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de Alimentos

**Executive Board  
Annual Session**

**Rome, 6–10 June 2005**

# ANNUAL REPORTS

Agenda item 4

*For approval*



Distribution: GENERAL

**WFP/EB.A/2005/4**

5 May 2005

ORIGINAL: ENGLISH

## ANNUAL PERFORMANCE REPORT FOR 2004



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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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## EXECUTIVE SUMMARY

The Annual Performance Report is an important step forward in reporting from a results-based management perspective in WFP. This Annual Performance Report provides a comprehensive and analytical record of what WFP achieved in 2004, according to the priorities defined in the Strategic Plan (2004–2007) and the Biennial Management Plan (2004–2005). This report is also the first to detail outcome-level results for the Strategic Priorities and achievements to date for each of the nine Management Priorities.

WFP assisted 113 million beneficiaries in 2004, including 26 million through the Iraq bilateral operation. Almost 84 percent of the 3.7 million mt of food distributed, excluding the Iraq bilateral operation, was directed to emergency and protracted relief and recovery operations. By far, the most challenging food crisis faced by WFP in 2004 was in the Darfur region of Sudan, although there were also significant operations in Afghanistan, Bangladesh, the Democratic People's Republic of Korea, Ethiopia, the Great Lakes region, Indonesia and southern Africa. Development assistance reached 24 million people; assistance directed to least-developed countries and low-income food-deficit countries exceeded WFP targets.

Significant progress was made in reporting and analysing outcome-level results in 2004. Positive achievements toward each Strategic Priority were noted. These aimed at: saving lives in crisis; protecting livelihoods and enhancing resilience to shocks; supporting improved nutrition and health for children, mothers and other vulnerable people; and supporting access to education and reducing gender disparity in education. Positive achievements may or may not be attributable to food aid, however; aid must be coordinated and accompanied by assistance from other sectors.

More than 70 percent of the performance-indicator targets aimed at improving organizational weaknesses and strengthening operational effectiveness were either met or exceeded in 2004. Significant progress was made in upgrading staff security, enhancing connectivity and broadening partnerships, including the WFP donor base. Measuring on-time food deliveries remained a challenge, although use of the new advance working capital facility helped reach more beneficiaries on time with the same level of funds.

This is the first Annual Performance Report to present results achieved entirely within the new governance framework of WFP. The report presents initial attempts to measure and describe outcomes based on baselines, follow-up surveys and the Standardized Project Reports. Further testing of indicators and refinement of performance measurement and reporting is necessary, but progress to date has been considerable. A special section in this report highlights trends and lessons in such areas as improving beneficiary targeting in post-conflict transitions, nutrition in refugee operations and assisting households affected by HIV/AIDS. These lessons and evaluation findings with regard to demonstrating results, the transition from relief to recovery, timeliness of response and resource levels, coordination and capacity-building helped to inform and support priority-setting, policy-making and programming.



## DRAFT DECISION\*



The Board approves the Annual Performance Report for 2004 (WFP/EB.A/2005/4), noting that it provides a comprehensive record of WFP performance for the year.

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\* This is a draft decision. For the final decision adopted by the Board, please refer to the Decisions and Recommendations document issued at the end of the session.



# Contents

	<b>Page</b>
<b>Executive Summary</b>	<b>iii</b>
<b>Preface by the Executive Director</b>	<b>vii</b>
<b>Part I: Measuring Performance in 2004</b>	<b>1</b>
Introduction	1
WFP in Figures 2004	3
WFP 2004: Performance Highlights	4
Performance in 2004	6
- Overall performance	7
- Performance by Programme Category	10
Selected Trends and Lessons	16
<b>Part II: Measuring Performance by Strategic and Management Priorities</b>	<b>21</b>
Enhanced Commitments to Women	22
<b>2004 Performance by Strategic Priority</b>	<b>24</b>
<b>Strategic Priority 1</b> - Save Lives in Crisis Situations	25
<b>Strategic Priority 2</b> - Protect Livelihoods in Crisis Situations and Enhance Resilience to Shocks	30
<b>Strategic Priority 3</b> - Support the Improved Nutrition and Health Status of Children, Mothers and Other Vulnerable People	33
<b>Strategic Priority 4</b> - Support Access to Education and Reduce Gender Disparity in Access to Education and Skills Training	38
<b>Strategic Priority 5</b> - Help Governments to Establish and Manage National Food-Assistance Programmes	43
<b>2004 Performance by Management Priority</b>	<b>45</b>
<b>MP 1</b> - Strengthening Partnerships	45
<b>MP 2</b> - Human Resources Management	46
<b>MP 3</b> - Results-Based Management	47
<b>MP 4</b> - Strengthening the WFP's Knowledge Base	48
<b>MP 5</b> - Strengthening Operation Support	49
<b>MP 6</b> - Business Process Review	52
<b>MP 7</b> - Increased Transparency and Accountability	53
<b>MP 8</b> - Communication and Advocacy	54
<b>MP 9</b> - Increased Resources for Increased Needs	55



**Annexes**

I	Acronyms Used in the Document	58
II	A - WFP Organizational Chart 2004	60
	B - Staff with Contracts of One Year or Longer as at 31 December 2004	61
III	Summary of Evaluation Findings and Lessons Prepared by the Office of Evaluation (OEDE)	62
IV	Global Food Aid Profile	68
V	WFP Food Procurement in 2004	69
VI	A - Total Confirmed Contributions in 2004	71
	B - Major Donors: Directed Multilateral & Multilateral Contributions	73
	C - Multilateral Contributions to WFP 2002–2004	74
VII	Table 1: Operational Expenditures by Region and Category, (2001–2004)	75
	Table 2: Operational Expenditures by Country, Region and Category, (2001–2004)	77
	Table 3: Operational Expenditures by Country Special Status Category and Region, 2000–2003	80
VIII	Methodology	81
IX	Operational Expenditures by Region in 2004	83



# Preface by the Executive Director

WFP works in some of the most difficult and dangerous areas of the world. This makes measuring our performance challenging. However, it is critical that we understand whether or not we have positively influenced the lives of those we serve. We must be able to assess our achievements.

As 2004 opened, we were providing relief to thousands of earthquake victims in Bam, Iran. Tragically, as 2005 approached, WFP was responding to the unprecedented loss of life and livelihoods in tsunami-ravaged areas around the Indian Ocean. In the months in between, we struggled with the incredibly complex challenges in the Darfur region of Sudan and across the border in Chad, bringing food aid to millions of people displaced by conflict, hunger and extreme poverty.

By the year's end, we delivered US\$2.9 billion worth of food aid to 113 million people in 80 countries, including 26 million people in Iraq, through one of the largest bilateral operations in WFP history. These accomplishments reflect the continuing support of our donors, the contributions of our United Nations family and partners, and – significantly – the tremendous dedication of our staff to those in need. But it has also been a humbling experience for all of us – particularly when nearly 1 billion people continue to suffer from hunger, poverty, conflict and natural disasters.

WFP delivered assistance to 39 countries facing food emergencies. More than half of this assistance was directed to Africa, where the average number of food crises has almost tripled since the mid-1980s. Last year, the situation in southern Africa, burdened by the triple threat of HIV/AIDS, food insecurity and weakened capacity for governance, remained one of the world's most extensive and serious humanitarian crises.

Our development assistance programmes helped improve the outlook for longer-term food security for 24 million people in 52 countries. We expanded our school feeding network in Latin America, worked with the Sahel Alliance to expand school feeding initiatives in West Africa and co-hosted a Global Ministerial Consultation on Maternal and Child Health with the Government of India. WFP school feeding, mother-and-child nutrition projects and HIV/AIDS initiatives helped mitigate the impact of hunger and malnutrition for millions of the most vulnerable people – including pregnant and nursing mothers and young children.

According to the most recent estimates of the Food and Agriculture Organization, there are 852 million undernourished people in the world. Chronic hunger, malnutrition and related diseases cause the deaths of 25,000 people every day, with children accounting for more than 70 percent of these deaths – a silent yet catastrophic global disaster.

The nutrition of children is the keystone of their future, and every single child deserves to have that basic start to life. To deny them basic nutrition is shameful and unacceptable. Yet efforts to reduce child hunger worldwide are simply not getting the job done. The volume of food aid worldwide actually went down last year to 7.5 million tons from 10.3 million tons in 2003. This is a precipitous slide since 2001, when just under 11 million tons of food aid were delivered - particularly as the number of people in need has been growing every year. We can take some credit for the fact that nearly half of the food aid in 2004 was supplied by WFP and that 99 percent of it went to the world's least developed countries-where it is needed most. But much more needs to be done.



At the current pace of hunger reduction, the global community will fall far short of achieving the first Millennium Development Goal of halving hunger and poverty by 2015. The eight Millennium Development Goals have become major organizing themes for the work of WFP and the global development and humanitarian communities. Food and nutrition are central to achieving these goals. We cannot afford to fail.

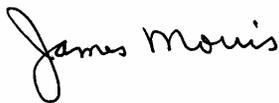
The exceptional worldwide response to the tsunami disaster silenced the sceptics and emphasized how much the world really does care when people are hurting or at risk. The partnerships we are building within the United Nations family and with the donor community, the private sector and the non-governmental organizations we work with show how much can be achieved to alleviate this suffering.

WFP reviewed new ways to finance the fight against hunger and poverty with 50 heads of state at the World Leaders Meeting on Action Against Hunger and Poverty in September 2004. Efforts to broaden and diversify our donor base continued, with contributions from new donors complementing our traditional donor base. We expanded our work with private-sector partners and launched a new fundraising event called Walk the World, which will become a truly global event to help raise funds to fight hunger. Increased collaboration with our private partners also helped refine our future strategic vision and enhance our business processes, logistics and operational expertise in 2004.

We continued to strive for improvements in security for our staff throughout 2004. The bombing of the Canal Hotel in Baghdad in August 2003 was a tragic and painful reminder that our most valuable resource is our staff, and that we operate in some of the world's most insecure and dangerous locations. WFP invested US\$20 million to upgrade staff security, but we remain acutely aware that for WFP, our United Nations family and others in the humanitarian community, security will remain paramount for the foreseeable future. A number of important initiatives, such as our first Global Staff Survey, helped us better understand and respond to the needs of our staff throughout the world.

Throughout 2004, WFP focused on ways to become more effective, efficient and responsive. We improved our internal business processes so that we can feed more people in crisis on time, and strengthened our capacity to manage, fundraise, communicate and assess vulnerability and emergency needs. The diversion of commodities from our Cambodia operation in 2004 also reminded us that we must remain ever vigilant in managing and monitoring our food aid. Diverting food from those in need is utterly reprehensible.

The Annual Performance Report is the primary instrument of accountability for all of us at WFP, our partners and our Executive Board. For the first time, we are reporting on our initial attempts to measure outcomes – the enduring benefits to those we serve – in 2004. Our progress to date in building results-based management at WFP, along with this performance report, now form the foundation for a balanced and credible view of our performance. This in turn will improve our policies, plans and priorities, and ultimately help us to better serve the world's poorest, hungriest and most vulnerable people while building a partnership committed to ending hunger among children.



James T. Morris  
Executive Director



# Part I: Measuring Performance in 2004

## INTRODUCTION

1. The 2004 Annual Performance Report (APR) marks another important step forward in the integration and evolution of results-based management (RBM) at WFP. The Strategic Plan (2004–2007) and the Biennial Management Plan (2004–2005), two new governance documents approved by the Board in October 2003, established 2004 as the first year to report on achievements under the new governance framework. The APR, identified as the major accountability tool for the Board within the new framework, monitors and reports on annual performance.<sup>1</sup>
2. The Working Group on Governance established three core principles for future APRs:<sup>2</sup> (i) measure results according to the new strategic and management priorities; (ii) gradually increase outcome-level and output-level reporting as RBM tools and practices are increasingly integrated across WFP; and (iii) present the main findings and lessons learned from evaluations. The 2004 APR adheres to all of these principles, and for the first time, places results-based performance reporting completely within the new WFP governance arrangements.
3. Part I of the APR discusses the context and highlights of WFP performance in 2004, reporting on overall performance, including planned and actual expenditures, results from the business process review (BPR) and performance by programme category. A summary of evaluation findings and lessons learned are provided in Annex III, but the Board requested that a brief overview of recent trends and lessons be included in the 2004 APR.<sup>3</sup>
4. Part II briefly highlights how WFP contributes to the Millennium Development Goals (MDGs), output-level and outcome-level results for the five Strategic Priorities (SPs), and achievements in terms of the nine Management Priorities (MPs). The annexes present information on organizational structure and staffing, evaluation findings and lessons learned, corporate data on food aid flows, contributions and donors, operational expenditures by region, country and category for 2001–2004, and methodology.
5. Measuring outcomes – the tangible and enduring changes in the lives of those in need – is a challenge shared by many in the humanitarian and development communities. Attribution of outcome-level results is complex and difficult. Positive outcomes may or may not be attributable to food aid since aid must be coordinated and accompanied by assistance from other sectors such as water, sanitation, shelter and preventative and

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<sup>1</sup> See WFP/EB.A/2000/4-D.

<sup>2</sup> The Annual Report to the Economic and Social Council (ECOSOC) focuses on WFP activities and partnerships within the United Nations system. Selected partnerships and United Nations system initiatives most relevant to performance reporting are discussed in this APR.

<sup>3</sup> WFP will continue to report on results from the Programme Category, Strategic Priority and Management Priority perspectives based on current fixed systems that report on expenditures by programme category and provide the basis for discussion of trends and lessons from emergency operations (EMOPs) and protracted relief and recovery operations (PRROs), particularly those that affected policy, as per the Board October 2004 Board Verbatim and the Note for the Record from the Board Bureau Meeting, December 2004.



curative health care. In spite of the difficulties, significant progress has been made in managing for and reporting on outcomes as introduced in the Strategic Plan (2004–2007). WFP began an extensive effort to align new and ongoing projects with these outcomes in January 2004. The APR summarizes the outcomes reported in standard project reports (SPRs) and other documents – an admirable first step in outcome-level reporting. Much remains to be done, however, and it will take time for WFP to test and refine performance measurement and reporting at the country and corporate levels, including efforts to address the attribution issue. As the ‘managing-for-results’ culture at WFP continues to evolve, the APR will be an increasingly important evidence-based management tool to guide plans, priorities and policies to help serve some of the hungriest and most vulnerable people in the world.



## **WFP IN FIGURES**

### **2004**

- WFP reached 113 million people in 80 countries in 2004 – 38 million in emergency operations (EMOPs); 25 million in protracted relief and recovery operations (PRROs); 24 million in development programmes and 26 million in the Iraq bilateral operation.
- 89 million or 78 percent of all beneficiaries were women and children.
- 16.6 million children were assisted through school feeding programmes, of which 7.9 million were girls.
- 2.8 million refugees and 6.9 million internally displaced persons (IDPs) were reached, primarily in camps.
- WFP accounted for nearly 50 percent of global food aid deliveries in 2004.<sup>4</sup>
- Total actual expenditures, including the Iraq bilateral operation, reached nearly US\$3.1 billion, slightly below the record level of 2003.
- WFP shipped 5.1 million mt of food, of which 1.6 million mt was shipped through the Iraq bilateral operation.
- New projects – valued at US\$3.76 billion – approved in 2004 include:<sup>5</sup>
  - 2 country programmes (CPs) – US\$49 million and 82,041 mt;
  - 7 development projects (DEVs) – US\$71.1 million and 103,449 mt;
  - 28 EMOPs – US\$1.56 billion and 2.45 million mt;
  - 20 PRROs – US\$1.87 billion and 3.53 million mt; and
  - 13 special operations (SOs) – US\$210.5 million.
- 38 joint emergency needs assessments were conducted with the Food and Agriculture Organization of the United Nations (FAO) or the Office of the United Nations High Commissioner for Refugees (UNHCR).
- WFP purchased 3.6 million mt of food, including the Iraq bilateral operation, valued at US\$1.05 billion in 2004 – 25 percent more than in 2003.
- US\$3.2 billion in contributions were confirmed, including nearly US\$1 billion earmarked for bilateral operations including Iraq, and US\$61.6 million in cash and gifts-in-kind from the private sector.

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<sup>4</sup> Annex V: Global Food Aid Profile contains more detailed information on global food aid deliveries.

<sup>5</sup> Includes new commitments that may extend up to five years.



