordination cell to prioritize transport assets and a tracking database for non-food items.

168. **United Nations Humanitarian Response Depots (UNHRD)** created regional depots of emergency items to enhance emergency-response capacities and contain costs. At the end of 2005, WFP operated out of four regional depots: the Asia Emergency Response Facility in Cambodia; the Latin America and Caribbean Emergency Response Network in Panama; the Humanitarian Depot which is outfitted for IT services in Dubai; and the UNHRD in Italy.

169. **Stand-By Partners** provided staff and equipment for common services – UNJLC, UNHAS and Inter-Agency Security Telecommunications – to complement WFP expertise and facilitate more rapid response. The Swedish Rescue Services Agency deployed the largest number of personnel – 43, of whom 18 were in information and communications technology (ICT), 16 in services and 9 in logistics. The Norwegian Directorate for Civil Protection and Emergency Planning deployed 37 people, the second largest number of personnel deployed by a stand-by partner. The greatest number of stand-by partners were deployed in services related to base-camp operations and air services, followed by logistics.⁷³



⁷³ Categories for stand-by partners include: ICT profiles, logistics profiles, aviation Profiles, Programme Profiles, Port captains, operations support profiles, and service modules, which are combinations of stand-by personnel and/or support equipment designed to accomplish a specific task; in general, service modules are related to areas of air and/or surface transport, and base-camp operations.

Management Priority 2 – Human Resources Management

Table 32: MP 2.1 Staff satisfied with WFP as its employer of choice.	Target	Actual
2.1.1 Average staff satisfaction rating.	64	N.A. ⁷⁴
The WFP Global Staff Survey is conducted every two years.		

170. **Indicator 2.1.1.** In 2004, WFP's first staff survey revealed a staff satisfaction rate of 64 percent, which serves as a baseline for tracking trends in satisfaction rates. The next survey will take place in April 2006, so no quantitative satisfaction rating is available for 2005. Drawing on lessons from 2004, WFP is designing its second Global Staff Survey and will use the improved 2006 questionnaire to establish new indicators that will be tracked in future surveys.
171. The staff survey led to a number of recommendations. Task forces were formed to address priority themes for action: staff development, training coordination, performance management and prevention of harassment/abuse of authority. Recommendations from the task forces continue to be implemented, including preparation of action plans by every country director and Headquarters unit manager; 75 percent have done so by the end of 2005 and have involved staff in developing follow-up measures.
172. The difficult nature and locations of WFP operations can lead to stress. In 2005, the number of staff counsellors increased from four to five; 100 new peer-support volunteers were added to the existing network. Counsellors held 172 sessions with traumatized staff in 2005, compared with 124 in 2004.
173. The global turnover rate for international professional staff was 5.3 percent in 2005, an increase of 3.5 percent over 2004. To help to manage anticipated budget reductions, WFP offered an agreed separation package in 2005. In the last three years, resignation was the primary reason for separations, averaging 27.6 percent for international professional staff, 9.4 percent for junior professional officers (JPOs) and 22.7 percent for general service employees.

⁷⁴ Not available.

Table 33: MP 2.2 Staff has competencies that respond to diversity of WFP needs.	Target	Actual
2.2.1 Percentage of competencies required by WFP that are currently met (per type of competency).	No target set.	N.A.

174. **Indicator 2.2.1.** To assess competencies, a 360 degree feedback questionnaire was designed in five languages for staff from P1 to D2.⁷⁵ A pilot is planned for 2006; rollout of the tool will continue into 2007.

175. Development of a performance-management culture among WFP staff continued to be a priority in 2005. An indicator of the need for such a culture is Performance and Competency Enhancement (PACE) completion: the compliance rates for phase I (planning) and phase II (mid-year) were 68 percent at Headquarters and 69 percent in the field. Difficulties were encountered in collecting data because there was no automated reporting system to track completion rates. Compliance rates for year-end 2005 are not yet available because technical enhancements are under way to improve the reporting of PACE completion.

176. WFP continued to participate in the Rome-based Management Development Centre. A pilot scheme for professional coaching was introduced in 2005. Additional training, which focused on management competency-building, included a course in negotiation skills organized by FAO, training in strategic and operational excellence for managers organized by TNT and emergency response training.

Table 34: MP 2.3 Improved representation of women and nationals from developing countries within WFP.	Target	Actual
2.3.1 Percentage of staff by gender and geographical distribution:		
- women	50	40
- geographical distribution from developing countries	40	40

177. **Indicator 2.3.1.** The proportion of women international professional staff and higher categories fell short of the target, even though the number of women international professional staff increased from 459 in 2004 to 496 in 2005; the percentage increase from 39.8 percent to 40.2 percent is the highest since 2002. WFP continued to strive to appoint staff from a greater geographical distribution of developing countries and improve arrangements for national staff. The target for international professional staff from developing countries was met with a small increase between 2004 and 2005.

⁷⁵ These categories include national officers, JPOs and interns.

Performance Highlights

178. The National Staff Project was to assume administrative control of locally recruited staff from UNDP and look at the possibility of transferring them to the same legal regime as internationally recruited staff. Analysis of data from country offices and regional bureaux identified approximately 1,800 WFP employees holding service contracts and special service agreements who have served WFP for five years or more: staff members who fulfil these criteria have been identified for transfer to fixed-term contracts. WFP is awaiting the outcomes of the United Nations Joint Office pilot phase and WINGS payroll analysis before making a final decision.

179. Medical insurance was extended to dependents of locally recruited staff holding service contracts or special service agreements.

180. By the end of 2005, the HIV/AIDS in the Workplace programme, launched in 2004, had trained 75 percent of all staff in mandatory awareness training.

Management Priority 3 - Results-Based Management (RBM)

Table 35: MP 3.1 Corporate RBM capacity enabling WFP and its staff to manage for and report on results is strengthened.	Target	Actual
3.1.1 Percentage of new WFP project documents submitted to the Project Review Committee (PRC) for approval are RBM compliant. ⁷⁶	80	93
3.1.2 Percentage of SPRs that received a satisfactory rating for reporting outcome level results.	50	93
3.1.3 Percentage of country offices, regional bureaux, and Headquarters units carrying out work-plans and performance reviews according to RBM guidelines:		
- Work-plan	100	95
- Mid-year performance review	100	59
- End-year performance review	100	72

181. **Indicator 3.1.1.** There was an upward trend in WFP project documents that conformed to RBM standards: results exceeded the target by 13 percent. WFP continued its adoption of RBM principles, as inferred from indicator 3.1.1, which reflects the extent to which RBM principles are applied in project design, including integration of a log frame and a monitoring and evaluation (M&E) plan.

182. An issue that arose from the EYPR 2005 was the capacity of country offices to undertake baseline surveys to support new projects and operations: 37 percent of respondents reported that baselines accompanied approved projects and were funded from project budgets. Survey findings point to funding as an important factor in determining whether to conduct baseline surveys. Tracking of baselines showed that 22 baselines out of 54 approved projects were completed in 2005.⁷⁷ Of 33 baselines conducted in 2004, six follow-up surveys were carried out for projects approved in the year. Lack of timely baselines may affect measurement of results, especially at the outcome level for 2006 and beyond. In 2006, WFP will refine its strategy for conducting baselines, taking into account which projects require a baseline and the frequency of follow-up studies.

⁷⁶ For performance indicators 3.1.1 and 3.1.2, projects are considered as EMOP, PRRO, CP, DEV or SO; regional operations are counted as single projects.

⁷⁷ Total project documents do not include SOs.

183. **Indicator 3.1.2.** An analysis of 2005 SPRs showed continued improvement in the percentage of SPRs that complied with RBM quality requirements. Overall compliance was high: 93 percent of SPRs met compliance criteria, an improvement of 3 percent over 2004. An effort involving country offices, regional bureaux and Headquarters, using key systems and tools, contributed to the timely submission of all 270 SPRs in 2005. Outcome measurement and identification of data sources are two areas where further improvements could be achieved.

Table 36: Compliance to RBM Quality Requirements	%
Expected outcomes in the operational objectives match those in the project document	100
Events that affected the expected outcomes are clearly described	100
Relevant output indicators are reported	99
Explanation for over- or under-performance is given	96
Relevant outcome indicators are reported completely or partially	82
Data sources are identified	82

184. **Indicator 3.1.3.** This indicator was established to measure the extent to which WFP is managing for results. Targets were not met for the percentage of country offices, regional bureaux and Headquarters units carrying out work plans and performance reviews according to RBM guidelines. There was progress, however, with more work plans completed in 2005 than in 2004. Reviews were conducted more consistently in Headquarters than in regional bureaux and country offices.

185. Efforts were made to mainstream work-planning into the strategic planning process for the 2006–2007 Management Plan. Country offices, regional bureaux and Headquarters units produced two-year plans aligning outputs and activities with WFP's strategic and management objectives. An Operations Department survey in February 2006 showed that most directors in Headquarters and regional bureaux found work planning to be useful but saw room to improve the tools and systems that support it.

Box 10: Headquarters: 98 percent of units produced a 2005 work-plan; 80 percent reviewed them at mid year; 90 percent reviewed them at the end of the year.

Regional bureaux: All seven bureaux produced a 2005 workplan; three (43 percent) reviewed them at mid-year; six (86 percent) at the end of the year.

Country offices: 92 percent produced 2005 work plans; 44 percent reviewed them at mid-year, 55 percent at the end of the year. In ODK, all the country offices produced work plans and conducted mid-year and end-of-year reviews.

Management Priority 4 - Strengthening WFP's Knowledge Base

Table 37: MP 4.1 Policy development and knowledge generation improves project design and implementation.	Target	Actual
4.1.1 Percentage of WFP projects designed in accordance with WFP policies and strategies. ⁷⁸	100	100
4.1.2 Number of requests from others for food aid programme knowledge generated by WFP-supported research. ⁷⁹	No target set.	N.A.
4.1.3 Percentage of evaluation recommendations implemented, categorized by type of recommendation.	-	N.A.
MP 4.2 Corporate capacity to identify impending crises and resulting needs is strengthened.⁸⁰		
See performance indicators MP 5.1.5, 5.1.6 and 5.1.7, which address strengthening of the WFP knowledge base and operational support.		

186. **Indicator 4.1.1.** All 54 project documents submitted to the PRC for review were in compliance with established policies.⁸¹ During 2005, research initiatives to improve technical guidance, policy formulation and knowledge-sharing with partners included (i) research on non-food responses to emergencies and cash-transfer pilot activities undertaken through Strengthening Emergency Needs Capacity (SENAC), (ii) field studies on humanitarian protection issues, (iii) case studies on local and regional food procurement in developing countries and (iv) continued research on nutrition and health, particularly in relation to HIV/AIDS response strategies.
187. **Indicator 4.1.2.** Regular interaction with field offices and research undertaken with partners helped to build WFP's knowledge base and inform policy-making. Knowledge shared between Headquarters units and the field through technical support and dialogue with country offices led to improvements in operations. Under the Practical Advice Sharing System (PASS-*it-on*) initiative, significant progress was made in developing and testing information-sharing methods, including a knowledge-sharing website that will be launched in 2006.
188. **Indicator 4.1.3.** The target will be defined in 2006 and subsequently tracked annually through a web-based system for posting, tracking and reporting on evaluation recommendations, with verification every two years. Country offices, regional bureaux and Headquarters units responsible for implementing recommendations will input follow-up actions into the website. Tracking will be complemented by ad-hoc analytical studies to assess factors that influence the extent to which recommendations are implemented and the impact of evaluation recommendations on improved programme quality, operational support and policy formulation.

⁷⁸ The performance indicator was changed to measure percentage versus the number of projects, improving reporting for strengthening WFP's knowledge base.

⁷⁹ The indicator has been removed in the 2006–2007 Management Plan.

⁸⁰ The indicator has been removed in the 2006–2007 Management Plan.

⁸¹ Total project documents do not include SOs.

Management Priority 5 – Strengthening Operational Support

Table 38: MP 5.1 An adequate, timely and effectively managed food aid response.	Target	Actual
5.1.1 Percentage of planned food needs distributed to beneficiaries, by programme category and calendar year:		
- DEV	100	67
- EMOP	100	66
- PRRO	100	71
5.1.2 Percentage of WFP food available in-country versus that required on a monthly basis by programme category and region. ⁸²	No target set.	N.A.
5.1.3 Cost of post-delivery commodity losses as a percentage of cost of commodity handled by programme category (percentage).	2	0.47
5.1.4 Percentage variation between actual costs and planned (budgeted) by programme category and cost component. ⁸³	No target set.	N.A.
5.1.5 Percentage of EMOPs and PRROs approved during the period that are supported by emergency needs assessment (ENA) and VAM analysis.	67	70
5.1.6 Percentage of new EMOPs and PRROs with basic preparedness tools in place prior to the project being launched.	90	65
- Priority EMOPs	85	81
- Priority PRROs	95	64
5.1.7 Percentage of comprehensive food security and vulnerability analysis (CFSVAs) available for priority countries. ⁸⁴	70	100

189. **Indicator 5.1.1.** Targets were ambitious and process-related factors influenced achievement. WFP distributed 4.2 million mt of food in 82 countries in 2005, a 13.5 percent increase over 2004.⁸⁵ Actual food distributions fell short of targets, but the considerable quantities of food distributed, sometimes in extreme conditions, are a solid achievement for 2005. In a number of EMOPs that started after mid-2005, food distributions were less than planned as a result of resourcing and shipping constraints. Significant carry-over stocks from 2004 contributed to a higher percentage of food distributed in the PRRO category.

⁸² MP indicator 5.1.2 has been removed in the 2006–2007 Management Plan.

⁸³ MP indicator 5.1.4 has been removed in the 2006–2007 Management Plan.

⁸⁴ The performance indicator has been modified to report for 2005 more efficiently.

⁸⁵ The 2004 tonnage figure does not include the Iraq bilateral operation.

190. **Indicator 5.1.3.** Post-delivery losses for 2005 were 0.47 percent of commodities handled, worth approximately US\$9.9 million. In tonnage terms, losses reported in 2005 show a 61 percent increase over the 2004 figure, which may be attributable in part to improved reporting at the country level as a result of training and awareness of post-delivery losses; losses were highest in the Sudan, mainly related to the large amounts of food moved and the unstable working environment. The reason for losses most frequently reported in 2005 was shortlanded commodities.