## WFP 2004: PERFORMANCE HIGHLIGHTS

6. Globally, millions of people were in need in 2004 – from the 140 million affected by natural disasters to the millions in countries suffering from chronic food emergencies.<sup>6</sup> WFP planned to deliver food aid to 81 million people with projected food needs of 5.4 million mt.<sup>7</sup> By the year's end, WFP had met the emergency needs and supported the economic and social development of nearly 87 million people in 80 countries. An additional 26 million people were also assisted in Iraq through one of the largest bilateral operations in WFP history.
7. WFP distributed emergency food aid and protracted relief and recovery assistance to 63 million people in 69 countries in 2004. An estimated 57 percent went to beneficiaries in Africa, 26 percent to Asia, 15 percent to the Middle East and North Africa, and 3 percent to Latin America. The ten largest relief operations distributed emergency food aid to nearly 41 million people in Afghanistan, Bangladesh, Burundi, the Democratic People's Republic of Korea (DPRK), Ethiopia, Indonesia, Southern Africa, Sudan, Tanzania and Uganda. Development assistance – to support long-term food security – reached 24 million people in 52 countries, with 64 percent of beneficiaries in least developed countries and 94 percent in low-income food deficit countries.<sup>8</sup>
8. Selected WFP achievements in 2004 include the following:
  - Outcome-level results for a sample of 29 operations focused on saving lives and reducing acute malnutrition found that the prevalence of acute malnutrition had declined in 21 operations<sup>9</sup> of those with both baseline and follow-up survey data available, while crude mortality rates declined in four of nine operations – all in Africa.
  - EMOPs in Darfur and eastern Chad, slower to commence than originally expected as a result of restricted access, insecurity and severe logistical constraints, scaled-up and provided full food-sector coverage by the final quarter of 2004. These operations were supported by the WFP-led emergency needs assessment and nutrition survey of the entire at-risk population.
  - Results from round three of the Southern Africa Community and Household Surveillance (CHS) System found that food aid mitigated hunger and prevented beneficiaries from resorting to extreme coping strategies. Aid was most effective when targeted to asset-poor households. Asset ownership was the best overall indicator of vulnerability and an important criterion for food-aid targeting.<sup>10</sup>

<sup>6</sup> Chronic food emergencies are defined as countries in need more than 50 percent of the time between 1986 and 2004. They are Afghanistan, Angola, Armenia, Burundi, Democratic Republic of the Congo (DRC), Eritrea, Ethiopia, Georgia, Haiti, Iraq, Liberia, Mongolia, Mozambique, Sierra Leone, Somalia, Sudan, Rwanda and Tajikistan. (2004. *State of Food Insecurity*, FAO, Rome.)

<sup>7</sup> Excluding Iraq operations, WFP 2004 Programme of Work.

<sup>8</sup> WFP development assistance to least developed countries exceeded the 2004 corporate target of 50 percent or more and the corporate target of 90 percent or more to low-income food deficit countries. Least-developed countries are a subset within the low-income, food deficit country grouping, with the remaining 6 percent of development assistance directed to Bolivia, the Dominican Republic, El Salvador, Guatemala, Jordan and Peru.

<sup>9</sup> Data derived from a sample of 2004 SPRs found decreased prevalence in Côte d'Ivoire (2 operations), DPRK, Ethiopia (4 operations), Honduras, Kenya (4 operations), Malawi, Nepal (2 operations), Nicaragua, Somalia, Tajikistan and Uganda (3 operations), and increased prevalence in Eritrea, Liberia, Mauritania, Sierra Leone, Sudan (2 operations, non-Darfur) and Tanzania. Please note that statistical significance of declines was not analysed.

<sup>10</sup> For more information, please refer to the CHS Regional Analysis: Household Vulnerability and the Impact of Food Aid, commissioned by WFP and the Consortium for Southern Africa Food Security Emergency, February 2005.



- Several WFP operations aimed at reducing malnutrition and improving the health of women, children and other vulnerable people showed progress, based on data reported in 2004.<sup>11</sup>
  - Food aid helped reduce the proportion of chronically malnourished or stunted (height for age) young children in DPRK from 42 percent in 2002 to 37 percent in 2004. Acute malnutrition or wasting (weight for height) declined from 9 percent to 7 percent according to the October 2004 follow-up survey.
  - WFP school feeding operations in Afghanistan, a platform for community health as well as education, were instrumental in the success of the world's largest ever de-worming campaign, treating nearly 4.5 million children in 8,000 schools.
  - Available development food resources allowed for more rapid response to the emergency needs of populations afflicted by natural disasters in Latin America, including drought in the Chaco region of Bolivia and in Cuba, floods and landslides in the Dominican Republic and Nicaragua, civil conflict and flooding in Haiti, and frost in the Puno department of Peru.
  - WFP supported HIV/AIDS programming in 41 countries in Africa, Asia and Central America in 2004, reaching 21 of the 25 highest HIV-infected countries of the world.
9. Significant achievements were also made through initiatives to improve operational efficiency and support organizational staffing, structure and partnerships:
- More than 70 percent of the performance indicator targets against the nine MPs, aimed at strengthening operational effectiveness, were either met or exceeded in 2004.<sup>12</sup>
  - Results from the 2004 BPR pilot projects in the Occupied Palestinian Territory and the Democratic Republic of the Congo (DRC) found that 4.7 million more beneficiaries were reached on time with the same level of funds. Measuring on-time food deliveries across WFP operations proved difficult, however.
  - A record US\$88.6 million was allocated from the Immediate Response Account (IRA) to jump-start 28 operations in 2004. The IRA is a revolving and replenishable fund that allows WFP to respond more rapidly to urgent humanitarian crises.<sup>13</sup>
  - WFP purchased 3.6 million mt of food worth US\$1.05 billion in 2004, slightly more than 70 percent of the total 5.1 million mt shipped, including the Iraq bilateral operation. The total includes the largest quantity of food ever purchased by WFP in a single year for one operation – nearly 1.6 million mt for the Iraq bilateral operation.
  - An unsurpassed US\$95 million was contributed for SOs to support emergency and relief operations worldwide.
  - Substantial implementation of the US\$20 million security upgrade programme was achieved in 2004 and 100 percent of staff evacuations and relocations were successfully conducted.<sup>14</sup>

<sup>11</sup> For most operations, it is too soon to report on outcomes and some nutritional indicators continue to be piloted, such as anaemia, low birthweight and low body mass index (BMI).

<sup>12</sup> Of 34 MP indicators, 22 had targets for 2004. Of these, 16 either met or exceeded the established targets, – an average of 73 percent. Of the six MP indicators with targets that were not achieved, three had ambitious targets set at 100 percent and were 80 percent achieved.

<sup>13</sup> See “Needs and Shortfalls Report”, Yellow Pages, January 2005.

<sup>14</sup> WFP has 133 offices and sub-offices located in Phase 3 or higher operational areas. Staff evacuations and relocations were necessary in Afghanistan, DRC, Ethiopia, Indonesia, Iraq, the Occupied Palestinian Territory, Pakistan, Russia and Somalia.



- Some 71 percent of all WFP projects involved United Nations agencies, international organizations or non-governmental organization (NGO) partners, significantly exceeding the 2004 target of 38 percent.
- More than 5,600 WFP employees – nearly 60 percent of staff – responded to the first ever Global Staff Survey in 2004.

## PERFORMANCE IN 2004

10. The performance assessment by programme category presented below provides a brief overview of actual expenditures versus planned budget and the WFP Programme of Work (Tables 1 and 2). Highlights from a project performance analysis based on 2004 data from SPRs are presented along with BPR results. Selected examples of new trends and lessons for WFP are discussed at the end of Part I; evaluation findings and lessons learned are summarized in Annex III.
11. Actual 2004 expenditures, presented in Table 1, totalled nearly US\$3.1 billion, 10 percent less than in 2003 but surpassing the original management plan by 16 percent. Excluding the Iraq bilateral operation, actual 2004 expenditures were US\$2.29 billion, nearly 2 percent less than in 2003.

<b>Table 1: 2004 Planned Budget vs Actual expenditures (US\$ million)</b>			
	<b>2003 actual expenditures <sup>1</sup></b>	<b>2004 original Management Plan <sup>2</sup></b>	<b>2004 actual expenditures <sup>1</sup></b>
DEV	207	291	230
EMOP	881	927	906
PRRO	668	925	590
SO	69	16	52
Direct support cost	218	231	209
<b>Subtotal: Programme</b>	<b>2043</b>	<b>2391</b>	<b>1987</b>
PSA	135	152	142
General Fund/Special Account/Trust Funds <sup>3</sup>	45	64	105
Bilateral <sup>3</sup>	107	46	51
<b>Subtotal: Excluding Iraq Bilateral</b>	<b>2 330</b>	<b>2 653</b>	<b>2 285</b>
Iraq Bilateral <sup>3</sup>	1 073	-	788
<b>TOTAL</b>	<b>3 403</b>	<b>2 653</b>	<b>3 073</b>

<sup>1</sup> Source: Financial Statements

<sup>2</sup> Source: Biennial Management Plan (2004–2005)

<sup>3</sup> Includes direct support cost: total direct support cost expenditure for 2004 was US\$329.8 million

12. WFP resourced 85 percent or 6 million mt of food needs in 2004 (see Table 2). This amount includes 1.6 million mt for the Iraq bilateral operation. Food resourced for development needs reached 84 percent, a significant increase over the 63 percent raised in 2003. Food resourced for EMOPs declined to 77 percent, in part because of delayed resourcing for several large and unforeseen EMOPs added to the Programme of Work during the course of the year. Food resourced for PRROs reached 84 percent, a decrease



from 2003. Excluding Iraq, 48 percent of food needs resourced by WFP in 2004 were directed to EMOPs, 36 percent were directed to PRROs and 16 percent were directed to development assistance.

**Table 2: WFP Programme of Work 2003–2004 — Food Requirements**

	2003			2004		
	Food needs	Food resourced*		Food needs	Food resourced*	
	mt thousand	mt thousand	percent	mt thousand	mt thousand	percent
DEV	830	524	63	879	709	84
EMOP**	2 973	2 603	88	2 678	2 091	77
PRRO	2 007	1 865	93	1 874	1 587	84
<b>Subtotal</b>	<b>5 810</b>	<b>4 992</b>	<b>86</b>	<b>5 431</b>	<b>4 387</b>	<b>81</b>
Iraq Bilateral	2 183	2 183	–	1 651	1 651	–
<b>Total</b>	<b>7 993</b>	<b>7 175</b>	<b>90</b>	<b>7 082</b>	<b>6 038</b>	<b>85</b>

\* Includes food resources carried over from previous periods.

\*\* In 2003, the 2.183 million mt for the Iraq bilateral operation were included as EMOP.

13. In 2004, commodity purchases originated in 91 countries. WFP procured 2.4 million mt, worth US\$725 million or nearly 70 percent of the total value purchased, from 79 developing countries and countries in transition. An additional 1.2 million mt, worth US\$326 million or slightly more than 30 percent of the total value purchased, originated in 12 developed countries.<sup>15</sup>

## Overall Performance

14. To analyse performance by programme category in terms of planned versus actual beneficiaries reached and food distributed, data from a sample of 24 projects were selected from the 2004 SPRs.<sup>16</sup> All sample projects reported on outputs and outcomes, providing useful performance information. The aggregated project performance results were positive, as shown in Figure 1.
15. The sampled EMOPs revealed that, on average, 81 percent of planned beneficiaries were reached with 68 percent of planned food distributed, a positive achievement given the unpredictable and difficult operational areas of most relief operations. The results for DEVs and CPs were also positive; 77 percent of beneficiaries were reached with 74 percent of planned food.
16. The sampled PRROs revealed the largest performance discrepancy, with 69 percent of planned food distributed to 92 percent of planned beneficiaries. Funding shortfalls,

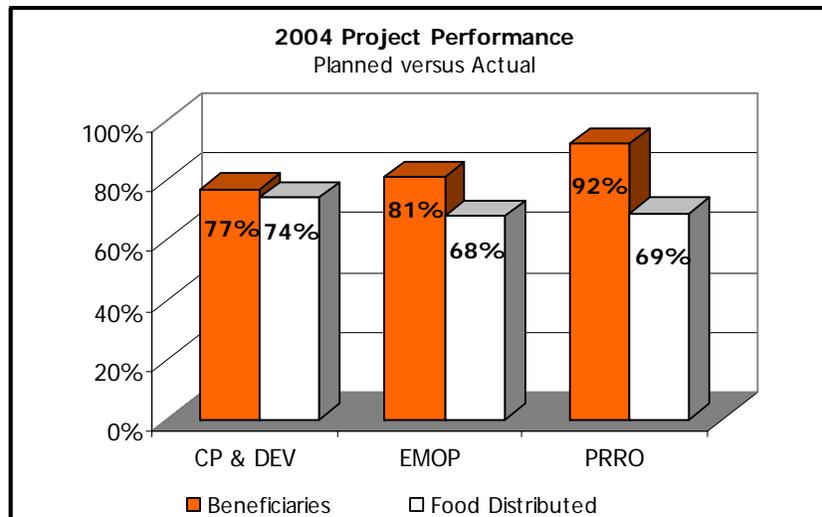
<sup>15</sup> See Annex V for more details on procurement.

<sup>16</sup> The sample reflected a balanced geographic distribution, was based on projects that were fully operational in 2004 and accounted for 32 percent of total actual beneficiaries and 27 percent of food distributed. The sample was based on SPR data for Afghanistan (PRRO10233.0), Angola (PRRO 10054.2), Bangladesh (CP 10059.0), Bolivia (CP 10159.0), the Central African Republic (PRRO10189.0), Chad (EMOP 10295.0), Colombia (PRRO 10158.0), Djibouti (DEV 5875), DPRK (EMOP 10141.2), Egypt (CP 10142.0), Ethiopia (PRRO 10127.0), Haiti (PRRO 10275.0), Indonesia (PRRO 10069.0), Lao People's Democratic Republic (DEV 10078), Madagascar (DEV 3936.1), Mali (CP 10205.0), Namibia (EMOP 10145.1), Pakistan (EMOP 10228.0), Peru (DEV 6240), Sierra Leone (DEV 10302), Sudan (EMOP 10048.2), Syria (DEV 10070), Tanzania (EMOP 10313) and Uganda (CP 10019.0).



pipeline breaks, late arrivals and changes in beneficiary targeting were the primary reasons for the variance in planned versus actual beneficiaries reached and food distributed.

**Figure 1**

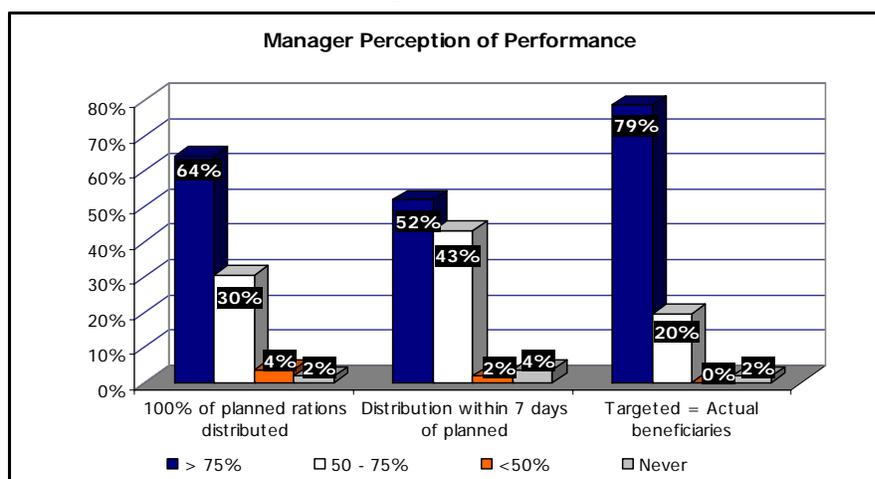


17. Factors that positively or negatively influenced overall annual performance are discussed below.
- Local procurement and the ability to use the emergency provisions of CPs and PRROs to fund emerging crises had positive influences on performance. Timely delivery of food, with no delays or pipeline breaks, was cited as positive, but only in two cases. More than one third of respondents also cited improved road conditions and logistical capacity, including Government support, as positive performance factors.
  - Pipeline breaks and late food arrivals were most frequently cited as the most significant performance constraints. Resource shortfalls, trade barriers such as import bans that affected timely delivery of WFP shipments, government policy prohibiting the distribution of non-milled genetically-modified cereals and reallocation of food from one area to another following the onset of a new emergency were also cited as negative performance factors. Severe logistical challenges and insecurity were the factors that most frequently had an adverse effect on results.
18. Several project-specific results were significant. In Bangladesh, the emergency provision of the CP helped WFP to reach 5 million flood-affected victims more rapidly and new packaging helped reduce food leakage to almost zero. The Government of Colombia contributed 4,500 mt of food to relief and recovery operations in response to a WFP emergency assessment mission that identified increased needs among IDPs, with associated costs covered by the WFP Emerging Donor Fund. Local purchases were made for the first time in Angola, where improved road conditions allowed for more cost-effective transport and less reliance on air freight.