191. **Indicator 5.1.5.**

Twenty-one approved EMOPs and PRROs were supported by at least one ENA report or VAM documentation, an increase of 56 percent over 2004.⁸⁷ A clearer concept of what constitutes an ENA helped to improve their accuracy.⁸⁸ Previously, brief local evaluation missions

Table 39: Approved EMOPs and PRROs	EMOPs	PRROs	Total	%
Approved in 2005 ⁸⁶	16	14	30	-
Supported by at least one ENA/VAM documentation	10	11	21	70
Assessments with documentation supporting newly approved EMOPs and PRROs conducted in partnership	10	9	19	90
- in collaboration with United Nations agencies	9	6	15	79
- in collaboration with NGOs	4	3	7	37

qualified as ENAs and were included in the tracking, which helps to explain why there were 181 ENAs in 2004 and 90 in 2005.

192. To improve the objectivity, accuracy and transparency of ENAs, five independent needs assessments were carried out by external experts in Democratic Republic of the Congo, Ecuador, Ethiopia, Liberia and Madagascar. The Ethiopia review was conducted by the Overseas Development Institute (ODI), which undertook an independent analysis of past assessments. These pilots demonstrated that externally funded missions increased the credibility and rigour of ENAs. However, the ODI review concluded that in some cases external consultants did not have the experience to identify the most appropriate response options.
193. Recent assessments, such as those in Guatemala, Niger, Pakistan and Sri Lanka, analysed the linkages between food security, nutrition and markets, and identified the most appropriate food or non-food response options. These assessments were facilitated by the availability of previous pre-crisis baseline data, including market information.

⁸⁶ Excludes 12 IRAs and 9 budget revisions – 3 EMOPs and 6 PRROs.

⁸⁷ Approved projects in 2005 were considered as EMOP, PRRO, CP, DEV or SO, with a regional operation counted as one project.

⁸⁸ The EFSA Handbook was finalized in June 2005.

194. **Indicator 5.1.6.** Basic preparedness is defined as a combination of early warning, contingency plans, logistics capacity assessments (LCA) and PRC reviews before a project is implemented. Basic preparedness packages were in place prior to project launch for 65 percent of new EMOPs and PRROs,⁸⁹ a decrease with respect to 2004 resulting from decentralization of decision-making and prioritization of EMOPs rather than PRROs and CPs. In line with the *Indicator Compendium 2004–2005*, targets were increased for 2005 reporting to reflect anticipated progress in applying preparedness packages. In view of the current level of resources allocated to emergency preparedness and the decentralized nature of the current preparedness package, it may be advisable to establish a more realistic target for 2006.
195. **Indicator 5.1.7.** Targets for the CFSVAs were exceeded by 30 percent, a substantial increase over 2004. The CFSVAs in Angola, Democratic Republic of the Congo, Madagascar and Niger were finalized in 2005 and are available on the VAM public website. Those for Mali, Mauritania, Nepal, South Sudan, Tanzania, Uganda and Timor Leste are ongoing. Research activities on diet diversity, consumption frequency and food sources as indicators for household food security were incorporated.
196. In 2005, 14 crop and food supply assessment missions (CFSAMs) were fielded, 31 percent fewer than in 2004.⁹⁰ The number of joint ENAs with FAO and UNHCR fell as a result from 38 percent in 2004 to 25 percent in 2005, primarily because of FAO funding constraints. With regard to revision of the CFSAMs, FAO and WFP initiated further research and analysis in technical areas such as the relationship between national food gaps and household food needs, and improved estimation of commercial imports.

Table 40: MP 5.2.1 Security and safety of staff in WFP operational areas ensured.	Target	Actual
5.2.1 Percentage change in total staff detained, injured or killed in operations.		
- Total staff injured	< 11	9
- Total staff detained	< 42	17
- Total staff killed	0	0
5.2.2 Percentage of staff successfully evacuated or relocated.	100	98

197. **Indicator 5.2.1.** WFP made further progress in reducing security incidents and improving staff safety. Targets were revised downward by 10 percent from 2004 results. Ninety-eight percent of staff requiring evacuation or relocation were

⁸⁹ The number of EMOPs and PRROs counted for this indicator refers to the number of projects that went through PRC review in 2005. Priority EMOPs and PRROs refer to projects in countries of concern identified by the Emergency Preparedness and Response Branch requiring the implementation of minimum preparedness actions. The estimates identified for the “target” and “actual” for 2004 refer to the percentage of projects where minimum preparedness actions were carried out, specifically a combination of early warnings, contingency plans, LCAs and reviews by the PRC of emergency preparedness and response elements in EMOPs and PRROs.

⁹⁰ Eleven with external support from Headquarters and/or regional bureaux; three were undertaken at the national level.

successfully evacuated or relocated.⁹¹ Data on security incidents submitted by WFP field security officers and regional security advisers showed a reduction in the percentage of work-related staff detained from 47 percent in 2004, the baseline year, to 17 percent in 2005.⁹²

198. WFP continued efforts to improve the exchange of security information between the field and Headquarters and between WFP and other United Nations agencies to enhance decision-making, particularly in crisis management and early warning.

Table 41: MP 5.3 Connectivity between offices and access to information inside and outside WFP is strengthened.	Target	Actual
5.3.1 Percentage of sites with access to the internet, WFP Information Network and Global System (WINGS) and other communication systems.		
- Percentage of country offices with private connectivity.	95	94
- Percentage of country offices with internet connectivity.	100	100
- Percentage of country offices with access to central information systems.	100	100
- Number of sub-offices with private connectivity. ⁹³	N/A	78
5.3.2 ICT infrastructure reliability.		
- Percentage central infrastructure availability. ⁹⁴	98.80	99.74
- Percentage private network availability. ⁹⁵	98.00	99.01

199. **Indicator 5.3.1.** Two of the four indicators relating to connectivity between offices and access to information met targets, indicating enhanced connectivity in WFP. The indicator for the percentage of country offices with private connectivity was slightly below target because import and operating licences for DPRK, Ethiopia, Iran, the Occupied Palestine Territory and Russia were not available.

200. Improved connectivity allowed real-time communication between country offices, regional bureaux and Headquarters, which enabled faster planning for emergencies. For example, when civil unrest shut down communications in Nepal, WFP's country office in Kathmandu was able to communicate through FoodSat. Other improvements included standardization of private automatic branch exchange equipment in 75 percent of country offices, direct dial for 75 percent of staff members' desk telephones, expanded audio-conference facilities and a video-conference bridge.

⁹¹ One local staff member in Somalia refused relocation.

⁹² Work-related detentions include: (i) a person or persons unlawfully detained against their will (or national equivalent e.g. using force, threat, fraud or enticement) for the purpose of demanding for their liberation an illicit gain or any other economic gain or other material benefit, or in order to oblige someone to do or not do something; and (ii) a person or persons detained by the police authority for questioning.

⁹³ Country directors determine whether sub-offices should have FoodSat and be part of the private wide area network.

⁹⁴ The target represents unplanned downtime of 4 days 9 hours 7 minutes over a year.

⁹⁵ The target represents unplanned down time of 3 days 15 hours 36 minutes over a year.

201. **Indicator 5.3.2.** Streamlined management mechanisms resulted in higher availability and integrity of production services, with both indicators exceeding targets. Improved infrastructure reliability resulted in increased uptime and hence productivity – a 1 percent increase in productivity equals 3.5 days of direct cost savings. Infrastructure improvements have decreased the risk of service failures by reducing the number of possible points of failure.

202. Operational costs were reduced by insourcing internet mail services and moving WINGS hosting to Geneva. FoodSat helped to reduce costs by providing free telephone calls between WFP offices, which reduced global phone expenditures by 40 percent, equivalent to US\$3 million in savings for 2005.

203. The Fast IT and Telecommunications Support Team (FITTEST) in the Dubai support office undertook 116 missions, involving 130 person/months of mission time. FITTEST staged missions in 36 countries, covering 43 percent of the countries where WFP has operations, and supplied WFP operations with services and equipment worth US\$13.4 million. The team supported six inter-agency projects in 2005 for a total cost of US\$4.25 million. Services and equipment were also supplied to the international community, meeting full-cost recovery requirements; for example WFP supported the World Bank and the Government of Democratic Republic of the Congo.

Management Priority 6 – Business Process Review (BPR)

Table 42: MP 6.1 Increased utilization of business process contributions.	Target	Actual
6.1.1 Percentage of confirmed contributions utilized. ⁹⁶	No target set.	N.A.
MP 6.2 Increased on-time availability of contributions in country offices	Target	Actual
6.2.1 Average monthly ratio of total in-country food stocks and total confirmed food contributions. ⁹⁷	No target set.	N.A.

204. The primary aim of BPR was to improve project and financial management by giving managers greater flexibility to plan and monitor operations in terms of food and financial management. BPR promotes proactive rather than reactive management. The expected outcome is that projects are financed sufficiently and early enough to feed people on time with stable rations while ensuring the most efficient use of resources.

205. Specifically, BPR:

- supports project planning and proactive identification of food, cash and resource needs; it facilitates the decision-making required to implement a stable programme allowing for scaling-up or down at a measured rate;
- provides oversight in the form of monthly and quarterly reviews and improved monitoring and analysis of planned-versus-actual implementation in terms of beneficiaries, supply, distribution and associated costs;
- provides more systematic and detailed operational management by identifying patterns in distribution, market trends affecting the lead time for operational adjustments or changes in buying/delivery periods.

206. Some operations using BPR have instituted mechanisms such as meetings of management teams or country office unit heads that have resulted in improved communication with regard to resourcing and better coordination of activities. BPR operations are well placed to respond to an immediate crisis, as demonstrated in the Horn of Africa emergency.

207. A total of US\$150.9 million has so far been advanced through the WCF initiative, benefiting projects in Indonesia, the Occupied Palestinian Territory, Sudan, Uganda and Zimbabwe, and in West Africa. Of this amount, US\$93.3 million has been returned in cases where the forecast contributions used as collateral were confirmed by donors. Mechanisms to measure performance were not established, but new indicators and methodologies for calculating savings will be in place for 2006.⁹⁸

⁹⁶ This indicator has been removed in the Management Plan (2006–2007).

⁹⁷ This indicator has been removed in the Management Plan (2006–2007).

⁹⁸ An evaluation of BPR will be presented at the Board's 2006 Annual Session.

Management Priority 7 – Increased Transparency and Accountability

Table 43: MP 7.1 Improved transparency, oversight and accountability ensured.	Target	Actual
7.1.1 Percentage of audit, inspection and investigation recommendations implemented:		
- Percentage of audit recommendations implemented. ⁹⁹	80	73
- Percentage of inspection recommendations implemented.	85	87
- Percentage of investigation recommendations implemented.	85	79
7.1.2 Percentage of SPRs and monthly financial statements produced in required timeframe.	100	100

208. **Indicator 7.1.1: Audit.** Although 90 percent of planned field office audits and 102 percent of planned Headquarters and IT audits were conducted, the percentage of audit recommendations implemented fell short of target by 7 percent, primarily because WFP was unable to follow-up on a quarterly basis as planned because of a backlog from 2002.

209. The variance between planned and actual field audit visits resulted from the significant level of resources deployed for the Tsunami audit. This covered several country offices, two of which – Indonesia and Sri Lanka – were included in the initial work-plan, and included an unplanned visit to the Asia Bureau in Bangkok and visits to UNHAS and UNJLC.

Table 44: Audit recommendations	Total
Number of recommendations	3 635
Closed	579
Follow-up not started	4
Follow-up started	652
Follow-up not due	414
Total due for implementation	1 986
Total implemented (73%)	1 450

210. 2005 was the first year in which a monitoring system was in place for routine follow-up and tracking of audit recommendations.

211. **Indicator 7.1.1: Inspection.** The number of inspection recommendations implemented exceeded the target by 2 percent. WFP conducted a programme of inspections designed to ensure compliance with normative rules and guidance and to assist country offices by recommending improvements. Country office responses to customer-satisfaction surveys for inspections were positive.

⁹⁹ Data is available through the Audit Leverage Tracking System.

Table 45: Recommendations	Implemented	In progress	Not implemented	Disputed	
Inspections¹⁰⁰					
Total	318	276	31	11	NA
%		87	10	4	NA
Investigations¹⁰¹					
Total	58	46	1	13	3
%		76	2	22	5

212. **Indicator 7.1.1: Investigation.** The indicator for investigation recommendations implemented reached 93 percent of target. Follow-up of investigation recommendations occurs after three months and often there is a delay while due process is followed. Sufficient time is also needed to implement recommendations for improvements to control processes. For 2006 reporting, the target for this indicator was reduced to 80 percent to reflect the different reporting time-scales for inspections and investigations.
213. Of 136 recorded complaints 72 were investigated, covering irregularities such as breaches of rules and regulations, unlawful conduct, theft, fraud and other forms of malfeasance. Parties were held accountable and losses were recovered. There was a disturbing revelation concerning weaknesses in financial controls at the Southern Africa Bureau, which resulted in the misappropriation of US\$6 million. WFP has zero tolerance of misuse of resources: the offenders are being brought to justice and the funds recovered; financial procedures and controls have been tightened to protect WFP's interests.
214. **Indicator 7.1.2.** All 270 SPRs and monthly financial statements were produced in the required time-frame, 100 percent of the target.

¹⁰⁰ Inspections: management is requested to advise on implementation of recommendations six months and one year after completion of the mission. Data reflects missions conducted between 1 July 2004 and 30 June 2005. Addition in the table has been rounded.

¹⁰¹ 23 Investigations: management is requested to advise on the implementation of recommendations at three-month intervals until one year after issue of the report. Data reflects reports submitted between 1 October 2004 and 30 September 2005.

Table 46: MP 7.2 Best practices in cash and financial contribution management adopted and improved upon.	Target	Actual
7.2.1 Percentage of cash held in earning accounts.	92	96
7.2.2 Percentage of contributions receivable.		
On 31 December 2005, contribution receivable balances were:		
- from the current year	< 69	72
- one year old	< 18	11
- two years old	< 9	11
- three years old or more	< 4	6

215. **Indicator 7.2.1.** Results show that the percentage of cash held in earning accounts in 2005 exceeded the target by 4 percent. The transfer of country office monetization accounts to Headquarters bank accounts and the reduction of cash balances in country office bank accounts helped WFP to exceed the biennium target.

216. **Indicator 7.2.2.** There was a reduction in overall outstanding receivables from US\$1.5 billion in 2004 to US\$1.3 billion in 2005. WFP reached the target only in the “one year old” category. Targets were not met for the other categories, although the amount in the “three years old or more” category improved from US\$110 million in 2004 to US\$87 million in 2005.

Management Priority 8 – Communications and Advocacy

Table 47: MP 8.1 Increased awareness of WFP and its mission among donor government officials, key media, influentials, and the general public.	Target	Actual
8.1.1 Percentage of media, influentials, and the general public in targeted donor countries who are aware of WFP's mission.	No target set.	N.A.
8.1.2 Number of mentions of WFP in targeted print and online media outlets in major countries.	4 000	5 106
8.1.3 Number of parliamentarians, congressional representatives, government officials and journalists who visited WFP projects on trips organized by WFP:		
- parliamentarians, congressional representatives and government officials	25	43
- journalists	100	415

217. In 2005, WFP benefited from more mentions in high-profile international media, more donated advertising and more awareness among the general public than in the previous ten years, substantially exceeding the target set for the biennium.

218. **Indicator 8.1.2.** The strategy was to leverage opportunities through the media, advertising, advocacy and celebrities. WFP published 139 editorials and letters in 98 newspapers and magazines worldwide and produced internally at low cost 30 TV and 19 print advertisements that were put out free in international and local media. The value of donated advertising was US\$60 million, more than ten times the Communications Division's budget and equivalent to a ten-fold return on investment.¹⁰² Interaction with the private sector on advocacy in 2005 included (i) joint advocacy to reach decision-makers, (ii) donated advertising, print space and airtime and (iii) collaboration with private firms in translating and marketing WFP's educational videogame *Food Force*.

¹⁰² WFP submitted an Information Note to the Board in November 2005 outlining its communications strategy and major achievements in the 2004–2005 biennium.

219. **Indicator 8.1.3.** Results substantially surpassed targets, reflecting increased interest in WFP. Visitors to WFP projects included members of parliament, government ministers and members of royal families. The number of such visitors increased by 39 percent from the 2004 figure and included participants from the Czech Republic, Denmark, Thailand, the United Kingdom and the United States. The visit to Aceh, Indonesia, by the Czech Republic Foreign Minister was marked by a “milestone” donation.

220. In 2005, WFP had 34 international public information posts, and collected tens of millions of dollars worth of media exposure for its mandate and work even though the budget for this is smaller than in other humanitarian agencies.

Table 48: Budget and Staffing (2005) of Information/Communication Divisions¹⁰³

AGENCY	BUDGET (US\$ million)	No. OF STAFF
United Nations headquarters	81	735
OCHA	16	129
UNHCR	15	107
UNICEF headquarters	10	65
WFP	5	34

¹⁰³ United Nations headquarters, UNHCR and UNICEF headquarters figures are based on United Nations biennium budgets for 2004–2005; OCHA figures are based on their report on activities and extra-budgetary requirements for 2005.

Management Priority 9 – Increased Resources for Increased Needs

Table 49: MP 9.1 Contributions are augmented, diversified and sustained to meet WFP's resource needs.	Target	Actual
9.1.1 Concentration ratio of contributions by donors:		
- total donor contributions	US\$2.4 Billion	US\$2.8 Billion
- number of donors	72	80
- overall concentration ratio of WFP resources from the top ten donors of the total confirmed contributions (percentage)	≤ 88	84

221. **Indicator 9.1.1.** 2005 was a record-breaking year, exceeding the initial Management Plan target for 2004–2005 by 17 percent and showing a 27 percent increase over 2004. The number of donors contributing to WFP increased by 14 percent over 2004, an indication that the donor base continues to grow. The overall resource concentration ratio fell from 85 percent to 84 percent, also reflecting a broadening of the donor base and less reliance on the top ten donors. These three results reflect the intensified efforts to attract and work with public and private donors and the significant progress over 2004.

222. Several new and existing donors increased contributions and commitment, notably Algeria, which increased its contributions from US\$10,000 in 2002 to US\$14.8 million in 2005, Azerbaijan, which donated US\$812,000, Greece, which donated over US\$3.6 million, more than 15 times its previous largest contribution, Turkey, which responded to WFP appeals in seven EMOPs, contributing over US\$3 million, and Venezuela, which donated US\$3 million.¹⁰⁴

Box 11: New EU members. The past year has been important for developing partnerships with the EU new member states. The ten new members and Bulgaria and Romania, whose EU memberships are scheduled for 2007, are well placed to become partners in WFP activities. The Czech Republic contributed US\$1.2 million to high-profile emergencies, for example in Guatemala, Niger, Pakistan and countries affected by the tsunami.

Gulf States. For many years the governments of the six Gulf States have intermittently given in-kind and cash contributions, but WFP and its activities are still largely unknown in the region. In 2005, WFP received donations from the United Arab Emirates worth US\$1.95 million for EMOPS in Chad and the Sudan, the tsunami EMOP and the Myanmar PRRO.

Asian countries. WFP has strengthened ties with several Asian countries. Since 2004, the total contribution from Bangladesh, China, India, Indonesia, Malaysia, Singapore, Sri Lanka, Thailand and Vietnam increased by 92 percent to US\$54.6 million. Bangladesh, China, India and Sri Lanka have been steady donors since 1996, but were still recipients of WFP assistance in 2005. India has become a large donor to WFP, donating US\$35.5 million, which is a 377 percent increase since its first large-scale contribution in 2002.

¹⁰⁴ As of 2006, a donor contributing for the first time in five years will be considered new.

223. WFP was also successful in attracting private donors. Many corporate partnerships were established to support needs in large-scale and small-scale emergencies. WFP raised US\$119.5 million in private cash and gifts in-kind in 2005, an increase of 94 percent over 2004. For the Indian Ocean tsunami crisis, more than 20 percent of the US\$255 million in contributions came from private donors; US\$50 million of this was a donation from the American Red Cross. A rugby match sponsored by the International Rugby Board generated an unprecedented US\$3.3 million.
224. Corporate partner TNT continued its strong support in 2005, with US\$14 million in cash and gifts in-kind; international management and consulting firm the Boston Consulting Group provided US\$5.8 million in services. WFP's first annuity partner, the Netherlands-based National Postcode Lottery generated US\$1.3 million for school feeding programmes in Niger. WFP expanded its internet fundraising activities, making use of online marketing tools to raise funds from individuals; internet donations more than tripled between 2004 and 2005.
225. In 2005, Walk the World raised approximately US\$1.5 million: 201,000 participants – five times the number who participated in 2004 – walked in 266 locations in 91 countries. This allowed WFP to reach about 70,000 children, exceeding the goal of 50,000 children.
226. Contributions from the top ten donors increased from US\$1.6 billion in 2002 to US\$2.3 billion in 2005, but account for a smaller share of WFP's total funding – 84 percent, compared with 89 percent in 2002. The share from the top donor fell from 57 percent of contributions in 2003 to 44 percent in 2005, although in absolute terms the amount was larger than in 2004.

Table 50: MP 9.1 Contributions are augmented, diversified and sustained to meet WFP's resource needs.

9.1.2 Value of contributions by programme category (US\$ million):

Programme category	Net needs	Contributions received
DEV	343	269
EMOP/IRA	1 359	775
PRRO	1 295	1 381
SO	393	262
Other	-	79.4
TOTAL:	3 390	2 766.4
Funding Window:		
Directed Multilateral		2 487
Multilateral (in-kind and cash)		279

227. **Indicator 9.1.2.** The table above should be interpreted with caution: needs are calendarized, whereas contributions are recorded in full at the time of confirmation, which leads to carry-overs from one year to the next that can be applied to meet needs in the subsequent year. The breakdown of contributions by programme category shows that only the PRRO category exceeded the target, with a 20 percent increase over 2004.
228. WFP was successful in 2005 in funding PRROs such as those in Indonesia and Southern Africa that attracted considerable media attention, but this success masks the fact that several PRROs continued to be under-funded in 2005, for example in Colombia and the Central African Republic. Needs met in ongoing and new operations in other categories fell short of targets; the EMOP/IRA category reached 57 percent of target. Overall confirmed contributions met 82 percent of needs, compared with 86.5 percent in 2004. Contributions to development declined by 3 percent, but contributions to SOs increased by 176 percent compared with 2004.
229. In 2005, multilateral contributions amounted to US\$279.0 million, 10 percent of total contributions, compared with US\$278.4 million or 13 percent in 2004. Multilateral contributions declined from 2002 to 2005 by approximately 45 percent in terms of total contributions. Multilateral contributions are significant, however, in that they enable WFP to allocate contributions flexibly to meet the most pressing requirements.

PART IV: LEARNING FROM EXPERIENCE

230. 2005 provided the opportunity to observe performance, analyse lessons from WFP evaluations and the *PASS-it-on* initiative, and to identify ways in which performance could be improved.¹⁰⁵ Part IV summarizes the main lessons of the year from operational experience and evaluations.

Emergency Preparedness

231. In 2005, WFP determined that it should be able to respond to four major emergencies at one time, and that emergency preparedness be augmented, including arrangements and procedures in anticipation of an emergency to ensure rapid, appropriate and effective response when needed.

232. **Contingency planning** is an important component of WFP's Emergency Preparedness Framework in that it helps to identify preparedness actions required and enhances the readiness of WFP and partners. WFP continued to refine its contingency planning, which now has a strong inter-agency dimension: more than half of the contingency plans drafted in 2005 were the result of inter-agency processes. Major preparedness efforts were undertaken in Bangladesh, Colombia, Cuba, Ethiopia-Eritrea-Sudan, the Great Lakes, Nepal and West Africa.

Box 12: In 2005, the regional bureaux developed regional strategies, dedicated staff and resources, outlined emergency preparedness and response activities in their work plans and supported corporate preparedness initiatives.

- In Côte d'Ivoire, WFP reacted quickly in early August 2005 to possible renewed violence with a series of preparedness measures in response to postponement of the October elections, including a regional analysis of stocks, delivery routes and costs, enhanced ICT and security capacities, stand-by capacity to carry out needs assessments and staff made available for temporary duty (TDY).
- Planning for the avian and human influenza threat became a corporate effort covering staff safety, new operational requirements, optimization of corporate capacity, and assets, systems and tools to support United Nations efforts.

¹⁰⁵ During 2005, WFP continued work on the *PASS-it-on*, which aims to facilitate sharing of lessons learned, best practices and innovations among country offices and regional bureaux. The system will be officially launched in mid-2006, but a number of pilot activities have already generated important lessons for future operations. After-action reviews – short workshops on lessons learned – were held in Armenia, Bangladesh, Eritrea, Georgia, Guinea Bissau, Mali and Niger.

233. **Staff Deployment.** Two important lessons from WFP's 2005 emergency response experience were that staff must be deployed more rapidly and that the emergency response roster required revision to create capacity covering broader functional and geographical areas; initial response is contingent on immediate identification and deployment of personnel with appropriate skills. In 2005, guidelines for emergency TDY were revised to increase the number of programme and logistics staff available for deployment.
234. **Delegation of Authority.** An important lesson from the RTE was that clear delegation of authority was essential for effective initial response. The need was recognized for a designated Headquarters-based emergency coordinator with authority to redeploy personnel during a corporate emergency. The coordinator position was established to ensure rapid and disciplined deployment of corporate assets in a major emergency and to follow up on the implementation of actions derived from lessons learned, including better integration of preparedness and early warning with response efforts.
235. **Diversifying Stand-By Partners.** 2005 showed that enhancing stand-by arrangements is crucial. A priority is to find suitable organizations in Latin America and Asia, and personnel with specific language skills. Even though 280 personnel were deployed during 2005, the highest since the programme's inception in 1995, efforts are under way to expand agreements with stand-by partner organizations to provide additional emergency-response capacity.¹⁰⁶ WFP is working to identify the optimal ratio of stand-by expertise to complement its skill base so that experts can be deployed smoothly at the onset of an emergency.
236. **Strengthening Small Country Offices.** The crises of 2005 demonstrated that it is vital to strengthen WFP presence in the field and to transfer decision-making and management closer to beneficiaries. The Executive Director approved an interim revised PSA-funded structure for 2005 to enhance small country offices, adding one professional or local national officer (LNO) according to the complexity of the operation. Funding came from savings on personnel and from a US\$4.2 million PSA allocation from large country offices to small ones. Small country offices also received a one-time investment in ICT equipment funded by the capital asset fund.

Table 51: PSA Funded Structure for Small Country Offices

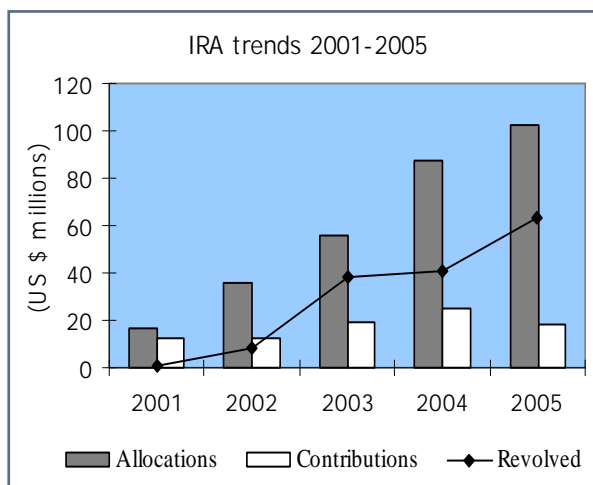
18 additional international staff	US\$2.6 million
33 PSA funded LNOs	US\$0.9 million
Additional non-staff costs	US\$0.7 million

¹⁰⁶ Stand-by partners deployments were 207 in 2003 and 154 in 2004.

Mechanisms to Jump-Start Operations

237. Immediate Response Account.

2005 showed that the IRA contributed to timely responses in 35 operations, giving WFP the flexibility to deliver and distribute food relief at the onset of an emergency.¹⁰⁷ The IRA played an important role in averting pipeline breaks for the EMOPs in countries affected by the tsunami, Niger, Pakistan and the Sudan and for the PRROs in Central America and Kenya. IRA funds were also significant in emergency preparedness efforts and needs assessments in Kyrgyzstan and the Sahel, and in pre-positioning commodities in the early stages of civil unrest in Côte d'Ivoire and in West Africa.



238. As a result of multiple crises in 2005, total IRA allocations reached a record high of US\$103.7 million, a 100 percent increase over 2003. New contributions to the IRA totalled only US\$18.7 million – a decrease from US\$25.1 million in 2004. The amount revolved into the account totalled US\$63.4 million.¹⁰⁸ At the end of 2005, the IRA was left with less than US\$30.8 million, the lowest balance since 2002.

239. In 2004, the Board approved an increase of the IRA target from US\$35 million to US\$70 million, recommended enhanced allocation criteria for the facility and gave country directors delegated authority to approve the use of IRA funds up to US\$500,000 for three months. WFP encouraged directed multilateral contributions for operations making use of the IRA in order to maintain a cash balance for the fund, and urged donors to ease restrictions such as bag markings and retro-activity that limit revolving the IRA. Country offices were encouraged to repay as quickly as possible.