19. Analysis of all 2004 SPRs with operational activities confirmed the findings of the sampled projects. Insecurity, pipeline breaks and movements of beneficiaries were cited as the major constraints to EMOPs. Funding shortfalls, pipeline breaks and late arrivals were the primary constraints on DEV/CPs and PRROs.<sup>17</sup>
20. The 2004 year-end performance review (see Figure 2) surveyed WFP country directors for their perceptions of overall performance regarding planned versus distributed food rations (effectiveness), whether food distributions were timely (timeliness) and if food aid reached the targeted beneficiaries (targeting).<sup>18</sup> Of directors surveyed, nearly 80 percent believed that actual beneficiaries reached targeted beneficiaries and 64 percent believed that 100 percent of planned rations were distributed. More than 50 percent believed that food was distributed within seven days of planned distribution. Distributing food aid on time is a strong indication of WFP's efficiency and effectiveness.
21. Major factors affecting on-time food distribution to beneficiaries include: (i) inadequate levels of food resourced; (ii) constraints on the use of contributions, such as funding expiry dates in advance of project end dates; (iii) earmarking certain contributions to specific countries in regional operations or certain activities within an operation, bag markings and other visibility requirements; (iv) timing of contributions and necessary lead-time to mobilize and deliver food; and (v) inconsistent delivery of all commodities needed to fill the planned food ration. As WFP expands its use of advance finance facilities, delays in distributions resulting from timing of contributions should be minimized.

Figure 2



22. Continued efforts to improve operational efficiency in 2004 were addressed through the BPR, which resulted in the development of a new business model that aims to: (i) maximize the utilization of project resources; and (ii) improve on-time availability of food within each country. Business process changes were put into place in each of the five pilot BPR projects in 2004.<sup>19</sup> The pilots validated the proposed new business process

<sup>17</sup> SPR performance analysis variables included planned versus actual beneficiaries/food distributed reported as final in 238 SPRs (308 reports, 70 covers only) based on the following variables: insecurity, pipeline breaks, lack of a country programme, poor road conditions, weak logistics capacity, movement of refugees or beneficiaries, late arrival of commodities, delayed disbursements of WFP funds, complex local procurement procedures, inaccurate beneficiary targeting, adverse environmental or climatic conditions and suspension of activities. Of the 24 sampled projects, 12 were analysed in detail, in direct proportion to the WFP Programme of Work, in order to assess those factors that positively or negatively influenced performance.

<sup>18</sup> More detailed results from the first WFP Year-End Performance Review (YEPR) to determine managerial perceptions of performance and areas for further improvement are available.

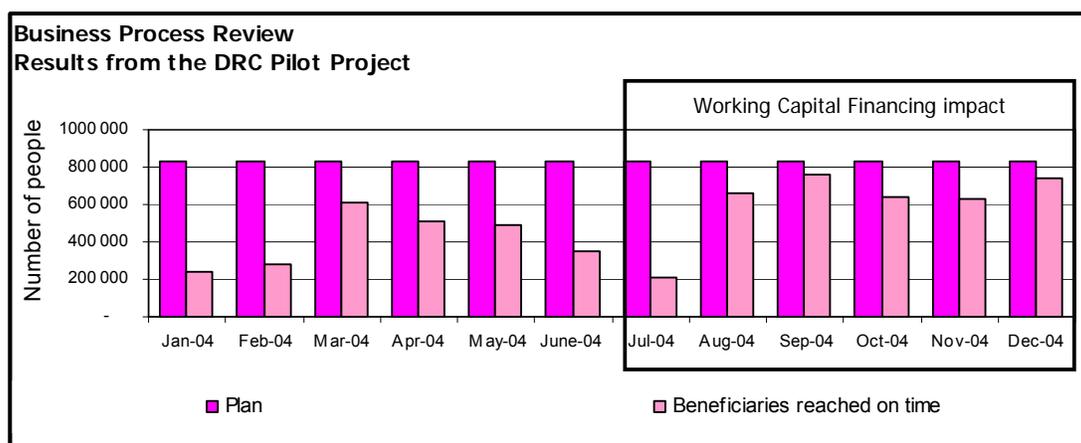
<sup>19</sup> Five pilot projects in DRC, the Occupied Palestinian Territory, the West Africa Coastal region and China.



improvements at the field level and helped to build capacity in terms of personnel, tools and methodology, and prepare for organization-wide implementation of the new business process starting in 2005.

23. The positive results of pilot testing were clear: (i) 4.7 million more beneficiaries were reached on-time with the same level of funds in pilot projects (in DRC and the Occupied Palestinian Territory); (ii) there was a significant reduction in unspent programme balances through the use of the single operational account approach at country offices; and (iii) better project budgeting and planning was achieved. For example, Figure 3 shows the improvement in on-time availability in the DRC after working-capital financing was approved in June 2004 and the pilot began in July 2004.

**Figure 3**



24. On the basis of the positive results of the pilots, the Board approved changes that will allow WFP to expand the use of the BPR working-capital financing model and pre-fill the food aid pipeline during the project preparation phase to ensure that food aid reaches beneficiaries on time.<sup>20</sup> Roll-out of the new business model and working-capital financing was planned for seven additional country operations in 2005, accounting for at least 60 percent of the WFP Programme of Work.

### Performance by Programme Category

25. Performance by programme category in terms of inputs and outputs is briefly discussed below. There were 191 operational projects in 2004 – 66 DEVs and CPs, 47 EMOPs, 51 PRROs and 27 SOs – that distributed 3.7 million mt of food assistance to 87 million beneficiaries.<sup>21</sup> (The analysis of performance in this section does not include the 26 million beneficiaries of the Iraq bilateral operation).

<sup>20</sup> See “Business Process Review: Working Capital Financing” (WFP/EB.1/2005/5-C).

<sup>21</sup> Fully operational projects may have started before or may extend beyond 2004, with CPs and regional projects counting as only one project in terms of annual performance.



⇒ *Development*

<b>Table 3: Performance Results</b>				
<b>Development</b>	<b>2003 actual</b>	<b>2004 planned</b>	<b>2004 actual</b>	<b>2004 planned/actual (percent)</b>
Total beneficiaries	16 million	21 million	24 million	114
Percent women and girls	51	-	52	-
Total actual expenditures (US\$ million)*	207	291	230	79

\* does not include direct support cost.

26. WFP assisted 24 million people – including 68 percent children – through CPs and DEVs in 52 countries in 2004. CPs and DEVs supported education and school feeding, HIV/AIDS programmes, mother-and-child health (MCH) and nutrition, agricultural rehabilitation and disaster-mitigation activities, accounting for 28 percent of total beneficiaries in 2004. Two new CPs and seven new DEVs were approved in 2004. Nearly 40 percent more food was resourced for development assistance in 2004 than in 2003. Food resourced, however, remained nearly 16 percent less than needed. Country offices leveraged partnerships, mobilized bilateral resources and used advocacy to improve the outlook for longer-term food security and poverty alleviation.

27. *Selected performance highlights from the development category*

- The Government of South Africa provided US\$1.7 million to WFP to support development of an integrated food-security information and vulnerability monitoring system in 2004, in addition to strengthening the Southern Africa Development Community vulnerability analysis initiative.<sup>22</sup>
- The “debt-for-development swap” is an innovative financing mechanism resulting from joint efforts by WFP, the International Fund for Agricultural Development (IFAD) and FAO to explore new ways to support food-security initiatives. The first debt swap redirected US\$150 million of Egyptian debt to Italy in order to invest equivalent funds in poverty-alleviation programmes. The swap has so far provided US\$10 million to support a national WFP-assisted school feeding programme for 200,000 children in three of the poorest regions of Egypt. The project has piloted a new approach to the preparation and delivery of school meals by creating job opportunities for local women in snack-processing centres.
- A more pronounced focus on education in the Sahel region, where WFP operates school feeding programmes, has produced significant results. Ministers of education in the Sahel formed an alliance in 2003 to increase access to basic education and ensure primary school completion by the majority of children in the region with the support of WFP, the United Nations Children’s Fund (UNICEF), the New Partnership for Africa’s Development (NEPAD) and other partners. Over the past five years, absolute enrolment in schools with canteens increased by 48 percent for girls and 12 percent for boys in the region. Enrolment of girls in WFP-assisted schools with both canteens and take-home rations increased by 77 percent over the same period, helping to eliminate gender disparities in education.

<sup>22</sup> The first project approved under the new SP 5 policy framework.



⇒ *Emergency Operations*

<b>Table 4: Performance Results</b>				
<b>EMOP</b>	<b>2003 actual</b>	<b>2004 planned</b>	<b>2004 actual</b>	<b>2004 planned /actual (percent)</b>
Total beneficiaries	61 million	37 million	38 million	103
Percent women and girls	51	-	52	-
Total Actual Expenditures (US\$ million)*	881	927	906	98

\*does not include direct support cost.

28. WFP assisted 38 million people through 47 EMOPs in 2004, distributing nearly 1.8 million mt of food. EMOPs accounted for 44 percent of total beneficiaries reached during the year; 28 new EMOPs were approved in 2004. Most of the operations were concentrated in sub-Saharan Africa and Asia. Five operations – Bangladesh, DPRK, Ethiopia, southern Africa<sup>23</sup> and Sudan – reached 27 million people. Nearly 92 percent of all beneficiaries reached through emergency assistance in 2004 were concentrated in the ten largest EMOPs.
29. Through EMOPs, WFP assisted 4.2 million food-insecure people in Ethiopia and Eritrea who were victims of severe and recurrent drought, and 7.6 million people in southern Africa, as a combination of HIV/AIDS, drought, low agricultural productivity and reduced governance capacity continued to foment one of the most serious humanitarian crises in history. In DPRK, 5.4 million food-insecure people received aid in addition to 8.3 million food-insecure and flood-affected people in Bangladesh. Emergency food aid was distributed to nearly 2 million conflict-affected people in Darfur and eastern Chad.
30. Reaching beneficiaries in crisis situations as quickly as possible was facilitated by the IRA, a revolving and replenishable account that provides rapid access to funds used to jumpstart emergency and relief operations. A record US\$88.6 million was allocated to initiate and support 28 operations in 2004, more than double the annual target. The Board endorsed the use of the IRA to prevent critical funding shortfalls in life-threatening situations, mainly through local and regional purchases and pre-positioning food to avert critical shortfalls and pipeline breaks beyond the initial three months of an EMOP. Use of the IRA was also endorsed, up to a limit of US\$2 million per year, in cases where there is need but no alternative funding for: (i) capacity assessments for logistics, information and communications technology (ICT) and procurement; (ii) contingency planning and emergency preparedness; (iii) needs assessments, including vulnerability analysis and mapping (VAM), targeting and technical appraisal; (iv) contingency planning and emergency appraisal; and (v) baseline analyses and surveys.<sup>24</sup>
31. ***Selected performance highlights from EMOPs***
- The crisis in Greater Darfur, fueled by 20 years of civil conflict in Sudan, food insecurity, extreme poverty and economic marginalization, was one of the most complex and intractable humanitarian crises of 2004. Intensified conflict in 2004 and forced displacement of civilians resulted in nearly 1.9 million IDPs and an influx of 200,000 refugees into eastern Chad. Aid workers, however, were almost completely

<sup>23</sup> Southern Africa region includes: Lesotho, Malawi, Mozambique, Swaziland, Zambia and Zimbabwe.

<sup>24</sup> See “Review of the Immediate Response Account” (WFP/EB.2/2004/12-A).



banned from the region by the Government from late October 2003 through February 2004, delaying the start-up of the humanitarian response led by the United Nations. WFP began efforts to expand the EMOP after a humanitarian ceasefire negotiated in mid-April 2004; however, start-up was constrained by lack of access and resources. The delay significantly undermined efforts to pre-position enough food to meet increased needs and build stocks prior to the July–October rainy season.

- A WFP-led emergency food security and nutrition assessment in Darfur in October 2004 was conducted to estimate the magnitude of food insecurity and malnutrition in the region. It confirmed that food aid had reached 70 percent of IDP households and 20 percent of local households in conflict-affected areas. Nearly 25 percent of IDPs, however, remained highly food-insecure. Delivering a full and balanced food basket was extremely difficult for much of the year because of a lack of access, flooded roads and highly insecure conditions that resulted in attacks on truck fleets and railways, at times breaking the food pipeline and forcing staff evacuations. WFP distributed 127,000 mt of food throughout the year, however, and was meeting the minimum daily nutritional needs of 1.7 million beneficiaries by the year's end.
- Malnutrition rates declined in DPRK between 2002 and 2004 according to the national nutrition assessment conducted in October 2004 by the Government, UNICEF and WFP. The assessment found that chronic malnutrition had declined to 37 percent among children under 6 in 2004, from 42 percent in 2002. Fortified food aid resulted in a 35 percent reduction in stunting among the same age group over the same period; the prevalence of acute malnutrition also declined from 9 percent to 7 percent. The situation did not improve, however, for mothers with children under 2: one in three were malnourished. More than one third of the surveyed mothers who submitted to a blood test were found to be anaemic. Pipeline breaks during the first six months of 2004, however, left nearly 3.8 million beneficiaries without cereal rations in DPRK. The arrival of major contributions by November allowed WFP to feed all targeted beneficiaries for the first time in two years. Additional pipeline breaks could undermine progress made so far towards improved nutrition.
- WFP planned to distribute 440,000 mt of food aid through a regional EMOP in southern Africa in 2004.<sup>25</sup> By the end of the year, the EMOP had distributed 95 percent of planned food to 7.6 million beneficiaries. Nearly 120,000 mt of food was purchased locally or regionally, particularly from Zambia.<sup>26</sup> Preliminary analysis of CHS results showed that food aid had a significant effect in mitigating hunger, strengthening livelihoods and increasing dietary diversity. Food aid also prevented beneficiary households with chronically ill members from resorting to extreme coping strategies. This was particularly important since the survey results found asset wealth to be the indicator most closely related to food insecurity.

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<sup>25</sup> HIV/AIDS, which is directly linked to food security in the region, has reduced life expectancies, decreased labour and agricultural productivity and resulted in nearly 2.7 million orphans and millions of elderly and other vulnerable people in need. The United Nations Joint Programme on HIV/AIDS (UNAIDS) estimates adult HIV/AIDS prevalence in the southern Africa EMOP countries to be: Lesotho 29 percent, Malawi 14 percent, Mozambique 12 percent, Swaziland 39 percent, Zimbabwe 25 percent and Zambia 17 percent.

<sup>26</sup> See Annex V for more information on WFP food procurement in developing countries and countries in transition.



⇒ *Protracted Relief and Recovery*

<b>Table 5: Performance Results</b>				
<b>PRRO</b>	<b>2003 actual</b>	<b>2004 planned</b>	<b>2004 actual</b>	<b>2004 planned/actual (percent)</b>
Total beneficiaries	27 million	23 million	25 million	109
Percentage of women and girls	51	-	52	-
Total actual expenditures (US\$ million)*	668	925	590	64

\*does not include direct support cost.