240. **Direct Support Cost Advance Facility (DSCAF).** Augmenting the DSCAF to include advances for ODOC, in particular pre-financing SOs, proved to be an effective financing mechanism at the initial response stage. The facility also proved effective in mobilizing cooperating partners, particularly in the early stages of an operation: for example, the augmented DSCAF permitted responses in Guatemala and Myanmar within 72 hours to meet unexpected needs without disrupting the flow of cash to ongoing development activities.

¹⁰⁷ Operations included one regional EMOP, 22 EMOPs of which 13 were under delegated authority, three regional SOs, five country SOs, one regional PRRO and three PRROs.

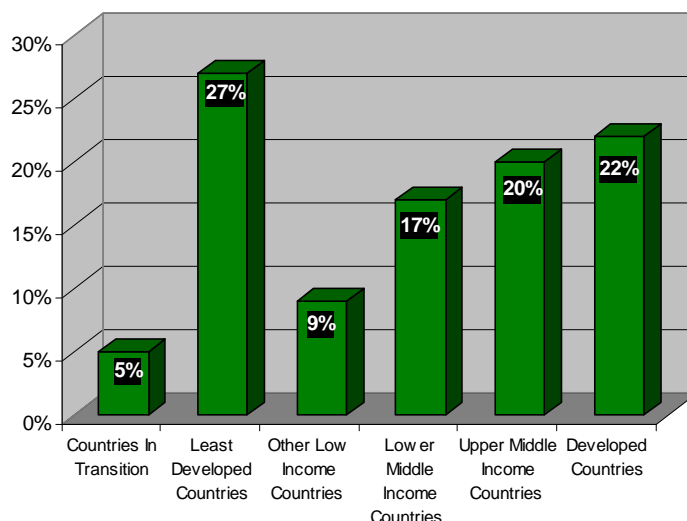
¹⁰⁸ The amount revolved against IRA allocations approved during the calendar year was US\$44.1 million. No funds were revolved for 11 of the 13 EMOPs under delegated authority.

241. During 2005, WFP advanced US\$109.8 million under DSCAF to 77 operations in 62 countries. US\$18.2 million was provided for development activities, US\$15.9 million for SOs and on-going projects, and US\$75.7 million for EMOPs and PRROs. The DSCAF has been revolved successfully.

242. **Purchasing in Local and Regional Markets.** An important lesson from 2005 was that local and regional procurement often led to the most timely responses, but that it is not appropriate in all situations. A number of micro-economic factors can affect the stability of local markets and people's ability to purchase, especially in emergency situations. Variations in the quantity of food purchased in 2005 were influenced by cyclical factors affecting yields and crop prices. The timeliness and predictability of donor contributions also affected the cost effectiveness of food procurement.

Box 13: In the West Africa region, markets do not always have the capacity to respond to sudden or increased emergency demands of more than 3,000 mt per month. Supply considerations and needs arising during the lean season may prohibit purchasing in the region or drastically increase delivery response time.

WFP Food Purchases in 2005 (MT)



243. WFP distributed 4.2 million mt of food, of which 2.5 million mt worth US\$712.4 million was procured from 85 countries, accounting for 60 percent of the food distributed. In terms of tonnage, 78 percent of the food was purchased in 75 developing countries and economies in transition, well above the average 69 percent for the period 2001–2004 (see Annex III).¹⁰⁹

244. There was a significant increase in the procurement of high-value processed foods such as HEB from developing countries: from 20,000 mt in 2001 and 2002 to 60,000 mt in 2004 and over 115,000 mt in 2005.

245. Availability, cost-effectiveness and timeliness are priority considerations when deciding on procurement options. In 2005, WFP piloted an e-procurement system to minimize costs and increase the number of bidders.

¹⁰⁹ In 2005 Armenia Azerbaijan, Indonesia and Georgia were reclassified from LIC to low-middle income country (LMIC), in line with the DAC categories.



Identifying and Targeting Vulnerable People

246. The 2005 WFP Targeting Thematic Review and other programme reviews indicated that further gains could be made in targeting effectiveness and efficiency by additional investments. Stronger emphasis on accurate targeting would enable WFP to be more effective in reaching the people most in need of food assistance and would increase the impact of WFP resources by reducing inclusion errors. Recommendations included:

- **More strategic selection of food aid modalities.** Targeting in many operations continued to be resource-driven and insufficiently goal-driven, with inadequate attention to the objective comparison of costs, impact, outcomes and results.

Box 14: Programme phase-out and sustainability, including capacity-building, are part of the VAM strategy in Angola. VAM provided on-the-job training for 21 Ministry of Agriculture staff at the provincial level. Training will continue until July 2006, when all vulnerability analysis methods will be transferred to Ministry of Agriculture staff to ensure continued monitoring of food security.

VAM in Zimbabwe refined monitoring tools to develop a pilot food-security monitoring system. VAM compiled weekly maize price briefs and district food-security profiles providing information on food and other income sources. WFP increased understanding of changes to food security indicators, cereal availability and prices.

The Vulnerability Assessment Committee of the SADC had concluded that at least 2.9 million people required about 225,000 mt of food aid, which over time turned out to be an understatement of needs. WFP re-analysed the data to clarify food needs and resource requirements.

- **Community-based Targeting Distribution (CBTD).** The application of CBTD continues to increase and improve at WFP, but it is not appropriate everywhere. Although conventional wisdom holds that CBTD is inappropriate in refugee situations, experience in Darfur suggests that CBTD can be a reliable option in some high-risk environments, and sometimes the only viable option.

247. Taken together, the evaluation recommendations indicate that additional investments in targeting – vulnerability analysis, needs assessment and modality selection – will yield benefits in terms of resources saved and food needs addressed.

248. **Vulnerability Analysis and Mapping.** The effectiveness of operations depends on timely and relevant information related to food insecurity and vulnerability. Tools and methodologies continued to be refined; VAM was a major input to the programme cycle and enhanced understanding of food insecurity and targeting. Improving the quality, consistency and timeliness of VAM products and services is a high priority, but it requires substantial human resources and capacity. The VAM network currently consists of 25 international officers and 36 national officers, but most are stationed at Headquarters, regional bureaux and in major EMOPs, leaving 32 country offices with limited VAM capacity.

249. **Emergency Needs Assessment.** Important modifications were made in ENA and VAM approaches to ensure comparable results, enhanced market-analysis capacity and improved transparency with respect to ENA techniques. The **SENAC** project, for example, is improving ENA methods and tools, further integrating VAM and ENA and enhancing market-analysis capacity.
250. **Logistics Capacity Assessments.** A rapid response depends on accurate information about logistics infrastructure. In 2005, WFP conducted an Institutional Strategic Partnership project to improve LCAs, leading to development of a new format to improve the collection and portrayal of logistics information. The response to the flooding in Guyana highlighted the need for more detailed LCAs in countries where WFP does not have an office but may be called on to respond.

Performance Monitoring for Better Management and Accountability

251. Experience from country offices emphasized that advances in targeting and performance monitoring were achieved when VAM and monitoring and evaluation (M&E) established common data collection and analytical systems. This observation is supported by recent evaluations commissioned by the Board that recognized the importance of accurate information for decision-making, which encouraged greater integration of VAM data with M&E.¹¹⁰ M&E processes – data collection, analysis and reporting – require as much rigour as the VAM processes – comprehensive food security and vulnerability analysis and food-security monitoring. Country offices require further tools and skills to monitor results of food aid interventions effectively.

Box 15: In India, a renewed effort was made to improve the existing monitoring, reporting and evaluation system by (i) establishing a dedicated Monitoring and Reporting Unit at the country office level in the second half of 2005, (ii) increasing the frequency of monitoring missions by country office staff, including senior management, (iii) sharing observations and recommendations of monitoring missions with state offices, district coordinators and government counterparts, and ensuring follow-up, and (iv) developing new technology-based tools to facilitate and improve the analysis of beneficiary and output data.

252. Although progress has been achieved in monitoring, WFP is still developing a credible and cost-effective performance-measurement system. Advances were made in measuring project outputs and outcomes that improved the ways in which information is used to assist management, demonstrated changes in the lives of beneficiaries and showed WFP's contribution to broader national strategies.

¹¹⁰ The evaluations commissioned by the Board are: (i) Thematic Review of the PRRO Category; (ii) Joint External Review of the Enabling Development Policy; and (iii) Report of the External Auditor on the Review of WFP's VAM.

253. The Common Monitoring and Evaluation Approach (CMEA), which laid the foundation for improved M&E,¹¹¹ incorporates RBM principles to ensure more consistent, complete, accurate and useful data to:
- demonstrate the extent to which WFP provides sufficient quantities of food to targeted beneficiaries in a timely way;
 - provide managers with relevant and timely information.

Nutrition: Scaling-Up of Programmes¹¹²

254. At the request of seven donors, a team of independent consultants conducted an external joint evaluation of WFP's Enabling Development Policy between 2003 and mid 2005,¹¹³ which concluded that the policy was sound and worth further support by WFP and donors. Enabling Development principles have a potential for improving the quality and relevance of other programme categories; WFP-supported interventions achieved better development results when integrated in resourced national and local poverty reduction strategies.

255. The evaluation recommended that WFP programming for development should concentrate on the following three priorities:
- further integration in broader poverty reduction frameworks through greater attention to partnerships, promoting activities in which food aid is a complement to other resources and integrating activities into development programming based on enhanced policy dialogue;
 - improved targeting of the most vulnerable and excluded groups by supporting national safety nets, encouraging both men and women to close the gender gap and addressing HIV/AIDS through more context-specific approaches;
 - "to strengthen and mainstream the nutrition-related aspects of its interventions, and flexible resources be provided";¹¹⁴ in recent years there has been a downward trend in WFP development expenditures on MCHN programmes.

¹¹¹ All phase I outputs were achieved in 2005: (i) current and future M&E process maps; (ii) summary of improvement opportunities, benefits and actions; (iii) RBM toolkits, developed in six countries; (iv) functional and technical requirements for automating M&E; (v) WFP indicator and module menu; and (vi) initial data model framework.

¹¹² WFP's Enabling Development policy contains a strategic focus on MCHN, which was reconfirmed in the Strategic Plan (2004–2007) and the endorsement of the Food and Nutrition policy in 2004.

¹¹³ Board members were informed periodically of progress made during the evaluation. In February 2005, an informal discussion was organized to share the preliminary findings with Board members. A document was presented by WFP to EB.2/2005 addressing the recommendations of the external evaluation. The seven donors were Canada, Denmark, Finland, France, Germany, Italy and the United States.

¹¹⁴ WFP. 2005. Joint Evaluation of Effectiveness and Impact of the Enabling Development Policy of the World Food Programme, Synthesis Report, Vol. 1, p. 47.

256. WFP's operations are enhanced if the micronutrient content of fortified blended food is reformulated to meet the needs of specific vulnerable groups more effectively, for example children of 6–24 months, pregnant and lactating women and PLWHA. Various initiatives are underway to test:
- the acceptability of micronutrient sprinkles in school feeding programmes;
 - local milling and fortification of cassava, the preferred staple of Congolese refugees in northern Zambia, using a mobile containerized mill;
 - Plumpy'nut®, a nutritious peanut-based paste, in the rehabilitation of severely malnourished adults with HIV/AIDS and food products for non-breastfed young children of HIV-positive women.
257. A review conducted in 2005 by the Royal Tropical Institute in the Netherlands for the Office of Evaluation on the basis of a desk review and country case studies in Cuba, India, Madagascar and Zambia identified the following main elements for strengthening and scaling up MCHN interventions:¹¹⁵
- more corporate commitment to MCHN to address early malnutrition;
 - greater nutrition expertise in country offices, with significant nutrition-related activities and more proactive technical support from Headquarters and regional bureaux;
 - greater collaboration with UNICEF and the World Bank;
 - changing the non-food funding mechanism – DSC and ODOC – for MCHN programmes to provide more financial resources for complementary activities such as health and nutrition education and training;
 - flexibility to switch or add resources to MCHN programmes so that they function as a food safety net during disasters.

¹¹⁵ Source: "Summary Report of the Thematic review of WFP-supported MCN Interventions" (WFP/EB.1/2006/7-C).

PART V: LOOKING FORWARD

258. On the basis of the lessons, challenges and results presented in the APR, Part V identifies strategies designed to move WFP forward into the next biennium.

Rapid and Effective Response

259. A key management priority for the 2006–2007 biennium is to strengthen capacity to respond effectively in up to four major emergencies at any given time. In late 2005, organizational and procedural changes were implemented to strengthen response capacity.

260. The plan is to reinforce preparedness and response procedures, expedite staff deployment and mobilize materials; it includes:

- a dedicated structure to set WFP's strategic direction for emergency response;
- a coordinated action plan to optimize WFP procedures in preparing for and responding to multiple emergencies;
- an increased number and diversity of stand-by partners and private-sector partners for rapid response;
- an additional humanitarian response depot in Accra, relocation of the Cambodia depot and stocking of the Dubai depot with emergency food and operational support equipment;
- checklists and orientation packages to meet first-response administration, communications, logistics and procurement needs and to mobilize material and emergency personnel.

Upgrading Systems

261. WFP will upgrade the WINGS information system in 2006–2007 to integrate the business process improvements created by various change initiatives into the new corporate application systems. The procedures will follow standard practice wherever possible to minimize ownership costs and reduce the high-level of customization that was needed in the original version of SAP. Process objectives have been defined in line with Strategic and Management Objectives, including: (i) improving project management in field offices; (ii) increasing transparency and financial accountability in line with delegated authority; (iii) providing integrated planning and reporting capabilities to improve implementation of projects, management decision-making and reporting.

Project Management

262. WFP will offer advance-funding mechanisms through the BPR in 2006–2007. Training, capacity-building and oversight mechanisms to mitigate corporate risk associated with advance financing are prerequisites for eligibility for advance funding. Broader improvements to project management will be introduced through standardized corporate reporting, streamlining of advance mechanisms and updating of business processes.

Managing for Results

263. Improved corporate information systems will benefit strategic planning and reporting. As WFP mainstreams RBM practices by the end of 2006, core business processes will be supported by system-generated performance information. Nine “critical success factors” track implementation of RBM and guide planning for mainstreaming.¹¹⁶ Two corporate actions crucial to managing for results are anticipated in 2006: (i) implementation of a common approach to M&E; and (ii) identification of a methodology to attribute and allocate resources to objectives.

Embedding Risk Management

264. Starting in 2007, risk management will be an integral part of work-planning and programme delivery with a view to providing better assurance to stakeholders that objectives will be achieved, supporting effective allocation and use of resources and providing a rigorous basis for decision-making and planning.¹¹⁷ The Senior Management Team will:

- review and report on risk management and ensure that corporate decisions are risk-informed;
- develop tolerance levels for risk and embed risk management in decision-making.