32. WFP assisted 25 million people through 51 PRROs in 2004, distributing nearly 1.3 million mt of food. PRROs accounted for 29 percent of all beneficiaries reached in 2004; 20 new PRROs were approved in 2004. Most of the PRROs were concentrated in sub-Saharan Africa and Asia; five countries – Afghanistan, Angola, DRC, Indonesia and Uganda – accounted for 12.5 million people or 50 percent of targeted PRRO beneficiaries. Nearly 66 percent of all PRRO beneficiaries were concentrated in the ten largest operations.
33. Nearly 5.3 million people were reached in Afghanistan, the largest PRRO in 2004, to support livelihoods and improve household food security. Four other large PRROs assisted 3.2 million refugees and IDPs in Angola, DRC, Indonesia and Uganda. Many of the operations that experienced the most severe and chronic funding shortfalls in 2004 were PRROs assisting refugees.
34. *Selected performance highlights from PRROs*
- WFP worked with UNICEF and other partners to establish Back-to-Peace, Back-to-School initiatives through PRROs in Afghanistan, Angola, Liberia, Sierra Leone and Sudan. In Liberia food aid and training in basic life skills, landmine awareness, HIV/AIDS prevention and vocational skills was provided for 350,000 child ex-soldiers to aid post-conflict transition. WFP provided food through specialized care centres to demobilized child soldiers and adults working to rebuild schools, bridges and roads.
  - Nearly 130,000 beneficiaries in Haiti received nearly 2,900 mt of food in response to floods and civil conflict during 2004. Civil conflict in the north, floods in the west, political instability and a lack of implementing partners initially delayed the food response to those most in need. WFP established a temporary logistics presence to distribute food because there was a serious lack of commercial truck capacity. A logistics augmentation SO was launched in March 2004; WFP was the first humanitarian agency to reach the affected areas after hurricane Jeanne. The Haiti operations provided critical relief assistance and food-for-work (FFW) activities that supported road rehabilitation, facilitated market access for small-scale farmers and improved agricultural production.
  - Local purchases under the Ethiopia PRRO have proved to be more cost-effective than providing in-kind commodities.<sup>27</sup> WFP has therefore supported local markets in Ethiopia, where an average of 67,000 mt of food was purchased locally each year between 2000 and 2004; nearly 120,000 mt was purchased and distributed in 2004

<sup>27</sup> See Ethiopia PRRO 10362.0 (WFP/EB.1/2005/8-B): Updated Annex; see also Abdulai, Barrett & Hoddinott, 2004. *Does Food Aid Really Have Disincentive Effects? New Evidence from Sub-Saharan Africa.*



alone. Local purchases of food aid have had a positive effect on domestic agricultural production and markets.

⇒ *Special Operations*

<b>Table 6: Performance Results</b>				
<b>Special Operations</b>	<b>2003 actual</b>	<b>2004 planned</b>	<b>2004 actual</b>	<b>2004 planned /actual (percent)</b>
Total actual expenditures (US\$ million)*	69	16	52	325

\*does not include direct support cost.

35. WFP SOs provided support to 11 PRROs and 16 EMOPs in 2004 through emergency rehabilitation and repair of railways, bridges and roads, logistics augmentation, establishment of food storage hubs and clearing of landmines. Particularly large operations were undertaken in Afghanistan, Chad and Sudan. Common service SOs assisted the entire humanitarian community through the establishment of the United Nations Humanitarian Air Service (UNHAS) in operational areas with no viable commercial alternative or United Nations Joint Logistics Centre (UNJLC).
36. WFP has increasingly provided designated common services through the SO programme category over the past three years; this was officially recognized by the Board in 2004, with approval of an expanded definition of the SO category.<sup>28</sup>
37. *Selected performance highlights from SOs*
- The UNHAS in Burundi was established to ensure secure transport for 9,900 humanitarian aid workers between seven locations; it was extended in response to requests by users from April 2004 to December 2005. The operation had met 160 percent of its 2004 target. UNHAS in Angola provided air transport to 29 locations in 2004, 135 percent more than planned.
  - The Chad logistics augmentation SO, launched in September 2004, received less than 25 percent of its US\$6 million project budget. The budget shortfall limited the availability of tools and equipment to enhance an essential logistics corridor through Libya. Despite financial constraints, this corridor, tested for the first time in 2004, proved viable for the delivery of food to Sudanese refugees and vulnerable local populations in Chad.
  - Another SO began in Angola in 2004; it was designed to improve the humanitarian community's access to vulnerable populations by constructing bridges with 10 to 15-year lifespans and training local authorities to maintain the bridges.

<sup>28</sup> A new definition of SOs has been undertaken to: (i) enhance the transport and logistics infrastructure, especially to meet emergency and protracted relief needs; and (ii) improve coordination within the United Nations system and with other partners through the provision of common services.



## SELECTED TRENDS AND LESSONS

38. In response to a special request by the Board, Part I of the 2004 APR closes with a brief overview of selected trends and lessons to help support priority setting, programming and policy at WFP. Annex III also discusses evaluation findings and lessons learned with regard to demonstrating results, beneficiary targeting, transition from relief to recovery, timeliness of response and resource levels, and coordination and capacity-building. The primary focus is on trends and lessons from EMOPs and PRROs such as post-conflict transition, nutrition in refugee settings and the targeting of HIV/AIDS-affected households and refugees. Findings from the external evaluation of the WFP Enabling Development policy are briefly discussed along with recent lessons from SOs.
39. **Trends from the external evaluation of the Enabling Development policy (EDP).** The EDP evaluation suggested that WFP achieves better results when development activities are integrated into pre-existing national strategies and programmes. The evaluation found that WFP development assistance reaches vulnerable people whom others generally do not reach through VAM, well-defined strategic objectives that focus on the poorest of the poor, and a participatory approach at the community level. WFP finds it difficult, however, to reach the most remote areas in food-insecure regions and some of the most vulnerable population groups. When placed in a wider policy and programme context, WFP development assistance increases sustainability and complements resources of national poverty-reduction plans. Exclusion errors remain high among women who do not attend MCH centres and among children who do not attend school; in these circumstances, more refined targeting is necessary.
40. **Best practice with real-time evaluation of the southern Africa EMOP.** The Office of Evaluation conducted its first real-time evaluation (RTE) during the drought emergency of 2002–2003 in southern Africa. The objectives of RTE were to: (i) provide immediate feedback to country offices, regional bureaux and Headquarters staff; (ii) support self-evaluation in the field; and (iii) evaluate a complex operation at different stages of delivery in order to produce better overall evaluation results. The 2003 Active Learning Network for Accountability and Performance in Humanitarian Action (ALNAP) Review of Humanitarian Action cited WFP's first experience with RTE as an example of good practice that resulted in: (i) earlier release of direct support cost funds; and (ii) more attention to the commodity-tracking system used in the Iraq EMOP. Generally, the lessons from the southern Africa RTE were significant, generalizable, disseminated and used in the second RTE of the tsunami crisis in 2005 (see Annex III).
41. **Strengthening WFP emergency needs assessments (ENAs).** WFP made significant progress in strengthening ENAs in 2004.<sup>29</sup> For example, the emergency food security and nutrition assessment in Darfur in October 2004 utilized a newly developed, more holistic approach to integrate nutrition, health and food-security information. A crucial lesson learned was the need to develop and utilize a common sampling framework to ensure reliable data. The assessment found 2.3 million IDPs in need of immediate food assistance and recommended blanket supplementary and therapeutic feeding, based on clear evidence of high malnutrition rates, especially in children. The new integrated WFP approach

<sup>29</sup> See "Emergency Needs Assessments" (WFP/EB.1/2004/4-A), which outlined WFP's commitment to strengthening ENAs and a 30-month strategic plan focused on: (i) improving transparency and accountability; (ii) strengthening methodology and guidance; (iii) improving crisis information for emergency-prone priority countries; and (iv) enhancing assessment capacity with regard to partnership and learning. See also "Definition of Emergencies" (WFP/EB.1/2005/4-A), "Exiting Emergencies" (WFP/EB.1/2005/4-B), "Humanitarian Principles" (WFP/EB.A/2004/5-C) and "Strengthening Emergency Needs Assessments: Progress to Date and Implementation Plan" (WFP/EB.3/2004/4-E).



conducts assessment missions that include all relevant WFP units such as nutrition, VAM, gender, livelihoods and food security. Challenges remain in the analyses of the role of markets, the impact of food aid, chronic and transitory food insecurity, and non-food responses such as cash transfers, tools, shelter and health interventions when determining the most appropriate response to acute food crises.

42. **Strengthening joint assessments.** New joint collaborative arrangements were agreed upon in 2004 to improve quality and transparency. The first joint WFP/International Committee of the Red Cross (ICRC) Assessment of IDPs was conducted in August 2004 to inform and guide future programming in Colombia. A WFP/ICRC survey of the socio-economic status of IDP and non-IDP households in Colombia is planned for 2005. Consultations on the WFP/FAO crop and food supply assessment missions (CFSAMs) also helped to improve the quality and transparency of joint missions and provide more timely data on vulnerability and household food needs. Consultations continue on new guidelines for the CFSAMs, although practical ways to harmonize the macro/micro-approaches to determine food aid requirements for specific crises remain a particular challenge.
43. **Targeting and programming for refugee populations.** In 2004, targeting and programming for refugees followed new joint assessment guidelines. The joint assessment mission by WFP and UNHCR to eastern Chad in October 2004 was the first to apply a multi-sectoral approach to assess food-aid requirements, considering interventions to address Sudanese refugees' needs for water, sanitation, shelter, health care, security and education. In view of the deteriorating local conditions, the mission focused on supporting the coping strategies of local populations in addition to refugees.
44. **Targeting beneficiaries in post-conflict transition.** Food aid was found to be a critical input in the disarmament, demobilization, reintegration and reinsertion programmes implemented by WFP since 2000 assisting nearly 800,000 ex-combatants; 9 of 12 programmes were part of PRROs.<sup>30</sup> Since most of these programmes were implemented in insecure areas with fragile peace accords, close coordination between all stakeholders was particularly challenging. WFP has adopted specific strategies to address the needs of vulnerable groups such as women combatants, child ex-soldiers and people affected by HIV/AIDS. These include offering food aid to family members of child soldiers; for example, extra rations were distributed in Burundi. Failure to anticipate the arrival of dependants in Sierra Leone required WFP to expand beneficiary targeting during a critical phase of demobilization in 2004. Identified best practices emphasized monitoring programmes that target the dependants of ex-combatants and improved data collection, analysis and monitoring of the most vulnerable groups.
45. **Nutrition trends in protracted refugee operations.** WFP and UNHCR conducted a joint review of protracted refugee operations in Bangladesh, Kenya, Nepal and Tanzania to investigate acute child malnutrition (wasting) in relation to food aid and other factors known to affect nutritional outcomes. Acute malnutrition in the camps in Bangladesh and Kenya often remained at high levels – greater than 15 percent – despite the fact that refugees had been settled in camps for some time. Some of these high rates were tied to pipeline breaks, under-funding of operations and factors related to inadequate health, water and sanitation provisions. The fairly low prevalence of wasting in Nepal and Tanzania was consistent with observations that a balanced food basket was regularly provided in combination with other essential services.

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<sup>30</sup> For further information, see Greenberg, M., 2004, *WFP Assistance to Disarmament, Demobilization, Reinsertion and Reintegration Programmes: A Survey*. WFP surveyed ten country offices in 2004 that had either recently supported or were planning to support demobilization and reintegration, revealing particular strengths and opportunities for future programming.



46. In protracted camp situations, a wealth of information on nutritional status collected by implementing partners and is often available, but there are few systems in place to compile and store information. This makes comparisons over time and across operations very difficult.<sup>31</sup> Providing food in the absence of sufficient non-food services and inputs does not ensure a decrease in malnutrition. Food aid for protracted refugee populations must be coordinated and accompanied by efforts in other essential sectors including water and sanitation, shelter, preventative and curative health care, and livelihood development.
47. **Reducing the burden of HIV/AIDS through food aid interventions.** WFP and its partners implemented a pilot project to alleviate the burden of HIV/AIDS in the Busia district of western Kenya, an area with the sixth-highest HIV-infection rates in the country that suffers from endemic poverty and food insecurity.<sup>32</sup> By providing monthly food rations for 36,000 poor and HIV/AIDS-affected people, the project uses food to improve nutritional status and help mitigate food insecurity. A baseline survey conducted prior to implementation of the pilot found that HIV/AIDS-affected households were not uniformly poor and food insecure, and that a dual-targeting criterion was needed to identify the most vulnerable households. Community management committees were created in focus areas to determine whether or not households were truly food insecure. The committees prioritized households headed by children, orphans and foster families, grandparents caring for orphans and families with HIV/AIDS-affected and bedridden heads of household.
48. A follow-up survey conducted eight months into the project found that in areas with the most efficient targeting of vulnerable households, 98 percent of the eligible people received their full food rations. This accounted for a substantial proportion of their daily caloric intake. Three factors contributed to successful targeting of eligible households: (i) food distribution was community-driven and community-based; (ii) most committee members were women, with greater awareness of household needs and food security – targeted households therefore benefited from women’s leadership and participation; and (iii) collaboration with community health support groups helped improve targeting of the poorest and most food-insecure HIV-infected people.
49. **Programme quality assurance team.** An inter-divisional quality assurance team was established at Headquarters to provide leadership and guidance to improve quality standards of WFP programmes. Four meetings held in 2004 focused on improvements in PRRO guidance, programme review and clearance, monitoring and evaluation approaches and promotion of sharing knowledge of best practices.<sup>33</sup> The programme quality assurance team will also oversee the common monitoring and evaluation approaches (CMEA), a 2004 initiative that aims to streamline monitoring, evaluation and reporting throughout WFP. A more accessible and user-friendly monitoring and evaluation knowledge base website was launched in December 2004.
50. An internal **Special Operations** Working Group identified gaps in the SO programme category and ensured that lessons learned were incorporated into guidance material in 2004. An increased number of humanitarian common service SOs highlighted the need for a more coordinated and collaborative approach. UNHAS has proved critically important to

<sup>31</sup> Child wasting is the indicator most often used in the acute phase of emergencies to reflect the nutritional well-being of populations. More established camp settings may offer the opportunity to use a wider variety of nutritional indicators to assess food-aid performance in relation to the well-being of refugee populations. These indicators include low birthweight, child underweight, stunting and micronutrient deficiencies. Such measures should be collected more systematically to document programmatic impacts.

<sup>32</sup> See WFP, 2005. *An Impact Study: Nutrition and Care of People Affected by HIV/AIDS, Busia District, Kenya*.

<sup>33</sup> See “Information Note on the Implementation Plan of the PRRO Evaluation Recommendations, Strengthening Programme Quality in WFP” (WFP/EB.1/2005/6-B).



the success of numerous inter-agency responses in areas with no commercially viable or safe air transport. Previous evaluations, particularly from Afghanistan, resulted in a new policy stipulating that common services undertaken by WFP on behalf of the humanitarian community be provided under separate SOs to accommodate different reporting lines, management, financial oversight and performance indicators for each type of service.





## **Part II: Measuring Performance by Strategic and Management Priorities**

51. Part II of the APR reports on achievements in terms of the five SPs and the nine MPs adopted by the Strategic Plan (2004–2007). The SPs identify output and outcome-level results that determine whether WFP operations have made tangible and enduring changes in the lives of the hungry poor. The MPs reflect performance in terms of operational efficiency and organizational capacity.
52. This section starts with a brief overview of the MDGs and the WFP's Enhanced Commitments to Women (ECW) and presents results for SPs 1 to 4, examples from the field, challenges and ways forward. Results from a census of WFP capacity-building interventions are presented in SP 5. Part II closes with achievements against targets established for the 2004 MPs. The SPs are as follows.
- 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 establish and manage food assistance programmes.
53. All of the SPs contribute to the Millennium Declaration and the MDGs. The MDGs are time-bound (1990–2015), quantified targets that address the many aspects of extreme hunger and poverty, and support gender equality, universal education, environmental sustainability and global partnerships. The MDGs provide an overall organizing framework for the SPs. The MDGs are as follows.
- MDG 1→Eradicate extreme poverty and hunger, halve the proportion of people whose income is less than US\$1 per day, halve the proportion of people who suffer from hunger.
  - MDG 2→Achieve universal primary education, and ensure that all children will be able to complete a full course of primary schooling.
  - MDG 3→Promote gender equality and empower women, eliminate gender disparity in primary and secondary education – preferably by 2005 – and in all levels of education.
  - MDG 4→Reduce child mortality, reduce under-5 mortality rates by two thirds.
  - MDG 5→Improve maternal health, reduce maternal mortality rates by three quarters.
  - MDG 6→Combat HIV/AIDS, malaria and other diseases, have halted and started to reverse the spread of HIV/AIDS and have halted and started to reverse the incidence of malaria and other major diseases.
54. WFP operations that aim to save lives and improve mother-and-child nutrition and health support MDG 1. WFP uses food to improve household food security, protect assets



and promote more sustainable agricultural practices, which also support MDG 1, through operations aimed at protecting livelihoods in crisis situations and enhancing resilience to shocks. WFP also contributes to MDG 4, MDG 5 and MDG 6 through interventions that support improved nutrition for children, mothers and other vulnerable people, including people affected by HIV/AIDS. School feeding programmes and other life-skills training initiatives contribute to MDG 2 and MDG 3. WFP operations also support and strengthen regional and local capacities to reduce hunger.<sup>34</sup>

55. WFP measures the outcomes of its interventions; the MDGs measure achievement at the impact level. Measuring impact rather than the outcomes of particular interventions is extremely challenging, particularly for humanitarian interventions.<sup>35</sup> While quantifying WFP performance in terms of the MDGs may prove extraordinarily difficult, WFP has contributed to monitoring MDG progress at the national level. Two examples from 2004 are given here.
- Five of the poverty-reduction targets in the Tajikistan Poverty Reduction Strategy Paper (PRSP) are based on the MDGs, committing the Government to integrate the MDGs into national development policies. Tajikistan is one of eight pilot countries participating in the United Nations MDG needs-assessment exercise.<sup>36</sup> WFP, as part of the United Nations country team and national Food Security Working Group, encouraged the Government to include food security in the revised PRSP.
  - WFP participated in the first comprehensive study on progress towards achieving the MDGs in Peru. A series of meetings on MDG progress were held in 2004, involving WFP as part of a broad collaboration of stakeholders, including United Nations agencies, the World Bank and the Government of Peru. Consensus was reached on the status of the MDGs in Peru and on challenges and ways forward to achieve the time-bound targets by 2015.

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## ENHANCED COMMITMENTS TO WOMEN

56. Achieving universal primary education, gender equality and the empowerment of women are considered central to the success of all the MDGs. WFP continues to emphasize that women: (i) play a crucial role in household food security; (ii) are central to hunger-reduction efforts; and (iii) ensure that food reaches the most vulnerable people.
57. WFP conducted a baseline survey in 2004 as part of the ECWs in accordance with the implementation of the 2003–2007 Gender Policy.<sup>37</sup> The survey revealed that considerable progress had been made in implementing the ECWs and mainstreaming them in

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<sup>34</sup> See the more detailed discussion of the linkages between the SPs and the MDGs in the Strategic Plan (2006–2009).

<sup>35</sup> See Pierce, J. 2004. *The Search for the End of the Rainbow – is impact assessment possible?* Birmingham, UK, Performance Assessment Resource Centre (PARC). Real-time evaluation of emergency and relief operations has been cited as a form of impact assessment in humanitarian crises.

<sup>36</sup> The MDG pilot countries include Cambodia, the Dominican Republic, Ethiopia, Ghana, Kenya, Senegal, Tajikistan and Yemen.

<sup>37</sup> See “Gender Policy (2003–2007): Enhanced Commitments to Women to Ensure Food Security” (WFP/EB.3/2002/4-A). ECW I – meet the specific nutritional requirements of expectant and nursing mothers and adolescent girls, and raise their health and nutrition awareness; ECW II – expand activities that enable girls to attend schools; ECW III – ensure that women benefit at least equally from the assets created through food-for-training and food-for-work; ECW IV – contribute to women’s control of food distributions of household rations; ECW V – ensure that women are equally involved in food distribution committees and other programme-related local bodies; ECW VI – ensure that gender is mainstreamed in programming; and ECW VII – contribute to an environment that acknowledges the important role women play in ensuring household food security and that encourages both men and women to participate in closing the gender gap.



programme areas. According to the results of the 48 country office self-assessments, nearly 70 percent of the 128 active WFP country-level agreements signed with governments included an explicit outline of ECW-related priorities.<sup>38</sup>

58. The survey results showed that women were encouraged to collect food rations in 90 percent of all relief activities or general food distributions. Women accounted for 65 percent of all food-for-training (FFT) participants. Nearly 90 percent of nutrition interventions provided micronutrient-fortified foods to pregnant and lactating women and nearly the same percentage offered informational sessions on nutrition, health and care practices. Some 70 percent of nutrition interventions offered sessions on HIV/AIDS prevention. School feeding initiatives increased activities to enable girls to attend school. In 40 percent of countries with school feeding programmes, at least half the WFP-assisted students were girls.
59. Country case studies surveyed beneficiaries in Colombia, Indonesia, Kenya, Rwanda, Sierra Leone and Zambia to collect information on their perceptions of whether or not women were encouraged to collect their food or had been designated as food entitlement holders. The case studies identified good practices to help WFP staff, beneficiaries and implementing partners to shift from a largely operational focus of simply giving women access to food to a more empowering approach to help women exert more control over food resources.<sup>39</sup> Recommendations from the case studies included adopting practices that enhance the safety of women and children during distributions, engaging men in programme set-up and execution, and offering leadership and negotiation training for women as part of FFT activities.<sup>40</sup>

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<sup>38</sup> See “Information Note on the Progress of Implementation of the WFP Gender Policy (2003–2007)”, June 2005.

<sup>39</sup> See *Women’s Control of Food in Relief Case Study Project*, summary report, December 2004.

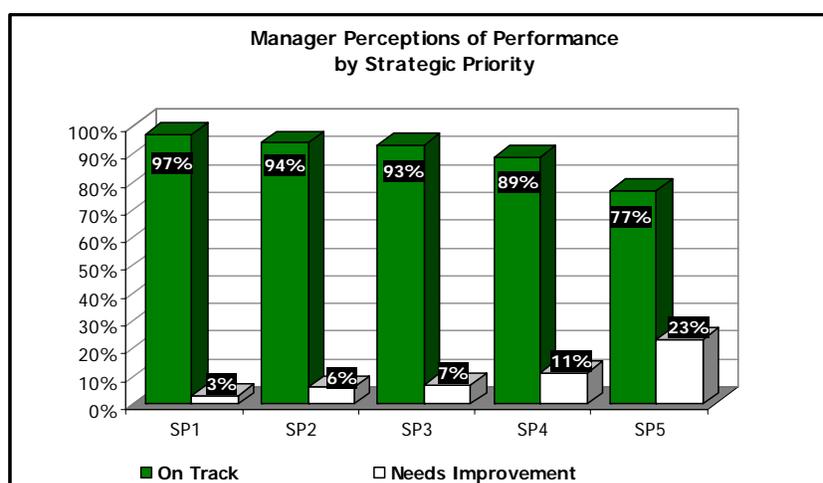
<sup>40</sup> WFP, 2004. *Mainstreaming a Gender Perspective into VAM in line with the WFP Gender Policy 2003–2007*.



## 2004 PERFORMANCE BY STRATEGIC PRIORITY

60. By adopting RBM principles, WFP has started the shift from an operational focus on short-term inputs to a focus on enduring benefits such as saving lives in crisis, protecting livelihoods, supporting nutrition and education for the most vulnerable and hungry people worldwide. In terms of total operational expenditures, 51 percent were attributable to operations most closely aligned with SP 1 in 2004, 22 percent were attributable to SP 2, 11 percent to SP 3 and 13 percent to SP 4.<sup>41</sup>
61. The Year-End Performance Review (YEPR) surveyed country offices for managerial perceptions of overall performance against the SPs, including whether or not WFP was on-track with regard to the five SPs. Nearly all those surveyed believed performance was on-track for SP 1, SP 2, SP 3 and SP 4 (see Figure 4); 77 percent of managers believed that WFP was on-track for SP 5, but this area had the greatest identified need for improvement.<sup>42</sup>

Figure 4



<sup>41</sup> For more details on operational expenditures, see Annex VII and Annex VIII.

<sup>42</sup> Results from the YEPR to determine managerial perceptions of performance and areas for further improvement.



## STRATEGIC PRIORITY 1 – SAVE LIVES IN CRISIS SITUATIONS

<b>Table 7: SP 1 – Overview of WFP Operations</b>		
<b>Major type of activity:</b> General relief distributions	<b>2003</b>	<b>2004</b>
Estimated number of beneficiaries <sup>43</sup>	71 million	48 million
Percentage of women beneficiaries	51	52
Estimated operational expenditures	US\$2.06 billion	US\$988 million
Percentage of overall operational expenditures	68	51
Percentage of projects reporting outcomes in SPRs <sup>44</sup>	28	86

### Significant Results

#### ⇒ *Outcomes related to SP 1*

62. The objective of SP 1 is to save lives in crisis situations. Two outcome indicators – prevalence of acute malnutrition and crude mortality rate – were analysed to monitor how well WFP is responding to the needs of those in crisis and to measure the results of humanitarian efforts. WFP made significant progress in measuring SP 1 outcomes in 2004, despite the time lags inherent in measuring nutritional outcomes and the considerable challenges of measuring crude mortality rates.
63. Analysis of SPR data focused on a sample of 55 operations, of which 70 percent reported on SP 1 indicators. Table 8 presents the prevalence of acute malnutrition and crude mortality for all countries that reported SP 1-related data. Of the 55 operations sampled, 29 reported SP 1 outcomes based on baseline and follow-up survey data; of these, 21 reported reduced rates of malnutrition over time.<sup>45</sup> These results reflect populations in a wide range of crises and cannot be aggregated. In some cases, the data presented reflect the baseline status of populations prior to intervention by WFP and its partners; in others, relief was already being delivered. Attribution of results on a global level involving the nutritional status and mortality data from multiple operations in different countries is therefore very difficult. In Darfur, for example, as in many parts of Ethiopia, the high prevalence of acute malnutrition – over 15 percent even in non-crisis years – is related to food insecurity, lack of clean water and sanitation, low immunization rates and poor pre-natal care of pregnant women.

<sup>43</sup> The estimated number of beneficiaries counts beneficiaries twice when they participate in more than one project during the year, and for 2004 does not include the 26 million beneficiaries of the Iraq bilateral operation.

<sup>44</sup> Of the 164 fully operational projects in 2004, 72 had activities related to SP 1, of which 61 – or 86 percent – reported on at least one SP 1 or proxy outcome indicator.

<sup>45</sup> The statistical significance of declines was not analysed. At least seven countries with sudden-onset natural disasters did not report on outcomes because of the limited duration of the intervention. For example, WFP rapidly moved emergency food supplies ranging from two-week to three-month durations to affected populations in response to earthquakes and floods in Haiti, Iran and Morocco. Measuring the outcomes of these interventions through nutritional indicators is not possible, yet food aid provided vital assistance at critical times before other support such as cash transfers started.



**Table 8: SP 1 – Save Lives in Crisis Situations**

<b>Outcome</b>					
1.2	Reduced and/or stabilized prevalence of acute malnutrition among beneficiaries.				
1.3	Reduced and/or stabilized crude mortality in an identified population.				
<b>Performance indicators</b>					
1.2.1	Prevalence of acute malnutrition among under 5s by gender (assessed using weight-for-height)				
1.3.1	Crude mortality rate:				
	- among the targeted population by the end of the first EMOP period				
- among children under 5 by the end of the first EMOP period					
<b>Country (EMOP/PRRO)</b>		<b>Acute malnutrition prevalence (%)</b> <b>2004 Target: &lt;10%</b> <b>[Date]</b>		<b>Crude mortality rate (people/10,000/day)<sup>46</sup></b> <b>[Date]</b>	
		<b>Baseline</b>	<b>Follow-up</b>	<b>Baseline</b>	<b>Follow-up</b>
Algeria (PRRO 10172.00)		10.6 [9/2002]			
Central America (PRRO 10212.00), El Salvador		2.1 [10/2003]			
Central America (PRRO 10212.00), Guatemala		6.0 [09/2003]			
Central America (PRRO 10212.00), Honduras		4.1 [07/2004]	1.8 [09/2004]		
Central America (PRRO 10212.00), Nicaragua		3.5 [no date]	3.3 [no date]		
Colombia (PRRO 06139.0)		8.4 [no date]			
Côte d'Ivoire (EMOP 10244.0)		17.0 [02/2003]	7.0 [11/2003]		
Côte d'Ivoire (EMOP 10244.01)		7.0 [11/2003]	5.2 [06/2004]		
DPRK (EMOP 10141.02)		16.0 [09/1998]	7.0 [10/2004]		
Djibouti (PRRO 10283.00)			6.6 [11/2004]		
Eritrea (EMOP 10261.0)		13.8 [03/2004]	14.1 [10/2004]		
Eritrea (EMOP 10192.0)		14.8 [12/2003]			
Ethiopia (EMOP 10030.2)		11.0 [05/2000]	9.6 [12/2004]	0.4 [05/2000]	0.5 [12/2004]
Ethiopia (EMOP 10030.3)		11.0 [05/2000]	9.6 [12/2004]	0.4 [05/2000]	0.5 [12/2004]
Ethiopia (PRRO 10127.0)		10.3 [04/2003]	9.1 [05/2004]		
Ethiopia (EMOP 10197.1)		11.0 [05/2000]	6.3 [06/2004]	0.4 [05/2000]	0.4 [06/2004]
Gambia (Regional 10249.00)		8.2 [05/2003]			
Guinea (WAC 10064.01)		2.1 [no date]	1.1 [no date]	0.5 [no date]	0.1 [no date]
Great Lakes (PRRO 10062.1), Tanzania		5.0 [12/2003]	5.1 [12/2004]	0.3 [12/20/03]	0.35 [12/2004]
Kenya (PRRO 06226.0), Dadaab camp <sup>47</sup>		15.1 [06/2003]	6.9 [06/2004]		
Kenya (PRRO 06226.0), Kakuma camp		14.4 [12/2003]	8.5 [02/2004]		2.3 [no date]
Kenya (PRRO 10258.00), Dadaab camp		15.1 [06/2003]	6.9 [06/2004]		
Kenya (PRRO 10258.00), Kakuma camp		14.0 [12/2003]	8.5 [02/2004]		
Liberia (West Africa PRRO 10064.01)		3.9 [03/2004]	4.7 [12/2004]	2.0 [no date]	1.1 [no date]
Mauritania (Regional 10249.00)		13.5 [03/2003] 23.0 [10/2003]	18.4 [10/2004]		
Namibia (PRRO)		0.6 [no date]	0.7 [no date]		
Nepal (PRRO 10058.02)		8.4 [06/2003]	8.0 [06/2004]	0.1 [no date]	0.1 [no date]
Nepal (PRRO 10058.03)		8.4 [06/2003]	8.0 [06/2004]		
Pakistan (10171.0) <sup>48</sup>		5.0 [no date]			

<sup>46</sup> Five of the total 43 operations analysed for SP 1 outcomes had crude mortality rates above the internationally defined emergency threshold of 1/10,000 deaths per day.

<sup>47</sup> Baseline under-5 crude mortality rate reported at 2.1/10,000 for Dadaab camp, follow-up at 1.3/10,000; under-5 mortality rate reported at 2.3/10,000 for Kakuma camp at follow-up survey (no baseline).

<sup>48</sup> Baseline under-5 crude mortality rate reported at 1.0/10,000 for Pakistan.



Country (EMOP/PRRO)	Acute malnutrition prevalence (%) 2004 Target: <10% [Date]		Crude mortality rate (people/10,000/day) <sup>46</sup> [Date]	
	Baseline	Follow-up	Baseline	Follow-up
Uganda (PRRO 10121.00), IDPs <sup>49</sup>	12.5	8.5	3.89	1.87
Uganda (PRRO 10121.00), Refugees	12.3	7.5		
Uganda (PRRO 10121.00), Karamoja	21.6	18.7		3.9
Sierra Leone (West Africa PRRO 10064.01)	5.4 [03/2003]	5.6 [09/2004]		
Somalia (PRRO 10191.0)	17.2 [12/1999]	15.0 [12/2004]	1.7 [12/2004]	
Southern Africa (EMOP 10290.00), Malawi <sup>50</sup>	3.5 [09/2002]	2.9 [12/2004]	1.6 [09/2002]	1.3 [12/2004]
Southern Africa (EMOP 10290.00), Lesotho	3.2 [08/2002]			
Southern Africa (EMOP 10290.00), Mozambique				0.7 [06/2004]
Sudan (EMOP 10339.0), Darfur	21.8 [09/2004]		0.72 [09/2004]	
Sudan (EMOP 10048.1), Port Sudan		28.4 [01/2004]		0.46 [01/2004]
Sudan (EMOP 10048.2), Kassala IDP camp		13.0 [09/2004]		0.01 [09/2004]
Sudan (PRRO 10122.0)	11.1 [03/2004]	11.9 [no date]		0.4 [12/2004]
Sudan (PRRO 10122.1) <sup>51</sup>	10.6 [03/2004]	16.9 [no date]		
Tajikistan (10231.00)	18.8 [11/2001]	11.1 [11/2004]		

64. Although a universal framework for interpreting acute malnutrition data does not exist, the World Health Organization (WHO) proposed the following classifications: (i) less than 5 percent prevalence of acute malnutrition in surveyed populations is considered low; (ii) between 5 percent and 9 percent is considered poor; (iii) between 10 percent and 14 percent is serious; and (iv) greater than 15 percent is critical. Crude mortality rates above 1/10,000 per day exceed the internationally agreed threshold of >1.0 for defining a public health emergency. Collecting mortality information may be politically sensitive during emergency situations, and in some cases governments may be hesitant to permit data collection.