Change Management

265. A change management function was established to coordinate the 28 change initiatives that were under way in 2005 (see Annex VI.), of which 11 were complete and mainstreamed by the end of 2005; another 10 are scheduled for mainstreaming by the end of 2006. Seven initiatives will continue beyond 2006; three – BPR, BPP and CMEA – will be integrated into the “project management” business process in WINGS II.

¹¹⁶ Adopted from: United Nations Joint Inspection Unit. 2004. “Implementation of Results-Based Management in the United Nations Organizations”, part I (JIU/REP/2004/6); from the series Managing for Results in the United Nations Systems.

¹¹⁷ See “WFP Enterprise Risk Management Policy” (WFP/EB.2/2005/5-E/1), also available at <http://www.wfp.org/eb/docs/2005/wfp077024~3.pdf>

Fundraising Strategy

266. Immediate access to funds for rapid response in emergencies is partially addressed by the IRA and the DSCAF. WFP fundraising aims to ensure increased and stable funding from major donors, to broaden the support base, attract new donors including private corporations and individuals, and encourage occasional donors to become regular contributors. WFP's fundraising strategy is encouraging increased flexibility and predictability of contributions, and a larger portion of multilateral contributions, more cash donations, smart twinning arrangements and fewer restrictions.¹¹⁸
267. Donors are encouraged to make contributions to WFP programme categories, which will be considered multilateral unless further restrictions are imposed; ideally, all contributions would be provided this way. As a step in this direction, it is recommended that the target for the next biennium should be 30 percent of contributions provided multilaterally, without restrictions and preferably in cash.
268. Advocacy is critical in generating financial support in a competitive funding environment. Media awareness of WFP has grown in the last five years, and outreach efforts have reached a wider audience. Concerted efforts will continue to target donor countries with individualized messages and coordinated donor-relations efforts.

¹¹⁸ To that effect, the Membership recently approved two strategy papers that articulate the main tenets of WFP's approach to funding development and transition activities: "New Partnerships to Meet Rising Needs – Expanding the WFP Donor Base" (WFP/EB.3/2004/4-C) and "Funding for Effectiveness" (WFP/EB.2/2005/5-B).



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ANNEX I: 2004–2007 PROGRAMME PERFORMANCE RESULTS MATRIX¹¹⁹

CORE PROGRAMME GOAL: Contribute to meeting the Millennium Development Goals through food-assisted interventions targeted to poor and hungry people

Strategic priorities	Outputs	Outcomes	Intervention types
1. Save lives in crisis situations	1.1 Increased access to food for highly food-insecure populations in conflict- and disaster-affected areas where WFP has operations:	1.2 Reduced and/or stabilized prevalence of acute malnutrition among beneficiaries:	◇ General food distribution in crises
	<p>Indicator 1.1.1 Quantity of food distributed (by project category)</p> <p>Indicator 1.1.2 Number of beneficiaries receiving WFP food assistance (by project category, age group, gender)</p>	<p>Indicator 1.2.1 Prevalence of <i>acute</i> malnutrition among under-5s (by gender) (assessed using weight for height)</p> <p>1.3 Reduced and/or stabilized crude mortality among beneficiaries</p> <p>Indicator 1.3.1* crude mortality rate</p>	◇ Supplementary and therapeutic feeding activities
2. Protect livelihoods in crisis situations and enhance resilience to shocks	2.1 Target beneficiaries participate in food-supported asset creation and income generation activities:	2.2 Increased ability to manage shocks and meet necessary food needs:	◇ FFW activities to preserve assets during crises and expand access to assets during recovery
	<p>Indicator 2.1.1 Number of beneficiaries participating in asset- and income-generating activities (by gender)</p>	<p>Indicator 2.2.1** percentage share of household expenditure allocated to food by the target population</p>	◇ Food-supported activities to reduce vulnerability to transitory food shortages (e.g., food banks, micro-finance activities) and to support national safety-net programmes
3. Support the improved nutrition and health status of children, mothers and other vulnerable people	3.1 Increased participation of target populations in food-supported nutrition interventions:	3.3 Improved nutritional and health status of beneficiaries:	◇ Community-based nutrition interventions
	<p>Indicator 3.1.1 Number of children reached through food-supported nutrition interventions</p>	<p>3.3.1 Reduced level of child malnutrition</p> <p>Indicator 3.3.1 Prevalence of under-5 malnutrition (assessed using height, weight and age, by gender)</p>	◇ Targeted supplementary feeding
	<p>Indicator 3.1.2 Number of vulnerable women reached through food-supported nutrition interventions</p>	<p>3.3.2 Reduced level of malnutrition among women</p> <p>Indicator 3.3.2*** Prevalence of malnutrition among adult women (assessed using Body Mass Index [BMI] and/or low birth weight)</p>	◇ Support to national early childhood growth interventions (such as India's ICDS)



¹¹⁹ Strategic Plan (2004–2007) (WFP/EB.3/2003/4-A/1).

ANNEX I: 2004–2007 PROGRAMME PERFORMANCE RESULTS MATRIX¹¹⁹

CORE PROGRAMME GOAL: Contribute to meeting the Millennium Development Goals through food-assisted interventions targeted to poor and hungry people

Strategic priorities	Outputs	Outcomes	Intervention types
4. Support access to education and reduce gender disparity in access to education and skills training	Indicator 3.1.3 percentage share of micronutrient-fortified food delivered through WFP-supported nutrition interventions	3.3.3 Reduced level of anaemia among pregnant and lactating women and targeted children Indicator 3.3.3**** Prevalence of anaemia among targeted beneficiaries	◇ Support to national and local fortification of flour, blended foods and biscuits Support for deworming
	3.2 Target populations' increased participation in food aid activities in HIV/AIDS-endemic and food-insecure districts/regions	3.4 Reduced impacts of HIV/AIDS on food security among vulnerable populations	◇ Support for HIV/AIDS orphans, foster households and vulnerable populations
	Indicator 3.2.1 percentage HIV/AIDS-endemic, food-insecure districts receiving food-supported interventions	Indicator 3.4.1 To be determined	
	4.1 Food provided to schoolchildren in WFP-assisted primary schools	4.3 Increased enrolment of boys and girls in WFP-assisted primary schools	◇ School feeding activities as components of EMOPs/PRROs/CPs
	Indicator 4.1.1 Numbers of boys and girls receiving food aid in WFP-assisted primary schools	Indicator 4.3.1 Absolute enrolment: Numbers of boys and girls enrolled in WFP assisted primary schools Indicator 4.3.2 Net enrolment rate:**** percentages of school-age boys and girls enrolled in WFP- assisted primary schools	◇ Support for training and literacy activities for women and adolescent girls
		4.4 Improved attendance of boys and girls in WFP-assisted primary schools Indicator 4.4.1 Attendance rate: percentages of boys and girls in WFP-assisted primary schools attending classes at least 80 percent of the school year	
		4.5 Improved capacity of boys and girls in WFP-assisted primary schools to concentrate and learn Indicator 4.5.1 Teachers' perception of children's ability to concentrate and learn in school as a result of school feeding	





ANNEX I: 2004–2007 PROGRAMME PERFORMANCE RESULTS MATRIX ¹¹⁹			
CORE PROGRAMME GOAL: Contribute to meeting the Millennium Development Goals through food-assisted interventions targeted to poor and hungry people			
Strategic priorities	Outputs	Outcomes	Intervention types
5. Help governments to establish and manage national food-assistance programmes.	<p>4.2 Food provided to families as incentive to send girls to school</p> <p>Indicator 4.2.1 Number of girls receiving take-home rations</p>	<p>4.6 Reduced gender disparity between boys and girls in WFP-assisted primary and secondary schools and skills training</p> <p>Indicator 4.6.1 Ratio of girls to boys enrolled in WFP-assisted primary schools</p>	
	<p>5.1 Increased capacity of national governments to identify food needs, develop strategies and carry out food-based programmes</p> <p>Indicator 5.1.1 Number of countries using WFP's technical services.</p> <p>Indicator 5.1.2 Number of national government staff trained under WFP's technical assistance programmes.</p> <p>5.2 Increased dialogue with governments to identify potential areas for technical assistance and cooperation.</p> <p>Indicator 5.2.1 Number of technical services supported by WFP.</p>	<p>5.3 Governments are able to plan and manage food-based programmes.</p> <p>Indicator 5.3.1 To be determined.</p>	
<p>* Performance indicator to be pilot tested prior to programme-wide adoption and use. (Infant mortality will be tested as an alternative/additional indicator.)</p> <p>** Performance indicator to be pilot tested prior to programme-wide adoption and use. (Household survey methodology to be elaborated based on VAM and other experience in the field.)</p> <p>*** Performance indicator to be pilot tested (BMI can be used for non-pregnant and lactating women. Use for adolescent girls to be validated. Low birth weight to be collected where appropriate [according to type of intervention].)</p> <p>**** Performance indicator to be pilot tested (anaemia status to be collected where appropriate [according to type of intervention, i.e., including iron fortification of food coupled with support for deworming].)</p> <p>***** Net enrolment is the appropriate indicator to measure the performance of school feeding programmes, rather than absolute or gross enrolment. Even though it is very difficult to obtain the data necessary to compose the indicator (e.g., the catchment area of a school is often not clearly defined or the number of school-age children is not recorded), WFP strives to get information on this indicator and will report on it to the extent that information is available.</p>			

ANNEX 1 A Management Priorities and Weaknesses ¹²⁰	
Management Priority	Addressing the weaknesses
MP1 Strengthening Partnerships	Opportunities to use food aid as part of a broader package of assistance largely depends on operating partners, and leave WFP only partially able to control and be accountable for results.
MP2 Human Resources	WFP needs to implement a comprehensive strategic human resources plan.
MP3 Result-based management and reporting	Progress toward results-based management has been slow, and improvements in reporting are needed.
MP4 Strengthening WFP's knowledge base	Needs assessments require improvement.
MP5 Strengthening operational support	Much of WFP's ability to improve its capacity and the quality of its programming has been dependent on extra-budgetary resources.
MP6 Business Process Review	Weaknesses in business processes and inadequate mechanisms for "up-front" funding have led to inflexibility and operational problems.
MP7 Increased transparency and accountability	Slow roll-out of the WFP Information Network and Global System (WINGS) to COs delayed the full benefits of decentralized financial management.
MP8 Communication and Advocacy	Resource mobilization has been hindered because WFP is not well known to the public in donor countries.
MP9 Increased Resources for increased needs	WFP is over-dependent on a few donors. The current full-cost recovery policy has hindered emerging donors from contributing.

¹²⁰ Addressed in the Biennial Management Plan (2004–2005).



ANNEX II WFP EMPLOYEES WITH CONTRACTS OF ONE YEAR OR LONGER AS AT 31 DECEMBER 2005			
CATEGORY	TOTAL	NUMBER OF WOMEN	PERCENTAGE OF WOMEN
Higher Categories (D-2 and above)	41	11	27
International Professionals (P-1 to D-1)	1193	486	41
Subtotal	1 234	497	40
Junior Professional Officers (JPOs)	70	38	54
United Nations Volunteers (UNVs)	143	44	31
National Professional Officers (NPOs)	360	135	38
Assignments of Limited Duration (ALDs)	16	2	13
Service Contracts (SCs)	136	37	27
Total Professional and Higher Categories	1 959	753	38
General Service	1 685	814	48
Assignments of Limited Duration (ALDs)	9	3	33
Service Contracts (SCs)	6 870	1 551	23
Total General Service Categories	8 564	2 368	28
Total WFP Employees ⁽¹⁾	10 523	3 121	30

Notes:

- (1) The total figure of WFP employees excludes temporary contracts of 11 months or less, e.g.:
Consultants, Special Service Agreements, Commercial Reimbursable Loans, Casual Laborers.

ANNEX III: WFP FOOD PROCUREMENT IN 2005				
DEVELOPING COUNTRIES/ COUNTRIES IN TRANSITION	Q.TY (mt)	% OF TOTAL	US\$M	% OF TOTAL
COUNTRIES IN TRANSITION	127 550	5	20.7	3
LEAST DEVELOPED COUNTRIES	679 866	27	174.6	25
OTHER LOW INCOME COUNTRIES	218 586	9	59.1	8
LOWER MIDDLE INCOME COUNTRIES	436 201	17	174.7	25
UPPER MIDDLE INCOME COUNTRIES	511 452	20	119	17
SUBTOTAL DEVELOPING COUNTRIES/ COUNTRIES IN TRANSITION	1 973 654	78	548	77
SUBTOTAL DEVELOPED COUNTRIES	552 998	22	164.4	23
TOTAL	2 526 652	100	712.4	100

WFP FOOD PROCUREMENT IN 2005			
Developing countries/countries in transition¹²¹			
No.	Country	Quantity (mt)	Value (US\$)
1	South Africa	345 263	57 525 703
2	Indonesia	127 406	50 683 157
3	Ethiopia	162 528	42 474 511
4	Uganda	170 498	39 331 303
5	Turkey	113 578	32 140 721
6	Ecuador	27 272	31 868 760
7	China	77 161	26 931 905
8	India	108 631	26 858 170
9	Tanzania	86 504	22 128 963
10	Malaysia	33 976	19 298 745
11	Pakistan	63 955	16 694 306
12	Zambia	57 173	13 584 449
13	Russian Fed.	78 448	12 632 521
14	Sri Lanka	37 539	11 861 679
15	Thailand	17 016	10 419 091
16	Malawi	35 669	9 826 467
17	Palestinian Territories	34 070	9 758 772
18	Sudan	27 630	7 434 245
19	Argentina	11 740	6 815 834
20	Nepal	20 107	6 529 218
21	Honduras	17 179	6 409 717
22	Myanmar	27 462	5 829 840
23	Ukraine	32 933	5 440 932
24	Bulgaria	40 774	4 995 418
25	Colombia	10 265	4 896 371

¹²¹ Country income classification based on 2005-2007 DAC list with the exception of countries in transition category (CEEC and MADC) which is based on 2003-2004 DAC list.