### ⇒ *Outputs related to SP 1*

65. Table 9 measures global results regarding the percent of planned food distributed and the number of beneficiaries receiving WFP food assistance. Informed linkages between beneficiaries reached with adequate food resources (outputs) and improvements in nutrition and mortality (outcomes), can only be reported on a country-specific level, however. Overall project performance, discussed in Part I, also incorporates the analysis of outputs related to SP 1, planned versus actual food distributions and number of beneficiaries, as related to EMOPs and PRROs.

<sup>49</sup> No dates available for Uganda baseline or follow-up surveys.

<sup>50</sup> Baseline under-5 mortality reported at 1.6/10,000 for Malawi, follow-up at 1.3/10,000; under-5 mortality reported at 0.7 for Mozambique (no baseline).

<sup>51</sup> Outcome statistics do not provide dates; information was obtained through monitoring reports.



<b>Table 9: SP 1 – Save Lives in Crisis Situations</b>			
<b>Output</b>			
1.1	Increased access to food for highly food-insecure populations in areas affected by conflict and disaster where WFP has operations.		
<b>Performance indicators</b>		<b>2004 target</b>	<b>2004 actual</b>
1.1.1	Quantity of food distributed (by project, category, commodity, time).	100%	79%
1.1.2	Number of beneficiaries receiving WFP food assistance.	No target.	48 million

66. Three country examples illustrate clear linkages between outputs and outcomes. Results from 2003 and 2004 for the Dadaab and Kakuma refugee camps in **Kenya** were compared. From February to April 2003, the food basket distributed was reduced by 30 percent because of pipeline breaks, resulting in an average daily consumption of 1,600 kcal. According to a June 2003 nutrition survey, acute malnutrition was 15.1 percent in the Dadaab camp and 14 percent in the Kakuma camp. The resource situation eventually improved, however, and results from a June 2004 follow-up survey revealed that nutrition in both camps had improved significantly: acute malnutrition fell to 6.9 percent in Dadaab and 8.5 percent in Kakuma. Improved nutrition was largely the result of a steady food pipeline and intense information campaigns on good breastfeeding and hygiene practices.
67. In the case of the **Ethiopia** PRRO (10127) actual beneficiaries were far fewer than planned because of a revalidation of the refugee population that eliminated inclusion errors. In **Eritrea**, delays in food arrivals and serious in-country fuel shortages resulted in less than half of planned food actually being distributed. The country office managed the scarce food resources available by focusing on the most vulnerable groups, pregnant and lactating women, and malnourished children. General rations were reduced during the harvest period in areas with low acute malnutrition and acceptable levels of household food security.

### Examples from the Field

68. **Darfur Nutrition Survey.** WFP conducted a nutrition and mortality survey in Darfur in close collaboration with the United States Centers for Disease Prevention and Control (CDC), UNICEF, Save the Children UK and the Government of Sudan. The survey was conducted within the framework of a larger food security needs assessment to help inform the humanitarian community on the magnitude of the food and nutritional crisis and provide a baseline to follow the crisis over time and assess WFP's performance. The survey found that the overall prevalence of acute malnutrition was high at 21.8 percent among children of 6–59 months – not significantly higher than pre-crisis levels for Darfur – and that the crude mortality rate of 0.72/10,000 per day was below the internationally agreed threshold for defining a public health emergency. These findings suggested that food resources provided from April to September had prevented malnutrition from reaching critically high levels. A follow-up survey is planned for 2005.
69. Of all the operations reported in Table 9, only **Mauritania** showed a marked increase in the prevalence of acute malnutrition over time (<-2z scores), from 13.5 percent to 18.4 percent. When interpreting acute malnutrition data, it is always important to consider the timing of nutritional surveys relative to seasonal factors, as this case illustrates. The height of the dry season in Mauritania lasts from June through September; an October 2003



survey showed acute malnutrition at 23 percent. WFP shifted the focus of its intervention to more effectively address the needs of women and children, traditionally the groups most affected by food insecurity. A subsequent survey, conducted in October 2004 during the drought and locust invasions revealed that acute malnutrition had declined.

### **Challenges for Measuring Results and Ways Forward**

70. A major challenge to conducting nutritional surveys in the emergency phase is the uncertainty of populations living in different areas. Timelines for nutritional surveys in emergency settings are very short and it is often necessary to limit the amount of information collected through surveys. Rapid measures and data-entry templates for assessing food security as part of nutritional surveys need to be developed, both to assist in interpreting the causes of malnutrition and to help predict future changes in malnutrition, which tends to be a lag indicator. Baselines completed in 2004 to measure SP 1 outcomes relied heavily on Headquarters staff and resources and on counterparts such as UNICEF, UNHCR, WHO and governments. To enhance WFP's staff capacity, a new nutrition survey guidance manual will form the basis of future nutrition training modules.
71. Greater agreement is necessary among international agencies on nutrition assessment methods and the interpretation of crude mortality data. In the humanitarian community, there is a need to standardize methodologies for assessing needs based on nutritional status, mortality rates and food security. WFP continues to work with its partners in developing methodologies and guidance materials on nutrition and mortality data collection in emergencies as part of the Standardized Monitoring and Assessment of Relief and Transitions (SMART) initiative.<sup>52</sup> More work is necessary, however, to integrate food security indicators into this initiative in order to better understand the contribution of food assistance to saving lives and reducing malnutrition compared to other forms of assistance. WFP is also involved in discussions with WHO and UNICEF in the development of guidance on emergency data collection.

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<sup>52</sup> The SMART initiative addresses issues of common interest to organizations dealing with humanitarian crises.



## STRATEGIC PRIORITY 2 – PROTECT LIVELIHOODS IN CRISIS SITUATIONS AND ENHANCE RESILIENCE TO SHOCKS

<b>Table 10: SP 2 – Overview of WFP Operations</b>		
<b>Major types of activities:</b> FFW, food for assets (FFA), FFT, resettlement	<b>2003</b>	<b>2004</b>
Estimated number of beneficiaries <sup>53</sup>	25 million	22 million
Percentage of women beneficiaries	51	51
Estimated operational expenditures	US\$533 million	US\$414 million
Percentage of overall operational expenditures	18	22
Percentage of projects reporting outcomes in SPRs. <sup>54</sup>	33	42

### Significant Results

#### ⇒ *Outcomes related to SP 2*

72. The objective of SP 2 is to protect livelihoods in crisis and enhance resilience to shocks. Reporting for SP 2 has not yet become widespread, pending the results of pilot studies on defining suitable indicators.<sup>55</sup> The nature of SP 2 is complex, given that there are many activities supporting the protection of livelihoods in crisis and enhancing beneficiaries' resilience to future shocks. The current focus of the piloted indicator is related to protecting livelihoods; this indicator analyses the proportion of household expenditures allocated to food. Enhancing a household's ability to cope with a shock through livelihood protection helps to prevent the start of a downward spiral in income and welfare.

<sup>53</sup> The estimated number of beneficiaries counts beneficiaries twice when they participate in more than one project during the year.

<sup>54</sup> Of the 164 fully operational projects in 2004, 112 had activities related to SP 2, of which 40 – or 42 percent – reported on at least one SP 2 or proxy outcome indicator.

<sup>55</sup> See "Food-Based Safety Nets: Concepts, Experiences and Future Programming Options" (WFP/EB.3/2004/4-A). Given that the indicators are being tested, country offices in non-pilot countries did not have to report on the outcome-level indicator for 2004.



<b>Table 11: SP 2 – Protect Livelihoods in Crisis Situations and Enhance Resilience to Shocks</b>			
<b>Outcome</b>			
2.2	Increased ability to manage shocks and meet necessary food needs.		
<b>Performance indicators</b>		<b>2004 target</b>	<b>2004 actual</b>
2.2.1	Proportion of beneficiary household expenditures devoted to food.	Target to be set.	See text below.
	Ghana*		
	Households headed by men		39%
	Households headed by women		48%
	Occupied Palestinian Territory*		
	Hardship households		33%
	New poor		28%
	Bedouins		32%
	Fisherfolk		32%

\*The two pilot studies, Ghana and the Occupied Palestinian Territory, established baseline values and do not measure outcomes of SP 2-related projects.

### Examples from SP 2 Pilot Countries

73. The pilot studies in Ghana and Occupied Palestinian Territory were intended to test the validity of the SP 2 outcome indicator on proportions of household expenditures for food and non-food items (see Table 11). Ghana illustrates the difficulties of monitoring long-term outcomes that are imperative to enhancing resilience to shocks. Work being undertaken at the community level includes replanting herbal and medicinal plants, cultivating and selling seedlings and enhancing and preserving natural resources, including tree planting, well construction and de-silting of dams and dikes.
74. In Ghana, pilot study analysis included reporting on many other variables such as asset holdings and number and importance of income sources, including stratification by gender of household head. As a result, it was possible to draw inferences from the data regarding the percentage of household expenditure devoted to food. Similar patterns emerged in the Occupied Palestinian Territory, but were based on beneficiary categories rather than communities. The data reported the full range of household expenditures on food and non-food items, including purchases on credit.<sup>56</sup>
75. The pilot studies illustrated the complexities of SP 2 data collection, analysis and reporting at the outcome level. Very few SPRs reported the share of household expenditures dedicated to food because no reporting requirement is in place. The pilot studies found that household expenditures need to be at the centre of a household livelihood profile containing additional information on income sources and their importance, and on household size and access to credit.
76. Other outcome results are shown in the following three examples. The Georgia PRRO made positive changes to livelihoods of beneficiary households: (i) 53 percent had increased investments in their land; (ii) 28 percent cultivated an additional area;

<sup>56</sup> See the SP 2 summary report of the pilot projects.



(iii) 45 percent avoided loans; and (iv) 70 percent avoided further depletion of assets. In the Ethiopia CP, sustainability was evidenced by individuals maintaining assets without assistance for two years after construction. In fact, 90 percent of surveyed households met the condition for sustainability by ensuring that 75 percent of community assets were maintained after two years. In the Peru DEV, potato cultivation, part of a micro-watershed project, increased from 2.7 mt to nearly 5 mt; 75 percent of this was destined for self-consumption.

<b>Table 12: SP 2 – Protect Livelihoods in Crisis Situations and Enhance Resilience to Shocks</b>			
<b>Output</b>			
2.1	Target beneficiaries participate in food-supported asset creation and income-generation activities.		
<b>Performance indicator</b>		<b>2004 target</b>	<b>2004 actual</b>
2.1.1	Percentage of women beneficiaries participating in asset- and income-generating activities.	≥70	51

77. An analysis of 16 sample SPRs reporting on results related to SP 2 showed that 86 percent of planned FFW and food-for-assets (FFA) activities and 90 percent of planned FFT activities were completed in 2004. Sample SPRs analysed include Afghanistan, Angola, Armenia, Bangladesh, Bolivia, China, Egypt, Ethiopia, Georgia, Ghana, Indonesia, Peru, the Occupied Palestinian Territory, Syria, Tajikistan and Uganda. FFW activities include construction of schools, roads, embankments, irrigation systems, dykes, fisheries and agroforestry activities. FFT activities include agricultural extension training, HIV/AIDS prevention, literacy education, counterpart staff training, post-harvest handling and storage, and gender mainstreaming. FFW and FFT activities contribute to the building of community assets over time and are designed to help protect the local environment and enhance the resilience of local populations to future shocks.

### Challenges for Measuring Results and Ways Forward

78. At the outcome level, calculation of the food-shares indicator was successful but interpretation of this indicator requires complementary variables to understand households' livelihood profiles and resilience. A single indicator – or even two indicators – is unlikely to capture the outcomes of the diverse range of SP 2 interventions implemented by WFP. The currently piloted indicator with a proposed complement of dietary diversity is a better measure of current livelihood provisions. Dietary diversity measures have high correlations with other indicators of food and livelihood security such as expenditures, disposable income and household size. This indicator could help to capture short-term livelihood resilience to future health shocks and current income shocks whereas household livelihood profiles based on expenditure patterns could capture longer-term livelihood gains.
79. At the technical level, sampling design for baseline surveys requires more clarification and guidance for field implementation. Ghana selected its sample from the communities where the programme would operate and stratified them by cluster, whereas the Occupied Palestinian Territory selected its sample from the beneficiary population, stratified by socio-economic status. At the analysis level, calculation of household expenditure data and shares is always difficult; this issue is not unique to WFP. Recall methodologies in survey data collection encounter problems in defining recall periods – too long a recall leads to respondent error and too short a recall results in omission of less



frequent activities or purchases. This was true in the SP 2 pilots with seven-day recall data on food expenditures not picking up purchases of cereal grains in bulk that may take place only once a month.

80. Reviewing the SPRs showed that FFW and FFA activities of short duration will not demonstrate livelihood-oriented outcomes. This is simply because of the limited food distributions of one to two months that act as stop-gap measures between agricultural seasons; the pilots therefore recommended that the expenditure indicator should not be used for projects of less than one-year duration. WFP will revisit outcome monitoring for this SP in the light of lessons learned from the pilot studies. The focus will be on establishing quality baselines and monitoring systems, and identification of indicators.

### STRATEGIC PRIORITY 3 – SUPPORT THE IMPROVED NUTRITION AND HEALTH STATUS OF CHILDREN, MOTHERS AND OTHER VULNERABLE PEOPLE

<b>Table 13: SP 3 – Overview of WFP Operations</b>		
<b>Major types of activities:</b> MCH, supplementary and therapeutic feeding, HIV/AIDS-related, nurseries and kindergartens	<b>2003</b>	<b>2004</b>
Estimated number of beneficiaries <sup>57</sup>	11 million	12 million
Percentage of women and girls	56	55
Estimated operational expenditures	US\$153 million	US\$205 million
Percentage of overall operational expenditures	5	11
Percentage of projects reporting outcomes in SPRs <sup>58</sup>	21	92

#### Significant Results

##### ⇒ *Outcomes related to SP 3*

81. The objective of SP 3 is to provide food, micronutrient-fortified as appropriate, for children, mothers and other vulnerable groups in situations where inadequate food consumption contributes to malnutrition and where food-supported interventions can be an important part of the solution. The nature of activities related to SP 3 varies from support for ante-natal care to community-based initiatives to enhance child growth and provide nutrition education for the rehabilitation of already malnourished children. The prevalence of anaemia is currently being piloted as an indicator to measure change in the micronutrient status of children and of women for operations where micronutrients are provided.

<sup>57</sup> The estimated number of beneficiaries counts beneficiaries twice when they participate in more than one project during the year.

<sup>58</sup> Of the 164 fully operational projects in 2004, 99 had activities related to SP3, of which 66 – or 67 percent – reported on at least one SP 3 or proxy outcome indicator.



82. Table 14 presents a summary of data reported for 2004. Only 25 percent of 31 sampled projects analysed with objectives related to improving the nutritional status of targeted populations reported on one or more SP 3 indicators. Nearly 40 percent reported on nutritional indicators collected through project monitoring of beneficiaries; about one third of nutrition-related projects did not report on any outcome indicators. Some of the main reasons for low reporting of outcome indicators are the relatively new reporting requirements and financial resources and constraints related to collaborating partners and staffing. Projects in Cambodia, India, Malawi and Mauritania reported more than two data points, allowing trends to be assessed. Most results suggest that WFP-supported interventions are having a positive impact on the nutritional status of beneficiaries.