ANNEX III WFP FOOD PROCUREMENT IN 2005			
Developing countries/countries in transition¹²²			
No.	Country	Quantity (mt)	Value (US\$)
26	Nigeria	10 231	4 426 519
27	Kenya	13 107	4 247 860
28	Lesotho	19 613	3 497 974
29	Mali	7 626	3 233 536
30	Dem.Rep.Congo	8 141	2 916 133
31	Rwanda	7 465	2 765 818
32	Senegal	7 914	2 609 775
33	Kazakhstan	10 967	2 400 667
34	Bangladesh	4 947	2 251 733
35	Mozambique	9 031	2 248 839
36	Azerbaijan	6 435	2 245 300
37	Cambodia	5 624	2 157 320
38	Vietnam	8 261	2 148 269
39	Cuba	3 594	2 116 636
40	Singapore	3 589	2 005 584
41	Mexico	3 005	1 960 398
42	Afghanistan	9 223	1 957 326
43	Burkina Faso	6 717	1 915 441
44	Guatemala	5 104	1 743 740
45	Zimbabwe	6 000	1 482 300
46	Peru	2 563	1 479 038
47	Cote d'Ivoire	2 896	1 433 263
48	Armenia	5 625	1 295 970
49	Brazil	1 033	1 295 633
50	Bolivia	2 733	954 513
51	United Arab Emirates	3 330	732 600
52	Yemen	2 833	692 446
53	Nicaragua	3 069	685 761
54	Egypt	3 357	665 071
55	Uruguay	1 732	644 617
56	Jordan	7 474	636 186
57	Swaziland	2 941	582 789
58	Belize	2 158	582 416
59	Cameroon	1 484	557 740
60	Ghana	952	518 517
61	Namibia	2 534	410 206
62	Benin	1 022	364 442
63	El Salvador	495	299 570
64	Czech Republic	1 350	297 000
65	Syria	412	260 163
66	Niger	321	216 193
67	Bhutan	771	183 075
68	Laos	280	114 456
69	Angola	350	105 700

¹²² Country income classification based on 2005-2007 DAC list with the exception of countries in transition category (CEEC and MADC) which is based on 2003-2004 DAC list.



ANNEX III WFP FOOD PROCUREMENT IN 2005			
Developing countries/countries in transition¹²³			
No.	Country	Quantity (mt)	Value (US\$)
70	Central African Rep.	204	97 567
71	Haiti	210	87 781
72	Guyana	76	42 465
73	Georgia	20	14 835
74	Hungary	59	14 760
75	Togo	5	1 324
Subtotal (77% of total value)		1 973 654	547 968 062
Developed countries			
No.	Country	Quantity (mt)	Value (US\$)
1	Canada	248 996	69 330 680
2	Italy	86 900	22 368 695
3	Denmark	35 344	22 246 503
4	Japan	73 740	17 745 699
5	Belgium	45 925	15 667 677
6	France	27 369	6 019 224
7	Netherlands	12 943	4 439 731
8	USA	17 858	4 371 715
9	Australia	3 263	1 819 820
10	Germany	662	440 639
Subtotal (23% of total value)		552 998	164 450 383
Total		2 526 652	712 418 445

¹²³ Country income classification based on 2005-2007 DAC list with the exception of countries in transition category (CEEC and MADC) which is based on 2003-2004 DAC list.



ANNEX IV TOTAL CONFIRMED CONTRIBUTIONS IN 2005 (thousand dollars)							
DONOR	DEVELOPMENT	IEFR	IRA	PRRO	SO	OTHER (1)	TOTAL
AFRICAN DEV. BANK	0	1 500	0	500	0	0	2 000
ALGERIA	3 080	3 703	0	8 067	0	0	14 850
ANDORRA	0	0	0	0	0	32	32
AUSTRALIA	6 407	15 793	22	22 613	2 906	14 809	62 551
AUSTRIA	1 855	0	0	2 489	0	0	4 344
AZERBAIJAN	0	0	0	812	0	0	812
BANGLADESH	14 347	0	0	0	0	0	14 347
BELGIUM	0	4 925	0	8 602	0	425	13 952
BHUTAN	0	0	0	0	0	1	1
CANADA	37 281	25 861	4 839	72 060	9 459	2 585	152 085
CHINA	1 750	1 000	0	0	0	50	2 800
COLOMBIA	0	0	0	407	0	2 749	3 156
CUBA	0	864	0	0	0	41	905
CZECH REPUBLIC	0	866	0	370	0	0	1 236
DENMARK	28 469	10 375	1 000	5 639	5 687	1 668	52 838
EC	6 170	116 306	0	114 259	24 286	2 919	263 940
ECUADOR	0	0	0	0	0	212	212
EGYPT	327	0	0	0	0	32	359
EL SALVADOR	0	0	0	0	0	160	160
ERITREA	0	60	0	46	0	0	106
FAROE ISLANDS	0	285	0	0	0	0	285
FINLAND	6 979	6 954	588	5 839	2 339	705	23 405
FRANCE	6 957	14 074	411	15 979	0	255	37 676
GERMANY	27 733	21 877	0	17 506	0	2 143	69 258
GREECE	0	308	0	3 229	0	100	3 637
GUATEMALA	0	0	0	0	0	140	140
HAITI	307	0	0	0	0	0	307
HOLY SEE	10	0	0	0	0	0	10
HONDURAS	465	0	0	0	0	285	750
HUNGARY	0	55	0	0	0	65	120
ICELAND	0	384	0	95	0	0	478
INDIA	8 745	2 298	0	21 927	0	2 571	35 541
IRELAND	205	6 063	1 222	9 061	1 742	1 420	19 713
ISRAEL	17	0	0	33	0	0	50
ITALY	12 385	1 948	0	9 949	1 915	21 710	47 908
JAPAN	8 182	52 900	505	79 622	18 332	987	160 528
JORDAN	0	0	0	0	0	47	47
KENYA	4 000	10 311	0	0	0	0	14 311
KOREA, REP OF	100	200	6	80	500	444	1 330
KUWAIT	0	500	0	0	0	0	500
LIECHTENSTEIN	0	0	0	19	0	27	46
LUXEMBOURG	0	4 575	0	2 493	1 018	2 595	10 681

ANNEX IV TOTAL CONFIRMED CONTRIBUTIONS IN 2005 (thousand dollars)							
DONOR	DEVELOPMENT	IEFR	IRA	PRRO	SO	OTHER (1)	TOTAL
MADAGASCAR	0	0	0	0	0	1	1
MALAYSIA	79	591	0	329	430	0	1 430
MONACO	0	36	0	0	0	0	36
NAMIBIA	2	0	0	0	0	0	2
NEPAL	0	0	0	149	0	0	149
NETHERLANDS	500	29 579	5 680	63 529	16 059	0	115 348
NEW ZEALAND	1 908	3 481	0	1 915	2 935	0	10 239
NICARAGUA	0	0	0	0	0	20	20
NIGERIA	0	33	0	0	0	0	33
NORWAY	30 253	9 706	2 786	15 571	34 141	999	93 455
OPEC FUND	100	950	0	150	0	0	1 200
PAKISTAN	0	0	0	0	0	39	39
PANAMA	2	0	0	0	0	0	2
POLAND	50	100	0	50	0	0	200
PORTUGAL	113	0	0	651	0	110	874
PRIVATE ⁽²⁾	8 177	3 950	0	6 408	3 800	1 572	23 908
QATAR	0	99	0	100	0	0	199
RUSSIAN FEDERATION	0	5 000	0	6 000	0	0	11 000
SAUDI ARABIA	0	3 262	0	0	0	0	3 262
SENEGAL	0	0	0	36	0	0	36
SINGAPORE	0	15	0	0	0	0	15
SLOVAK REP.	0	0	0	0	0	30	30
SLOVENIA	0	94	0	0	0	0	94
SOUTH AFRICA	0	0	0	5 385	0	0	5 385
SPAIN	1 727	4 466	0	3 711	1 202	489	11 595
SRI LANKA	196	0	0	0	0	0	196
SWEDEN	0	15 202	0	58 844	8 700	1 513	84 259
SWITZERLAND	5 618	4 490	1 591	19 094	5 043	221	36 057
SYRIA	1 281	285	0	0	0	28	1 595
THAILAND	0	230	1	24	0	29	285
TRINIDAD & TOBAGO	15	0	0	0	0	0	15
TURKEY	200	1 650	0	1 200	0	0	3 050
UGANDA	0	0	0	60	0	384	443
UK	14 623	30 586	0	35 163	25 042	10 868	116 281
UN	90	7 009	0	65	0	83	7 247
UNITED ARAB EMIRATES	0	957	0	1 000	0	0	1 957
USA	27 258	328 701	0	759 515	96 875	3 776	1 216 126
VENEZUELA	1 000	1 500	0	500	0	15	3 015
TOTAL	268 963	755 959	18 651	1 381 147	262 412	79 354	2 766 486
Bilateral Contributions ⁽³⁾							103 103
⁽¹⁾ Other: e.g. T/Fund, Junior Professional Officer (JPO), Government Counterpart Contributions (GCC), GPRG							
⁽²⁾ 2005 Private contributions do not include 45.4 million US\$ of extraordinary gifts- in-kind							
⁽³⁾ Including 50 million US\$ from the American Red Cross							

ANNEX V TABLE 1: DIRECT EXPENDITURES¹ BY REGION AND CATEGORY, 2002-2005 (*thousand dollars*)

	2002		2003		2004		2005	
	Expenditures	%	Expenditures	%	Expenditures	%	Expenditures	%
GRAND TOTAL	1 592 160	100	3 254 748	100	2 899 628	100	2 892 401	100
DEVELOPMENT	194 692	12	228 678	7	256 458	9	258 884	9
RELIEF	1 282 791	81	2 811 441	86	1 670 055	58	2 282 892	79
Emergency	867 053		2 072 988		992 990		1 046 223	
PRRO	415 738		738 453		677 066		1 236 669	
SPECIAL OPERATIONS	36 651	2	82 769	3	60 628	2	196 724	7
BILATERALS	38 609	2	80 470	2	794 372	27	22	0
OTHER ²	39 416	3	51 390	2	118 115	4	153 879	5
SUB-SAHARAN AFRICA	899 374	100	1 480 457	100	1 381 743	100	2 042 906	100
Percentage of all regions	56		45		48		71	
DEVELOPMENT	89 075	10	117 299	8	126 364	9	145 739	7
RELIEF	794 257	88	1 333 542	90	1 202 709	87	1 762 292	86
Emergency	476 630		790 229		757 281		745 262	
PRRO	317 627		543 313		445 427		1 017 030	
SPECIAL OPERATIONS	14 178	2	20 992	1	43 975	3	130 188	6
BILATERALS	1 864	0	8 625	1	8 695	1	4 688	0
ASIA	454 316	100	389 081	100	417 521	100	516 237	100
Percentage of all regions	29		12		14		18	
DEVELOPMENT	66 370	15	63 969	16	76 226	18	71 048	14
RELIEF	360 182	79	299 235	77	326 263	78	379 064	73
Emergency	317 652		186 249		155 817		241 316	
PRRO	42 530		112 985		170 446		137 748	
SPECIAL OPERATIONS	21 724	5	20 868	5	9 012	2	63 330	12
BILATERALS	6 040	1	5 009	1	6 020	1	2 794	1



ANNEX V TABLE 1: DIRECT EXPENDITURES¹ BY REGION AND CATEGORY, 2002-2005 (*thousand dollars*)

	2002		2003		2004		2005	
	Expenditures	%	Expenditures	%	Expenditures	%	Expenditures	%
EASTERN EUROPE AND CIS	86 788	100	67 707	100	40 411	100	35 874	100
Percentage of all regions	5		2		1		1	
RELIEF	86 418	100	67 144	99	40 411	100	35 874	100
Emergency	52 862		18 494		12 209		8 018	
PRRO	33 556		48 649		28 202		27 856	
SPECIAL OPERATIONS	235	0	-	-	-	-	-	-
BILATERALS	134	0	563	1	-	-	-	-
LATIN AMERICA AND THE CARIBBEAN	40 253	100	49 142	100	59 326	100	73 477	100
Percentage of all regions	2		2		2		3	
DEVELOPMENT	26 408	65	31 920	65	30 212	51	31 831	43
RELIEF	13 845	35	17 222	35	26 208	44	41 185	56
Emergency	3 967		1 433		8 102		10 295	
PRRO	9 879		15 789		18 107		30 890	
SPECIAL OPERATIONS	-	-	-	-	2 906	5	461	1
BILATERALS	-	-	-	-	-	-	-	-
MIDDLE EAST AND NORTH AFRICA	71 817	100	1 213 215	100	856 973	100	84 076	100
Percentage of all regions	5		37		30		3	
DEVELOPMENT	12 696	18	15 228	1	16 633	2	15 774	19
RELIEF	28 088	39	1 094 299	90	73 114	9	55 670	66
Emergency	15 940		1 076 583		57 920		35 879	
PRRO	12 148		17 716		15 194		19 792	
SPECIAL OPERATIONS	461	1	40 610	3	4 735	1	2 699	3
BILATERALS	30 571	43	63 078	5	762 490	89	9 932	12

¹ Excludes programme support and administrative costs.

² Direct Expenditures do not include ISC, General Fund, Special Accounts, Insurance and Trust Funds.

Negative figures, shown in parentheses, represent financial adjustments.



ANNEX V TABLE 2: DIRECT EXPENDITURES¹ BY COUNTRY, REGION AND CATEGORY, 2002-2005
(thousand dollars)

	2002					2003					2004					2005				
	Development	Relief	Special Oper.	Bilaterals	Total	Development	Relief	Special Oper.	Bilaterals	Total	Development	Relief	Special Oper.	Bilaterals	Total	Development	Relief	Special Oper.	Bilaterals	Total
GRAND TOTAL	194 692	1 282 791	36 651	38 609	1 592 160	228 678	2 811 441	82 769	80 470	3 254 748	256 458	1 670 055	60 628	794 372	2 899 628	260 889	2 282 892	196 724	22	2 894 406
SUB-SAHARAN AFRICA																				
Angola	0	103 484	5 071	1	108 556	-	137 820	7 625	41	145 486	-	73 486	5 903	(11)	79 377	-	43 986	6 793	(2)	50 777
Benin	1 666	-	-	-	1 666	2 409	-	-	-	2 409	2 346	-	-	-	2 346	2 124	942	-	-	3 067
Burkina Faso	2 861	226	-	230	3 317	4 589	151	-	(6)	4 734	5 614	1 248	-	14	6 876	2 766	833	-	100	3 699
Burundi	257	12 873	869	43	14 042	27	43 492	842	537	44 898	(6)	41 422	960	1 419	43 795	-	37 600	1 096	2 119	40 815
Cameroon	1 641	130	-	-	1 771	2 005	599	-	-	2 604	2 757	282	-	-	3 039	1 050	951	-	-	2 001
Cape Verde	1 625	686	-	-	2 311	1 500	454	-	-	1 954	3 649	46	-	-	3 695	557	-	-	-	557
Central African Republic	1 378	1 420	-	-	2 798	947	1 942	-	-	2 890	1 154	3 436	-	-	4 590	1 698	2 004	-	-	3 702
Chad	3 126	1 086	-	-	4 212	4 416	1 277	-	-	5 693	3 110	31 454	2 317	-	36 881	2 460	41 806	5 987	-	50 254
Congo	-	2 390	-	-	2 390	-	4 905	-	-	4 905	-	4 868	-	-	4 868	-	3 983	-	-	3 983
Congo, Dem. Rep. of the	0	41 051	1 139	(1)	42 189	-	61 926	1 945	-	63 870	-	42 613	43	-	42 656	-	59 007	3 016	-	62 023
Côte d'Ivoire	1 388	1 139	-	1 539	4 066	283	16 689	260	420	17 651	46	19 908	1 059	2 740	23 753	-	21 881	197	619	22 697
Djibouti	454	4 995	67	-	5 516	60	3 783	74	-	3 917	671	2 229	-	-	2 900	1 103	3 943	-	-	5 046
Eritrea	-	22 221	(15)	-	22 206	-	66 479	-	-	66 479	0	44 917	-	-	44 917	-	64 364	-	-	64 364
Ethiopia	18 849	108 988	177	2	128 016	16 483	207 986	-	1 233	225 702	11 887	147 931	-	1 298	161 115	25 031	311 209	-	-	336 239
Gabon	-	311	-	-	311	-	1	-	-	1	-	-	-	-	-	-	-	-	-	-
Gambia	1 170	0	-	-	1 170	1 701	1 571	-	-	3 272	1 429	56	-	-	1 485	2 138	10	-	-	2 148
Ghana	954	137	-	-	1 091	3 923	97	-	-	4 020	2 477	396	-	-	2 873	2 818	2 099	-	-	4 918
Guinea	1 340	9 131	515	-	10 986	1 128	18 529	1 320	-	20 978	2 190	9 493	557	-	12 240	3 242	9 005	24	-	12 271
Guinea-Bissau	-	2 251	-	-	2 251	-	4 154	-	-	4 154	-	3 745	-	-	3 745	-	3 110	-	-	3 110
Kenya	4 356	53 889	-	57	58 302	7 787	44 344	-	-	52 132	15 534	56 574	-	-	72 107	16 417	63 551	-	-	79 968
Lesotho	1 910	8 452	-	-	10 362	1 954	20 851	-	-	22 805	3 483	21 892	-	-	25 375	2 630	19 458	-	-	22 088
Liberia	1 522	8 828	-	-	10 350	1 851	41 526	3 040	-	46 418	583	35 438	1 780	-	37 801	(1)	35 141	23	-	35 163
Madagascar	4 242	324	190	-	4 756	3 510	6 622	(19)	-	10 113	1 773	5 981	-	-	7 754	4 506	1 796	-	693	6 995
Malawi	4 127	45 231	1 590	-	50 948	4 905	51 927	3 145	-	59 977	6 090	19 915	1 051	-	27 057	6 004	54 997	(99)	360	61 262
Mali	4 189	1 367	-	-	5 556	4 638	1 369	-	-	6 006	6 205	1 443	-	-	7 648	6 834	9 934	-	257	17 025
Mauritania	2 703	3 102	-	-	5 805	5 273	18 728	-	-	24 001	1 210	6 946	-	-	8 156	3 888	14 973	-	-	18 861
Mozambique	8 822	14 666	2 000	-	25 488	13 188	52 058	18	-	65 265	10 710	20 568	-	-	31 278	13 855	31 615	-	-	45 470
Namibia	-	1 271	-	-	1 271	-	1 316	-	-	1 316	-	2 971	-	-	2 971	-	791	-	-	791
Niger	3 781	387	-	-	4 168	2 386	39	-	-	2 425	6 457	0	-	-	6 457	6 595	37 290	184	-	44 069
Rwanda	2 595	12 202	231	-	15 028	5 146	11 500	123	-	16 770	7 352	8 412	0	-	15 764	5 445	13 323	-	-	18 768
Sao Tome and Principe	457	-	-	-	457	589	-	-	-	589	446	-	-	-	446	768	-	-	-	768
Senegal	2 839	1 027	-	-	3 866	3 884	2 628	-	-	6 511	4 900	1 885	-	-	6 785	3 361	2 860	-	-	6 221
Sierra Leone	-	20 588	1 015	(6)	21 597	2 033	25 113	11	-	27 157	4 471	9 279	37	-	13 788	4 127	9 128	7	-	13 263
Somalia	-	8 441	-	-	8 441	-	9 529	-	-	9 529	-	18 147	-	-	18 147	-	22 761	-	-	22 761
South Africa	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	480	-	-	-	480



ANNEX V TABLE 2: DIRECT EXPENDITURES¹ BY COUNTRY, REGION AND CATEGORY, 2002-2005
(thousand dollars)

	2002					2003					2004					2005				
	Development	Relief	Special Oper.	Bilaterals	Total	Development	Relief	Special Oper.	Bilaterals	Total	Development	Relief	Special Oper.	Bilaterals	Total	Development	Relief	Special Oper.	Bilaterals	Total
Sudan	3 282	96 380	383	-	100 045	5 847	126 421	907	-	133 176	4 819	354 338	30 133	-	389 290	4 400	569 691	110 879	-	684 970
Swaziland	-	2 999	-	-	2 999	-	10 049	2	-	10 051	-	7 999	-	817	8 816	-	10 779	-	(5)	10 774
Tanzania	1 406	30 282	-	-	31 688	6 569	50 179	-	-	56 747	5 231	27 535	-	-	32 766	6 092	37 556	-	-	43 649
Togo	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	289	-	-	289
Uganda	2 476	22 956	-	-	25 432	5 631	80 768	-	-	86 399	4 714	83 027	-	-	87 741	6 791	103 952	-	-	110 744
Zambia	3 547	41 827	-	-	45 374	2 320	50 815	-	1 674	54 809	4 886	18 168	-	-	23 054	8 147	43 863	-	-	52 010
Zimbabwe	-	89 291	-	-	89 291	-	155 906	-	4 725	160 631	-	70 599	-	2 418	73 017	-	67 450	-	548	67 998
Other Regional Expenditure	113	18 228	945	-	19 286	318	-	1 696	-	2 014	178	4 062	136	-	4 376	409	4 357	2 082	-	6 849
TOTAL REGION	89 075	794 257	14 178	1 864	899 374	117 299	1 333 542	20 992	8 625	1 480 457	128 368	1 202 709	43 975	8 695	1 381 743	147 744	1 762 292	130 188	4 688	2 044 911
ASIA																				
Afghanistan	-	131 546	3 596	-	135 142	-	126 576	11 715	-	138 291	-	119 073	11 603	-	130 676	-	92 260	1 779	-	94 039
Bangladesh	24 131	10 312	-	2 523	36 966	16 700	2 997	-	3 525	23 221	28 184	19 502	-	3 136	50 821	16 629	18 247	-	1 061	35 938
Bhutan	2 800	-	-	-	2 800	4 685	-	-	-	4 685	3 138	-	-	-	3 138	2 287	-	-	-	2 287
Cambodia	1 301	16 333	-	1 608	19 242	660	15 966	-	578	17 204	1 264	11 221	-	2 719	15 205	1 641	7 159	-	358	9 158
China	12 657	-	-	1 837	14 494	10 670	-	-	864	11 533	9 296	-	-	165	9 462	9 933	-	-	-	9 933
India	9 817	434	-	-	10 251	3 098	8	2	-	3 108	8 690	-	-	-	8 690	12 721	266	-	-	12 986
Indonesia	-	11 060	-	-	11 060	-	21 287	-	-	21 287	-	20 911	-	-	20 911	-	103 392	29 001	1 375	133 768
Islamabad Cluster	-	57 095	13 720	-	70 815	-	1 691	2 528	-	4 219	-	(136)	(2 667)	-	(2 803)	-	(66)	(0)	-	(67)
Korea D.P.R. of	-	101 879	796	60	102 735	-	99 955	611	42	100 608	-	121 416	54	-	121 470	-	55 402	8	0	55 410
Lao, People's Dem. Rep. of	2 375	1 116	-	-	3 491	1 953	232	-	-	2 185	2 568	1 723	-	-	4 291	3 849	815	-	-	4 664
Maldives	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2 096	2 623	-	4 719
Myanmar	-	1 472	-	12	1 484	(0)	1 947	-	(0)	1 946	-	4 611	-	-	4 611	-	9 119	-	-	9 119
Nepal	7 971	4 880	-	-	12 851	10 184	5 921	-	-	16 105	12 633	7 867	-	-	20 500	10 920	5 762	228	-	16 910
Pakistan	2 357	7 309	9	-	9 675	15 082	14 817	(0)	-	29 899	8 059	9 251	-	-	17 310	12 748	19 506	17 517	-	49 771
Sri Lanka	2 899	4 865	-	-	7 764	842	6 857	-	-	7 700	2 319	8 505	-	-	10 824	278	53 482	7 035	-	60 795
Thailand	-	-	-	-	-	-	-	-	-	-	-	10	-	-	10	-	400	-	-	400
Timor-Leste	-	889	66	-	955	-	980	-	-	980	-	2 310	-	-	2 310	-	1 331	-	-	1 331
Other Regional Expenditure	64	10 993	3 538	-	14 595	96	-	6 012	-	6 108	73	-	23	-	96	43	9 893	5 138	-	15 074
TOTAL REGION	66 370	360 182	21 723	6 040	454 316	63 969	299 235	20 868	5 009	389 080	76 226	326 263	9 012	6 020	417 521	71 048	379 064	63 330	2 794	516 237



ANNEX V TABLE 2: DIRECT EXPENDITURES¹ BY COUNTRY, REGION AND CATEGORY, 2002-2005
(thousand dollars)

	2002					2003					2004					2005				
	Development	Relief	Special Oper.	Bilaterals	Total	Development	Relief	Special Oper.	Bilaterals	Total	Development	Relief	Special Oper.	Bilaterals	Total	Development	Relief	Special Oper.	Bilaterals	Total
EASTERN EUROPE AND CIS																				
Albania	-	2 378	-	-	2 378	-	2 949	-	-	2 949	-	3 176	-	-	3 176	-	2 103	-	-	2 103
Armenia	-	3 993	-	-	3 993	-	7 122	-	-	7 122	-	3 455	-	-	3 455	-	2 345	-	-	2 345
Azerbaijan	-	3 794	-	-	3 794	-	6 455	-	-	6 455	-	3 940	-	-	3 940	-	5 548	-	-	5 548
Georgia	-	5 215	225	-	5 440	-	6 782	-	-	6 782	-	4 720	-	-	4 720	-	4 622	-	-	4 622
Kyrgyzstan	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	4	-	-	4
Macedonia, FYR	-	43	-	-	43	-	92	-	-	92	-	-	-	-	-	-	-	-	-	-
Russian Federation	-	13 843	-	261	14 104	-	13 494	-	563	14 057	-	12 515	-	-	12 515	-	8 019	-	-	8 019
Serbia and Montenegro	-	13 905	-	(126)	13 779	-	3 664	-	-	3 664	-	201	-	-	201	-	-	-	-	-
Tajikistan	-	40 098	10	-	40 108	-	26 381	-	-	26 381	-	12 436	-	-	12 436	-	13 234	-	-	13 234
Turkmenistan	-	-	-	-	-	-	204	-	-	204	-	-	-	-	-	-	-	-	-	-
Other Regional Expenditure	-	3 149	-	-	3 149	-	-	-	-	-	-	(33)	-	-	(33)	-	-	-	-	-
TOTAL REGION	-	86 418	235	134	86 787	-	67 144	-	563	67 706	-	40 411	-	-	40 411	-	35 874	-	-	35 874
LATIN AMERICA AND THE CARIBBEAN																				
Belize	-	3	-	-	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bolivia	5 178	125	-	-	5 303	6 779	16	-	-	6 795	3 865	398	-	-	4 263	3 632	646	-	-	4 279
Colombia	44	1 815	-	-	1 859	600	1 488	-	-	2 088	15	6 712	-	-	6 727	-	11 041	-	-	11 041
Cuba	2 031	212	-	-	2 243	2 548	11	-	-	2 558	3 457	181	-	-	3 638	5 750	1 840	-	-	7 590
Dominican Republic	399	498	-	-	897	400	94	-	-	493	185	(3)	-	-	182	19	(0)	-	-	19
Ecuador	2 099	32	-	-	2 131	1 590	356	-	-	1 946	93	(1)	-	-	92	-	204	-	-	204
El Salvador	278	2 278	-	-	2 556	1 807	1 988	-	-	3 795	1 395	644	-	-	2 039	705	1 403	-	-	2 107
Guatemala	1 437	4 265	-	-	5 702	2 632	3 900	-	-	6 532	1 349	2 679	-	-	4 028	2 164	6 819	-	-	8 983
Guyana	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	245	-	-	245
Haiti	5 208	-	-	-	5 208	5 545	2 195	-	-	7 739	6 356	10 364	2 906	-	19 626	7 651	13 520	302	-	21 473
Honduras	1 647	2 517	-	-	4 164	2 895	3 446	-	-	6 341	5 234	2 859	-	-	8 093	1 530	2 110	-	-	3 640
Nicaragua	3 251	1 874	-	-	5 125	3 804	3 733	-	-	7 537	6 274	2 189	-	-	8 462	6 828	2 255	-	-	9 082
Peru	4 744	11	-	-	4 755	3 317	0	-	-	3 318	1 958	187	-	-	2 145	3 207	1 103	-	-	4 309
Other Regional Expenditure	92	216	-	-	308	4	(3)	-	-	0	30	-	-	-	30	345	-	159	-	504
TOTAL REGION	26 408	13 845	-	-	40 253	31 920	17 222	-	-	49 142	30 212	26 208	2 906	-	59 326	31 831	41 185	461	-	73 477



ANNEX V TABLE 2: DIRECT EXPENDITURES¹ BY COUNTRY, REGION AND CATEGORY, 2002-2005
(thousand dollars)

	2002					2003					2004					2005				
	Development	Relief	Special Oper.	Bilaterals	Total	Development	Relief	Special Oper.	Bilaterals	Total	Development	Relief	Special Oper.	Bilaterals	Total	Development	Relief	Special Oper.	Bilaterals	Total
MIDDLE EAST AND NORTH AFRICA																				
Algeria	-	7 499	-	-	7 499	-	11 367	-	-	11 367	-	13 920	-	-	13 920	-	11 330	-	-	11 330
Egypt	4 218	-	-	-	4 218	4 070	-	-	-	4 070	4 202	-	-	-	4 202	4 452	-	-	-	4 452
Iran	-	2 722	-	-	2 722	-	10 937	21	-	10 959	-	1 831	-	-	1 831	-	723	-	-	723
Iraq *	-	2 826	-	28 928	31 754	-	1 022 882	38 358	63 067	1 124 307	-	32 419	5 898	762 490	800 807	-	18 634	374	9 932	28 940
Jordan	1 748	554	-	-	2 302	1 294	14 193	143	-	15 630	2 238	(514)	-	-	1 725	402	8	-	-	409
Lybia	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2 326	-	2 326
Morocco	1 338	-	-	-	1 338	366	-	-	-	366	-	191	-	-	191	(0)	16	-	-	16
Palestinian Territory	678	12 731	461	-	13 870	133	27 290	1 870	-	29 293	-	28 771	-	-	28 771	-	24 432	-	-	24 432
Syrian Arab Republic	1 075	993	-	-	2 068	980	6 968	218	-	8 166	3 102	(199)	-	-	2 903	3 900	-	-	-	3 900
Yemen	3 599	763	-	1 644	6 006	8 323	662	-	11	8 995	7 021	500	-	-	7 521	6 988	527	-	-	7 514
Other Regional Expenditure	40	-	-	-	40	62	-	-	0	62	70	(3 806)	(1 163)	-	(4 898)	34	-	-	-	34
TOTAL REGION	12 696	28 088	461	30 571	71 817	15 228	1 094 299	40 610	63 078	1 213 215	16 633	73 114	4 735	762 490	856 973	15 774	55 670	2 699	9 932	84 076
OTHER ²	142	-	54	-	39 613	262	-	300	3 197	55 148	7 022	1 350	(1)	17 166	143 654	(5 508)	8 806	45	(17 392)	139 831

¹ Excludes programme support and administrative costs.