**Table 14: SP 3 – Support the Improved Nutrition and Health Status of Children, Mothers and Other Vulnerable People**

<b>Outcome</b>				
3.3.1	Reduced level of 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.			
<b>Performance indicators</b>				
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			
	- Prevalence of underweight children			
3.3.2.1	Prevalence of malnutrition among adult women (assessed using BMI and low birthweight) to be collected on a pilot basis.			
3.3.3.1	Prevalence of anaemia among targeted beneficiaries to be collected on a pilot basis.			
<b>SP 3: 3.3.1 Reduced Level of Malnutrition among Children under 5</b>				
<b>Country, operation number</b>	<b>Indicator</b>	<b>Baseline percent [Date]</b>	<b>Follow-up percent [Date]</b>	<b>Notes/trend</b>
Cambodia DEV (10170.0)	Underweight (<-2 z)	<b>51.1</b> [9/2002]	<b>50.5</b> [9/2004]	Little change observed in the prevalence of different indicators of child malnutrition over the first two years of the project (see discussion).
	Stunting (<-2z)	<b>42.9</b> [9/2002]	<b>40.7</b> [9/2004]	
India DEV (10107.0)	Underweight (<-2 z)	<b>44.3</b> [12/2002]	<b>35.2</b> [7/2004]	Study done to assess the impact of providing fortified blended food showed significant reduction in underweight prevalence and child anaemia.
	Anaemia (Hb <11 g/l)	<b>87.7</b> [12/2002]	<b>82.3</b> [7/2004]	
Malawi DEV (10106.0)	Wasting (<-2z)	<b>3.5</b> [9/2002]	<b>2.9</b> [12/2004]	Surveys in one district showed little change in prevalence of wasting over time.
Mauritania DEV (10209.0)	Wasting (<-2z)	<b>13.5</b> [3/2002]	<b>18.4</b> [11/04]	Surveys showed an increase in prevalence of wasting associated with deteriorating food-security situation resulting from locust infestation.



<b>SP 3: 3.3.1 Reduced Level of Malnutrition among Children under 5</b>				
<b>Country, operation number</b>	<b>Indicator</b>	<b>Baseline percent [Date]</b>	<b>Follow-up percent [Date]</b>	<b>Notes/trend</b>
Nepal DEV (10093.0) <sup>59</sup>	Underweight (<-2z)	<b>50.0</b>		Mid-term follow-up surveys undertaken in two areas at end of 2004 not available at time of SPR exercise.
	Anaemia (Hb<11 g/l)	<b>66.0</b>		
Sierra Leone DEV (10302.0)	Wasting (<-2z)	<b>9.8</b> [3/2004]		
<b>SP 3.3.2 Reduced level of malnutrition among women. SP 3.3.3 Reduced level of anaemia among pregnant and lactating women and targeted children.</b>				
<b>Country, operation number</b>	<b>Indicator</b>	<b>Baseline percent [Date]</b>	<b>Follow-up percent [Date]</b>	<b>Notes/trend</b>
Bangladesh DEV (10059.0)	Low birthweight	-	<b>10.4</b> [10/2004]	Significantly lower than the national average in fourth year of activity (30 percent).
Cambodia DEV (10170.0)	Anaemia (pregnant)	<b>80.1</b> [9/2002]	<b>62.2</b> [9/2004]	Significant reduction in the prevalence of anaemia observed among pregnant and lactating women two years into the project.
	Anaemia (lactating)	<b>70.9</b> [9/2002]	<b>62.3</b> [9/2004]	
Sierra Leone DEV (10302)	Low BMI (lactating)	<b>16.8</b> [9/2002]	<b>12.9</b> [9/2004]	
	Low BMI (lactating)	<b>17.7</b> [3/2004]		

83. Measuring the output and outcome level results of HIV/AIDS-related programmes remained a challenge in 2004. There were no results reported against the outcome indicator related to HIV/AIDS: school enrolment rates for orphans and vulnerable children 10 to 14 years of age in high-priority districts for HIV/AIDS. A number of initiatives may prove helpful in the future, however. A joint needs assessment of gender and HIV/AIDS in 2004 identified how the gender dimensions of HIV/AIDS are addressed in existing WFP programmes, which may help with targeting. The pilot study on targeting beneficiaries in HIV/AIDS-affected households in Kenya, presented in Part I, may also aid future measurement.
84. WFP supported programmes in 21 of the 25 countries with the highest HIV infection rates in the world through programmes such as prevention of mother-to-child transmission, home-based care, tuberculosis and anti-retroviral therapy programmes. Prevention education activities especially targeted school children and school teachers, beneficiaries of relief operations, people living with HIV/AIDS and their families, and vulnerable populations. WFP organized various training sessions and sensitization campaigns for transport workers under contract. Food was also provided to beneficiaries in 32 countries as livelihood support to ensure the food security of HIV-affected households, including orphans, vulnerable children and host families, and through FFW or FFT rations.

<sup>59</sup> Note that the Nepal survey results are the average of baseline surveys conducted in three separate areas at different points in time; specific survey results are available upon request.



## Significant Results

### ⇒ *Outputs related to SP 3*

85. The nutrition service reviewed the extent to which fortified foods are used in CPs. The analysis was not restricted to mother-and-child nutrition projects, but it found that fortified foods make up a significant proportion of the total food distributed by WFP. Over 20 percent of WFP commodities were fortified with essential vitamins and minerals; these fortified commodities were mainly intended to meet the micronutrient needs of infants, children and pregnant and lactating women.
86. A survey of nutrition activities conducted as part of the ECW found that 90 percent of reviewed projects targeting pregnant and lactating women were distributing micronutrient-fortified foods. Another ECW commitment stipulates that de-worming medication should be given, as appropriate, to pregnant and lactating women in the second and third trimesters of pregnancy. The importance of this commitment was demonstrated in a recent scientific study, which found that women receiving albendazole, a de-worming medication, during the second trimester of pregnancy had a lower rate of severe anaemia during the third trimester and gave birth to heavier babies. Infant mortality at 6 months was 41 percent lower than among those mothers who did not receive de-worming supplements.<sup>60</sup> Only one third of WFP nutrition projects actually provided de-worming medication in 2004.

**Table 15: SP 3 – Support the Improved Nutrition and Health Status of Children, Mothers and Other Vulnerable People**

Output			
3.1	Increased participation of target populations in food-supported nutrition interventions.		
3.2	Increased number of food-insecure families benefiting from food assistance interventions in high-priority districts for HIV/AIDS.		
Performance indicators		2004 target	2004 actual
3.1.1	Number of children reached through food-supported nutrition interventions.	No target set.	6.9 million
3.1.2	Number of vulnerable women reached through food-supported nutrition interventions.	No target set.	1.9 million
3.1.3	Percentage of micronutrient-fortified food delivered through WFP-supported nutrition interventions.	No target set.	20
3.2.1	Percentage of high-priority districts for HIV/AIDS receiving food-supported interventions by international organizations.	No target set.	See text above.

### Examples from the Field

87. **Fortification of Integrated Child Development Services (ICDS) food in Uttar Pradesh, India.** WFP commissioned a study in India in 2004 to determine the potential impact of providing fortified food to malnourished beneficiaries.<sup>61</sup> The findings support the overall conclusion that positive nutritional outcomes are achievable through food support,

<sup>60</sup> Chistian, P. Khattry, S.K. and West, K.P. "Antenatal anthelmintic treatment, birthweight, and infant survival in rural Nepal". *The Lancet* 364: 981-3.

<sup>61</sup> The findings discussed are preliminary and are based on a study commissioned by WFP, conducted in coordination with the Institute of Applied Sciences and Development Studies, Lucknow, India.



especially where a lack of micronutrient-rich food is a constraint. Locally-produced fortified blended food was provided to 94 percent of beneficiary children in one area, who were then compared with children in another area not receiving the food. The study verified that minimal sharing took place in households: nearly three quarters of the children consumed 60 percent of the food provided. The findings showed a significant reduction in terms of child wasting: severe malnutrition declined from 12.7 percent to 3.5 percent, while moderate malnutrition declined from 44.3 percent to 35.2 percent over 15 months. Significant reductions were also observed in micronutrient deficiencies.<sup>62</sup>

88. **MCH activity in Cambodia.** The Cambodia MCH activity reported on the impact of a large community-based nutrition intervention over time. A 2002 baseline survey documented high rates of child underweight and stunting, and anaemia among pregnant and lactating women. A 2004 follow-up survey found mixed results. There was a reduction in the prevalence of anaemia and night blindness, a particular symptom of vitamin A deficiency among pregnant and lactating women. Steady distributions of fortified foods through a full food basket may simply not be enough to improve nutrition outcomes. Collaboration with United Nations partners and other implementing partners is necessary to ensure adequate coverage of humanitarian sectors other than food to ensure positive results. Providing micronutrient-fortified foods was a useful way to mitigate high levels of wasting in malnourished children.

### Challenges for Measuring Results and Ways Forward

89. It is not easy to effectively collect nutrition data related to SP 3 in locations where nutrition interventions are most needed. Baseline and follow-up data are necessary to evaluate the extent to which projects are achieving targets. Given the relatively small proportion of country offices reporting on SP 3 indicators supported by baselines and follow-up surveys, there are a number of challenges to address. CP cycles that began prior to the adoption of RBM may not yet have established the capacity to capture measurable results, and therefore rely on monitoring data to report outcomes. Smaller country offices are challenged by limited funds to conduct surveys and difficulty finding implementing partners.
90. Another challenge relates to weaknesses in many monitoring systems in countries with nutrition programmes. Nutrition surveys provide a good understanding about how nutritional status is changing in a given population over time, but information from monitoring systems can also provide insights into how changes observed as part of surveys may plausibly be associated with WFP interventions. WFP will conduct a review of nutrition monitoring systems in 2005 to develop standardized methods and offer more guidance to country offices.

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<sup>62</sup> Anaemia fell from 87.7 percent to 82.3 percent, and sub-clinical vitamin A deficiency (serum retinol <20 µg/dl) fell from 37.3 percent to 24.9 percent.



## STRATEGIC PRIORITY 4 – SUPPORT ACCESS TO EDUCATION AND REDUCE GENDER DISPARITY IN ACCESS TO EDUCATION AND SKILLS TRAINING

<b>Table 16: SP 4 – Overview of WFP Operations</b>		
<b>Major types of activities:</b> School meals and take-home rations for school children in primary and secondary schools	<b>2003</b>	<b>2004</b>
Estimated number of beneficiaries (girls and boys) <sup>63</sup>	15.2 million	16.6 million
Percentage of girls	48	48
Total number of countries with WFP school-feeding operations	69	72
Estimated operational expenditures	US\$206 million	US\$256 million
Percentage of overall operational expenditures	7	13
Percentage of projects reporting outcomes in SPRs <sup>64</sup>	21	91

91. School feeding reached 16.6 million children in WFP-assisted primary schools in 2004, a 9 percent increase in the number of children fed compared with 2003.<sup>65</sup> WFP provided nutritious food in schools to increase enrolment rates and improve attendance among girls and boys, supported by a growing body of evidence demonstrating that food in school not only contributes to improved attendance but also school performance. The WFP-assisted schools also provided important community platforms to address socio-economic and health-related challenges such as reducing gender disparity in education, de-worming campaigns, HIV/AIDS prevention, developing school gardens and building kitchens with fuel-efficient stoves.
92. Partnerships have now become the primary means of ensuring provision of the “essential package” of interventions that complement school feeding. These services include school materials, water, latrines, micronutrient supplementation, de-worming and education in basic skills, health, hygiene, HIV reduction and prevention of sexual exploitation.<sup>66</sup> NEPAD and the Millennium Hunger Task Force developed the concept of home-grown school feeding to provide a market outlet for the local production of smallholders in Ethiopia, Ghana, Kenya, Malawi, Mali, Mozambique, Nigeria, Senegal, Uganda and Zambia in June 2003. WFP helped host governments to prepare concept papers and strategies to enhance participation in home-grown school feeding initiatives in 2004. Networks in other regions such as the Latin American School Feeding Network, Sahel Alliance and the Middle East Strategy, have also enhanced their commitments to school

<sup>63</sup> The estimated number of beneficiaries counts beneficiaries twice when they participate in more than one project during the year.

<sup>64</sup> Of the 164 fully operational projects in 2004, 103 had activities related to SP 4, of which 94 – or 91 percent – reported on at least one SP 4 or proxy outcome indicator.

<sup>65</sup> See WFP, 2005. *School Feeding Works: Standardized Survey Results 2004*.

<sup>66</sup> Partners helping to provide the “essential package” in 2004 included UNICEF, WHO, FAO, TNT Post Group (TPG) and International Paper.



feeding by sharing resources and information to improve the nutrition, health and basic education of school-age children.

**Table 17: SP 4 – Support Access to Education and Reduce Gender Disparity in Access to Education and Skills Training\***

Outcome			
4.3	Increased enrolment of girls and boys in WFP-assisted schools.		
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.		
Performance indicators		2004 target	2004 actual
4.3.1	Absolute enrolment: number of girls and boys enrolled in WFP-assisted schools: Annual rate of change - Percentage of girls - Percentage of boys	No target No target	12 7
4.3.2	Net enrolment rate: percentages of primary school-age girls and boys enrolled in WFP-assisted primary schools: - Net enrolment of girls - Net enrolment of boys	70 70	61 71
4.4.1	Attendance rate: percentage of girls and boys in WFP-assisted schools attending classes during the school year.	80	92
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	1.05

\*based on the *Standardized School Feeding Survey* results.

## Significant Results

### ⇒ *Outcomes related to SP 4*

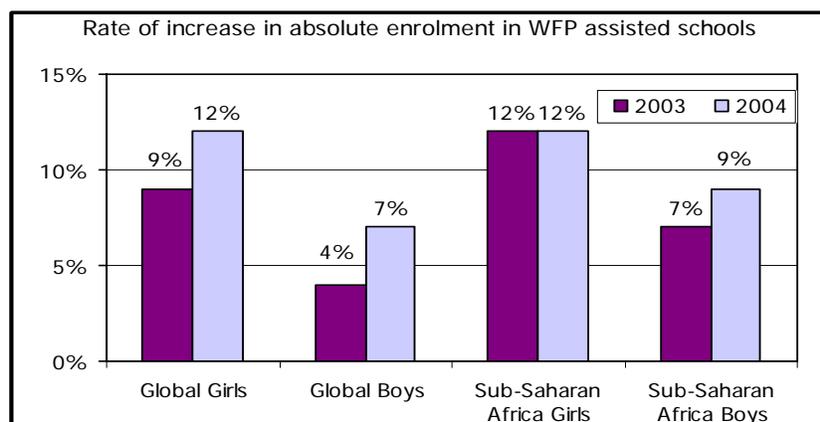
93. WFP continued to utilize two important tools to analyse SP 4 results for 2004 – the Standardized School Feeding Survey (SSFS) and the Advanced Research and Global Observation Satellite (ARGOS) monitoring system.<sup>67</sup> The SSFS, one of the most comprehensive data sets available for analysing the effects of school feeding in food-insecure developing countries, also serves as the baseline for measuring performance against the SP 4 indicators. For 2004, 1,950 primary schools with school feeding projects were surveyed and an additional 13 baseline surveys were completed. ARGOS was implemented in five new countries, with more than 1,700 devices installed in 15 countries, double the number installed in 2003.

<sup>67</sup> See the “School Feeding Annual Report” for more information; note that the SSFS refers to the School Feeding Baseline Survey and any follow-up surveys that used the same methodological tools.



94. SSFS results were analysed to assess outcomes in 2004. The first indicator measures absolute enrolment or the number of girls and boys enrolled in primary school during the official enrolment period, typically the first month of the academic year.<sup>68</sup> Globally, survey results indicated that average absolute enrolment increased by 9 percent between 2003 and 2004 for WFP-assisted schools; this was largely attributable to increased enrolment of girls.