² Operational Expenditures such as General Fund, Special Accounts, Insurance and Trust Funds that cannot be apportioned by project/operation, which are cumulated under the column total.

Negative figures, shown in parenthesis, represent financial adjustments.

(*) Including funds from the United Nations Security Council Resolution 986, "Oil-for-food" Agreement.



ANNEX V TABLE 3: DIRECT EXPENDITURES¹ BY COUNTRY SPECIAL STATUS CATEGORY AND REGION, 2002-2005 (*thousand dollars*)

	2002		2003		2004		2005	
	Expenditures	%	Expenditures	%	Expenditures	%	Expenditures	%
DEVELOPMENT AND RELIEF:	1 477 483	100,0	3 040 119	100,0	1 926 513	100,0	2 541 776	100,0
BY SPECIAL STATUS CATEGORY²								
Least developed countries	932 308	63,1	1 434 586	47,2	1 407 530	73,1	1 936 349	76,2
Low-income, food-deficit countries	1 227 541	83,1	2 751 419	90,5	1 828 126	94,9	2 427 089	95,5
BY REGION/COUNTRY GROUP								
Sub-Saharan Africa	883 332	59,8	1 450 840	47,7	1 329 073	69,0	1 908 030	75,1
Asia	426 553	28,9	363 203	11,9	402 488	20,9	450 113	17,7
Eastern Europe and CIS ³	86 418	5,8	67 144	2,2	40 411	2,1	35 874	1,4
Latin America and the Caribbean	40 253	2,7	49 142	1,6	56 420	2,9	73 016	2,9
Middle East and North Africa	40 784	2,8	1 109 527	36,5	89 748	4,7	71 445	2,8
DEVELOPMENT:	194 692	100,0	228 678	100,0	256 458	100,0	258 884	100,0
BY SPECIAL STATUS CATEGORY²								
Least developed countries	128 684	66,1	151 163	66,1	166 538	64,9	174 528	67,4
Low-income, food-deficit countries	186 349	95,7	210 974	92,3	234 621	91,5	247 203	95,5
BY REGION/COUNTRY GROUP								
Sub-Saharan Africa	89 076	45,8	117 298	51,3	126 364	49,3	145 739	56,3
Asia	66 372	34,1	63 968	28,0	76 226	29,7	71 048	27,4
Latin America and the Caribbean	26 408	13,6	31 919	14,0	30 212	11,8	31 831	12,3
Middle East and North Africa	12 696	6,5	15 228	6,7	16 633	6,5	15 774	6,1

¹ Exclusive of programme support and administrative costs.

² Actual classifications for each year.

³ Relief only.



ANNEX VI		CHANGE INITIATIVES	
END DATE	INITIATIVE	OBJECTIVE	MO/SO
Mainstreamed	Walk the World	Raise awareness and funds needed to end hunger of 300 million children.	MO7
Mainstreamed	Standardised School Feeding	Decentralisation of data entry and processing. Survey results used as basis for monitoring and evaluating, and to provide global reporting. Roll-out to an additional 60+COs in 2006-2007 (Training of Trainers).	MO3
Mainstreamed	Ombudsman office	Make available the services of an impartial and independent person to address informally employment-related complaints and grievances.	MO2
Mainstreamed	MOSS compliance	Achieve 100% compliance with Minimum Operation Security Standards in all Duty Stations.	MO5
Mainstreamed	Integrated Refugee Response	Improve the support provided to refugees.	MO1
Mainstreamed	Implementation of UN Joint Office	Implement the Joint Office concept in Cape Verde as a first pilot.	MO1
Mainstreamed	HIV/AIDS Awareness	With WFP Staff - Increase awareness, reduce transmission and mitigate impact of HIV/AIDS.	MO2
Mainstreamed	Expand Private Fund Raising	Increase the number of global corporate partners and expand private donor base, strengthen other types of private fund raising such as web-based collection and Friends organizations.	MO7
Mainstreamed	Contributions Forecasting	Introduce donation forecasts and improve quality, capability and processes within FD by providing analytical support to DROs, forecast future donations strategically, improve system support.	MO3
Mainstreamed	Broadbanding/Pay for Performance	Introduce 2-year Pilot Exercise Jan 2006 - Dec 2007.	MO2
Dec-05	Operations Review	Conduct a comprehensive review of the decentralization process, follow-up on recommendations.	MO3
Jun-06	Staff Matters Follow-up	Foster on-going and constructive dialogue between staff and management.	MO2
Dec-06	Training Coordination	Offer training to meet needs, coordinate to avoid gaps and overlaps, with fair access by staff.	MO2
Dec-06	RBM	Implement Corporate-wide Results-based Management Approach.	MO3
Dec-06	Supply Chain Management Project	Optimization of WFP's supply chain management.	
Dec-06	Reaching Targeted Children	Develop action plan to fill gap between number of children committed to feed and actual (estimated at 8M).	MO3
Dec-06	PASS-It-On	Systematic knowledge management system to benefit from lessons learnt. Website to record best practices.	MO4
Dec-06	National Staff Project	Provide better contract conditions to long serving SCs, encourage staff representations, move all locally recruited staff to FAO rules, have one HR manual for all staff.	MO2
Dec-06	IASC, Humanitarian Reform	Develop capacity as lead agency in inter-agency emergency logistics (ODT) and telecommunications (ADI).	MO1
Dec-06	ERM (Enterprise Risk Management)	1. Establish a risk management framework. 2. Mainstream and embed a systematic, effective and sustainable approach to managing risks and opportunities.	MO6



ANNEX VI		CHANGE INITIATIVES	
END DATE	INITIATIVE	OBJECTIVE	MO/SO
Dec-06	Emergency Response Capacity	Enhance capacity to respond to several large complex emergencies in time.	MO3
Jul-07	Country and Regional Capacity Building	Implement a systematic approach to capacity-building, and ensure harmonisation with UN partners.	SO5
Dec-07	New Business Model	Harmonize three initiatives (BPP, BPR, CMEA).	MO3
	- Best Practice Project	Enhance efficiency and cost effectiveness of needs and supply chain.	
	- Business Process Roll-out	Maximize the utilization of resources and improve on-time delivery of food aid.	
	- CMEA	Ease and fasten M&E reporting; improve SPRs and APRs; present accurate information about performance and impact of operations; attract more donors and partners.	
Dec-07	Strengthening ENAs Capacities	Bolster credibility in emergency needs assessments.	MO3
Jan-08	International Accounting Standards	Adoption of International Accounting Standards to improve governance and management.	MO6
Dec-08	WINGS II	Update core of WFP's IT infrastructure and enable new user requirements.	MO5



ANNEX VII

WFP AND THE CONSOLIDATED APPEALS PROCESS (CAP)

The CAP is an important tool for WFP, helping to raise resources under a unified framework. In 2005 WFP was the largest appealing agency, with nearly 45 percent of total CAP resources meeting WFP food and non food requirements.¹²⁷ About 70 percent of total WFP requirements were met through the CAP, approximately 15 percent less than 2004.

Food is a significant component of humanitarian responses, and WFP was the main recipient of food related CAP contributions. Food made up approximately 40 percent of total CAP requirements in 2005, compared to a high of 70 percent in 2003.

WFP and CAP ¹²⁴ Appeals (Food & Cash)		
Year	WFP as % of CAP	% WFP Requirements Financed by CAP
2000	57.0	72.5
2001	64.2	69.7
2002 ¹²⁵	58.2	88.3
2003 ¹²⁶	71.0	90.9
2004	51.8	85.0
2005	44.8	70.4

Largest Recipient Countries in 2005 in the Consolidated, Flash and Other Common United Nations Appeals (CAP) ¹²⁸		
Country	WFP as % of CAP	% WFP requirements covered by CAP
Indian Ocean Earthquake/Tsunami Flash Appeal	23.3	100 ¹²⁹
Sudan – Humanitarian and Recovery Components of the 2005 Workplan	69.2	64.5
South Asia Earthquake Flash Appeal	36.5	64.3
Occupied Palestinian Territory	15.5	90.0
Uganda	55.6	83.4

The Indian Ocean earthquake and tsunami was the largest operation resourced through the CAP in 2005, with 85 percent of total requirements met. The food sector made up about 21 percent of total CAP.

WFP was the largest single appealing organization, as well as the agency with the highest resourced rate: WFP made up more than 23 percent of the total budget of the CAP and 100 percent of WFP's requirements were met by donors.

¹²⁴ CAP Financial Tracking as at 18 January 2006.

¹²⁵ Afghanistan 2002 (ITAP for the Afghan People)

¹²⁶ Iraq crisis 2003

¹²⁷ WFP/EB.1/2006/4

¹²⁸ Financial Tracking Service (FTS), 27 January 2006.

<http://ocha.unog.ch/fts/reports/reports.asp?section=CE&Year=2005>

¹²⁹ The FTS value (for 27 January 2006) is 96.0 percent, WFP's uses a value of 100 percent for WFP requirements covered by CAP.



ANNEX VIII

ACRONYMS USED IN THE DOCUMENT

APR	Annual Performance Report
ART	anti-retroviral therapy
BMI	body mass index
BMP	Biennial Management Plan
BPP	best-practice project
BPR	Business Process Review
CAP	Consolidated Appeals Process
CARE	Cooperative for Assistance and Relief Everywhere
CBTD	community-based targeting distribution
CDC	Centers for Disease Control and Prevention
CERF	Central Emergency Response Fund
CFA	Committee on Food Aid Policies and Programmes
CFSAM	crop and food supply assessment mission
CFSVA	comprehensive food security and vulnerability analysis
CHS	community and household surveillance
CILSS	Permanent Interstate Committee for Drought in the Sahel
CMEA	Common Monitoring and Evaluation Approach
COMPAS	Commodity Movement Processing and Analysis System
CP	country programme
CSI	coping strategy index
DAC	development assistance committee
DEV	development project
DOTS	direct observed treatment therapy
DPRK	Democratic People's Republic of Korea
DSC	direct support costs
DSCAF	Direct Support Cost Advance Facility
EB	Executive Board
ECW	Enhanced Commitments to Women
EDMF	Emerging Donor Matching Fund
EMOP	emergency operation
ENA	emergency needs assessment
ERR	Emergency Response Roster
ESF	Emergency School Feeding
EU	European Union

ACRONYMS USED IN THE DOCUMENT

FAO	Food and Agriculture Organization of the United Nations
FFA	food for assets
FFE	food for education
FFT	food for training
FFW	food for work
FITTEST	Fast IT and Telecommunications Support Team
FRC	Federal Relief Commission
GAM	global acute malnutrition
HEB	high-energy biscuits
HR	Human Resources
IASC	Inter-Agency Standing Committee
ICT	information and communications technology
IDP	internally displaced person
IRA	Immediate Response Account
ISC	indirect support cost
JPO	junior professional officer
LCA	logistics capacity assessments
LDC	least-developed country
LIFDC	low-income, food-deficit country
LNO	local national officer
LTSH	landside transport, storage and handling
MCHN	mother-and-child health and nutrition
MDC	Management Development Center
M&E	monitoring and evaluation
MDG	Millennium Development Goal
MOSS	minimum operating security standards
MOU	memorandum of understanding
MP	Management Priority
NBP	New Business Project
NGO	non-governmental organization
NSP	National Staff Project
OCHA	Office for the Coordination of Humanitarian Affairs
ODA	Official Development Assistance
ODI	Overseas Development Institute
ODOC	other direct operating costs

ACRONYMS USED IN THE DOCUMENT

OECD	Organisation for Economic Co-operation and Development
OVC	orphans and vulnerable children
PACE	Performance and Competency Enhancement
PASS- <i>it-on</i>	Practical Advice Sharing System
PCA	project cash account
PLWHA	people living with HIV/AIDS
PRC	Project Review Committee
PRRO	protracted relief and recovery operation
PSA	Programme Support and Administrative Budget
RBM	results-based management
RTE	Real-Time Evaluation
RB	Regional Bureau
SADC	Southern Africa Development Community
SENAC	Strengthening Emergency Needs Assessment Capacity
SO	special operation
SP	Strategic Priority
SPLM	Sudan People's Liberation Movement
SPR	Standardized Project Report
sSA	sub-Saharan Africa
SSFS	standardized school feeding surveys
TB	tuberculosis
TDY	temporary duty
THR	take-home ration
TNT	Thomas Nationwide Transport
UNDSS	United Nations Department of Safety and Security
UNHAS	United Nations Humanitarian Air Services
UNHCR	Office of the United Nations High Commissioner for Refugees
UNHRD	United Nations Humanitarian Response Depots
UNICEF	United Nations Children's Fund
UNJLC	United Nations Joint Logistics Centre
VAM	vulnerability analysis and mapping
WCF	working-capital financing
WFP-HAS	WFP Humanitarian Air Service
WHO	World Health Organization
WINGS	WFP Information Network and Global System