Figure 5



95. **Absolute enrolment.** At the global level, absolute enrolment increased across all primary grades between 2003 and 2004; overall, the 2004 results were very positive.<sup>69</sup> Absolute enrolment increased in all countries surveyed except Iran and Armenia.<sup>70</sup> The rate of increase in absolute enrolment of girls in WFP-assisted schools in sub-Saharan Africa was 12 percent between 2003 and 2004, the same rate as 2002–2003 (see Figure 5); there was a 9 percent increase in the enrolment rate of boys.<sup>71</sup> Yemen recorded the largest increase – 18 percent over 2003; the increases averaged 10 percent for Guinea-Bissau, Liberia, Myanmar, Sierra Leone, Somalia and Zambia. Significant increases in girls' enrolment were found in countries with recently expanded take-home ration incentives such as in Myanmar and Yemen.
96. Measuring the **net enrolment rate**, or universal education, was challenging in 2004, as in past years. There is limited availability of demographic data that actually captures net enrolment rates in school catchment areas in many of the regions where WFP-assisted schools are located. These regions tend to be isolated, remote, poor and marginalized. Net enrolment rate data was available, however, for 4 of the 25 surveyed countries: the Central African Republic, China, Iran and Senegal. The net enrolment rate for boys slightly surpassed the established 2004 target of 70 percent; net enrolment of girls, at 61 percent, did not meet WFP's target. Results from China showed that the net enrolment rate for girls,

<sup>68</sup> For 25 countries: Angola, Armenia, Burkina Faso, the Central African Republic, China, the Congo, DRC, Djibouti, Eritrea, Gambia, Guinea-Bissau, Haiti, Iran, Kenya, Liberia, Mauritania, Myanmar, Nicaragua, the Russian Federation, Senegal, Sierra Leone, Somalia, São Tomé and Príncipe, Yemen and Zambia; the proportion of WFP-assisted schools by project category is: 61 percent DEV, 35 percent PRRO and 4 percent EMOP.

<sup>69</sup> The results included in this report are from samples of schools that have been benefiting from WFP assistance for at least one year.

<sup>70</sup> Economic constraints at the household level were cited as the primary reason for non-enrolment in both countries by most refugees and IDPs.

<sup>71</sup> There were positive results for countries surveyed in sub-Saharan Africa, but it remains the region with the lowest net enrolment and attendance rates in the world. Net primary school enrolment and attendance rates for 1996–2002 in sub-Saharan Africa averaged 62 percent for boys and 57 percent for girls. Least-developed countries averaged 66 percent for boys and 59 percent for girls; developing countries averaged 82 percent for boys and 77 percent for girls (UNICEF, 2003).



though only 8 percent lower than the WFP target, was 25 points lower than that of boys. This may be related to WFP school catchment areas in the most remote areas, where gender disparity in net enrolment rates is greatest.

97. **Global attendance rates**, expressed as the percentage of girls and boys in WFP-assisted schools attending classes during the school year, reached 92 percent, significantly exceeding WFP's target of 80 percent for 2004. **Teacher perceptions** of children's ability to concentrate and learn in school as a result of school feeding also exceeded the target.
98. Reduced **gender disparity** between girls and boys in WFP-assisted schools is another important outcome. Globally, the ratio of girls to boys enrolled in WFP-assisted schools was found to be 1.05 in 2004, above the 1.0 target for gender parity, suggesting that more girls than boys are enrolled in WFP-assisted schools. This, however, was not the case in sub-Saharan Africa, where the gender ratio was consistently below parity in both 2003 and 2004, suggesting that boys outnumber girls in schools. The most positive results were found in Myanmar and Yemen, where take-home rations were introduced.

## Significant Results

⇒ *Outputs related to SP 4*

<b>Table 18: SP 4 – Support Access to Education and Reduce Gender Disparity in Access to Education and Skills Training</b>			
<b>Output</b>			
4.1	Food provided to schoolchildren in WFP-assisted schools.		
4.2	Food provided to families as an incentive to send girls and boys to school.		
<b>Performance indicators</b>		<b>2004 target</b>	<b>2004 actual</b>
4.1.1	Number of girls and boys receiving in-school meals in WFP-assisted schools:	17.4 million	15.4 million
	- Girls receiving in-school meals	8.2 million	7.2 million (88% achieved)
	- Boys receiving in-school meals	9.2 million	8.2 million (90% achieved)
4.2.1	Number of girls and boys receiving take-home rations:	3.3 million	2.7 million
	- Girls receiving take-home rations	2.3 million	1.8 million (80% achieved)
	- Boys receiving take-home rations	1 million	900,000 (91% achieved)

## Examples from the Field

99. **School feeding an important community health platform for a major de-worming campaign in Afghanistan.** WFP played an important role in implementing an inter-agency de-worming campaign in Afghanistan that targeted children aged 6 to 12 nationwide in 2004 in a country where 20 years of conflict had virtually neglected the education sector.<sup>72</sup> The goal was to reduce disease, improve physical and intellectual growth in children and

<sup>72</sup> The two-round campaign was implemented by the Afghan ministries of health and education, UNICEF and WHO.



help to achieve the objectives of school feeding. Nearly 4.5 million children were treated in 8,000 schools. A joint baseline study found that most targeted children were not aware of basic hygiene-related knowledge, attitudes and behaviour. A health and hygiene awareness campaign for targeted children, teachers and government officials was developed along with a drug distribution system to ensure longer-term sustainability of the treatment. A rapid assessment of the campaign indicated positive results; a follow-up campaign targeting non-enrolled children who were not de-wormed is scheduled for March 2005.

- 100. Pilot School Feeding for de-institutionalization in the Republic of Georgia.** WFP partnered with the Government, United Nations agencies and NGOs in 2004 to launch a one-year pilot school feeding project to support children returning home from state-run orphanages and boarding schools.<sup>73</sup> The pilot project contributed to the de-institutionalization process by meeting the basic food needs of 2,000 primary schoolchildren and determining whether school feeding has a positive effect on enrolment, attendance and cognitive capacity. After three months of operation in 2004, the results indicated increased enrolment and attendance rates of 2,000 primary school-aged children.

### Challenges for Measuring Results and Ways Forward

- 101.** School feeding survey design, analysis and sampling methodologies were subject to a series of reviews in 2004; an updated survey questionnaire, reformulated to reduce the burden on country offices, will be piloted in 2005. School selection, originally based on simple random sampling, was modified to include school inclusion probabilities proportional to school size and implicit geographic stratification.
- 102.** Net-enrolment proved a particularly challenging indicator to measure because of limited data from WFP school catchment areas and unreliable population data provided by governments. Demographic data that could provide information on the overall context for the results of school feeding operations is largely unavailable. Government capacity-building for the collection of viable demographic data is essential to measure achievement over time. Some governments such as that of Lao People's Democratic Republic have started to collect the necessary data to calculate the net enrolment rate in districts with WFP school feeding programmes.

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<sup>73</sup> The collapse of the former Soviet Union in the early 1990s – and the subsequent economic hardship and reduced access to food – resulted in the placement of many children in orphanages and boarding schools by their families. By the late 1990s, 5,000 children were placed in institutions.



## STRATEGIC PRIORITY 5 – HELP GOVERNMENTS TO ESTABLISH AND MANAGE NATIONAL FOOD-ASSISTANCE PROGRAMMES

103. The objective of SP 5 is to build and strengthen national and regional capacities to plan and manage food-based programmes. A new SP 5 policy framework, approved by the Board in 2004, commits WFP to mainstream capacity-building in existing programmes and projects in a sustainable and holistic way.<sup>74</sup>

<b>Table 19: SP5 – Help Governments to Establish and Manage National Food-Assistance Programmes</b>			
<b>Outcome</b>			
5.3	Governments are able to plan and manage food-based programmes.		
<b>Performance indicators</b>		<b>2004 target</b>	<b>2004 actual</b>
5.3.1	Ratio of governments in countries where WFP operates with the capacity to take over the planning and management of food-based programmes to those which cannot.	No target set, to be pilot tested.	See text below.

104. The outcome indicator proposed in the Strategic Plan (2004–2007) was not pilot tested because the SP 5 policy framework was being developed throughout 2004. As part of the implementation process for the new WFP policy Building Country and Regional Capacities, a new outcome indicator will be piloted during 2005–2006.

<b>Table 20: SP 5 – Help Governments to Establish and Manage National Food-Assistance Programmes</b>			
<b>Output</b>			
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.		
<b>Performance indicators</b>		<b>2004 target</b>	<b>2004 actual</b>
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.	No target set, to be pilot tested.	65
5.1.2	Number of government staff at the local, regional and national levels trained under WFP's technical assistance programmes.	No target set, to be pilot tested.	See text below.
5.2.1	Number of new areas of technical services and cooperation established between WFP and governments.	No target set, to be pilot tested.	23

<sup>74</sup> See “Building Country and Regional Capacities” (WFP/EB.3/2004/4-B), “WFP and Food-based Safety Nets: Concepts, Experiences and Future Programming Opportunities” (WFP/EB.3/2004/4-A) and “Financial Framework for SP 5 Implementation” (WFP/EB.1/2005/5-A). Of 164 full SPRs analysed, 11 were related to SP 5, although SP 5 outcome indicators have yet to be determined.



## Results from SP 5 Survey of Capacity-Building

105. WFP conducted a survey to establish a capacity-building baseline of activities in August 2004. The survey found that WFP is currently providing nearly 320 capacity-building interventions in 65 countries to implement food-based programmes, strengthen policy formulation, share information and raise public awareness. Globally, eight subject areas – VAM, nutrition, school feeding, food supply chain management, community capacity-building and monitoring and evaluation – accounted for 70 percent of all WFP capacity-building interventions.<sup>75</sup> Data from the 2004 survey revealed that WFP is currently building or strengthening four fundamental types of capacities: (i) policy-making and planning; (ii) design and implementation of food-based programmes; (iii) sharing information through fora, workshops, analysis and networks related to hunger and malnutrition issues; and (iv) raising public awareness and resource mobilization.
106. The remaining subject areas accounted for 30 percent of all interventions, but are increasingly important areas of focus for WFP and governments in terms of capacity-building and policy-making: (i) HIV/AIDS awareness; (ii) livelihoods approaches; (iii) gender; (iv) relief response; (v) working with the media; (vi) emergency needs assessment; (vii) working with the private sector; (viii) poverty-reduction strategies; (ix) safety nets; (x) local food production; (xi) food management in schools; (xii) management information systems; (xiii) procurement; and (xiv) security.<sup>76</sup>

## Case Studies from Afghanistan, Ecuador and Ethiopia

107. Case studies in Afghanistan, Ecuador and Ethiopia revealed three significant lessons in terms of WFP capacity-building interventions: (i) building relationships with governments; (ii) linking outputs to outcomes; and (iii) building capacities. In all three countries, government requests for WFP capacity-building assistance were based on credibility established by implementing and managing effective programmes. The positive relationship between WFP and the government allowed for policy discussion and facilitated communication between governments and civil society organizations. Involving counterpart staff in the design and implementation of capacity-building processes, such as participatory planning processes in Ethiopia and VAM in Afghanistan, resulted in more sustainable capacity-building than either training or provision of guidelines alone.

## Challenges for Measuring Results and Ways Forward

108. Data collected in the 2004 census revealed that country offices are currently involved in a greater number of capacity-building interventions than those captured in current SPR reporting.<sup>77</sup> Performance indicators for capacity-building outputs and outcomes that fully reflect WFP policy on capacity-building are being piloted. The Strategic Plan (2006–2009) will include SP 5 pilot indicators relating to one overall outcome and several outputs. Country office reporting on capacity-building activities will be required beginning in 2005.

<sup>75</sup> Reporting on capacity-building was not required in 2004, however 40 country offices reported 87 capacity-building interventions on a voluntary basis in the SPR.

<sup>76</sup> See WFP policy briefs and concise summaries of main concepts, issues and recommendations articulated in the policy papers approved by the Board.

<sup>77</sup> For example, the first development project approved under the SP 5 framework was DEV 10394.0, Support to Strengthen Vulnerability Monitoring Systems in South Africa and the Analytical Capacity of the SADC Vulnerability Assessment Committee (as highlighted in Part I). Two other SP 5 development projects related to capacity-building in food-based and integrated micronutrient programmes are pending approval for start-up in the Latin American and Caribbean region.



## 2004 PERFORMANCE BY MANAGEMENT PRIORITY

109. The Strategic Plan (2004–2007) and Biennial Management Plan (2004–2005) identified nine management priority areas to address organizational weaknesses and strengthen operational effectiveness. The results framework for each MP is presented below, followed by brief comments on selected achievements for the performance indicators established in 2004.

<b>Table 21: MP 1 – Strengthening Partnerships</b>				
<b>Expected results</b>				
1.1	Strengthened partnerships at the global, regional and country levels with United Nations agencies, NGOs and other partners.			
<b>Performance indicators</b>			<b>2004 target</b>	<b>2004 actual</b>
1.1.1	Percentage of programmes and projects jointly designed with United Nations organizations, international organizations and cooperating partners.		No target set.	43
1.1.2	Percentage of projects in which United Nations organizations, international organizations and NGOs collaborate in the provision of complementary inputs and services.		38	71
1.1.3	Percentage of needs assessments carried out with partners.		50	54

110. MP 1 aims to strengthen global, regional and local partnerships with United Nations organizations, NGOs and other partners. Results exceeded 2004 targets for all MP 1 performance indicators. The 43 percent jointly designed activities reported under MP 1.1.1 mainly relate to United Nations and international organization partnerships. This result, however, was determined by proxy indicators that may need further revision to ensure greater confidence in data reliability. WFP and its partners collaborated on 71 percent of all projects to provide complementary inputs and services (MP 1.1.2).<sup>78</sup> Country offices reported a significantly increased number of NGO partners – 1,944 in total – in 2004. The number of complementary partnerships with NGOs also increased, with 718 NGOs providing complementary services to 107 WFP projects in 43 countries. Involvement of NGOs in project design – at 13 percent – remains a challenge.

111. WFP also exceeded its target for needs assessments conducted with partners (MP 1.1.3): 54 needs assessments served as the basis for new EMOPs and PRROs approved in 2004; 54 percent of these assessments were conducted with partners, 44 percent with governments and 33 percent with NGOs. Over 400 local and international NGOs were involved in needs assessments in 2004.

<sup>78</sup> The number of projects with major partners in 2004 is as follows: UNICEF, 116; FAO, 75; UNHCR, 51; the United Nations Development Programme (UNDP), 46; WHO, 44. Other partners include UNAIDS, IFAD, the World Bank, ICRC, the United Nations Educational, Scientific and Cultural Organization (UNESCO), the International Federation of Red Cross and Red Crescent Societies (IFRC) and the International Organization for Migration (IOM).



**Table 22: MP 2 - Human Resources Management**

<b>Expected results</b>			
2.1	Staff is satisfied with WFP as its employer of choice.		
2.2	Staff has competencies that respond to the diversity of WFP needs.		
2.3	Improved representation of women and nationals from developing countries within WFP.		
<b>Performance indicators</b>		<b>2004 target</b>	<b>2004 actual</b>
2.1.1	Average staff satisfaction rating (percent)	No target set.	64
2.2.1	Percentage of competencies required by WFP that are currently met by type of competency.	No target set.	See text below.
2.3.1	Percentage of staff by gender and geographical distribution:		
	- women	50	40
	- geographical distribution from developing countries	40	40

112. MP 2 aims to ensure that WFP is considered an employer of choice, that staff competencies correspond to diverse corporate needs, and that staff gender and developing-country representation ratios are improved. The average staff satisfaction rating was 64 percent, forming the baseline for future surveys (MP 2.1.1). This rating was established by analysing the average responses to seven questions related to human resources from the 2004 Global Staff Survey. Other staff initiatives in 2004 included the National Staff Project, Broad Banding Pilot (Pay-for-Performance) and the ongoing work of five global task forces established to address organizational weaknesses identified in the Global Staff Survey.
113. Personnel policies, including medical and insurance coverage, were reviewed and revised in 2004. Medical insurance was offered to all those on service contracts or special service agreements early in the year. WFP launched a comprehensive HIV/AIDS in the Workplace Programme in 2004 to provide staff with ready access to information about: (i) how to protect themselves and their families from HIV infection; (ii) ways staff members living with HIV are helped to live positively; and (iii) the importance of accepting and supporting colleagues with HIV/AIDS. Specially recruited United Nations Volunteers were placed in the six regional bureaux and HIV/AIDS workplace focal points were appointed for each country office. WFP also sought to provide more human resource support services to staff in 2004, hiring five part-time staff counsellors in the field to supplement the full-time staff counsellor at Headquarters.
114. WFP commenced the Performance and Competency Enhancement (PACE) system in 2004, which will link individual staff performance to predetermined competencies, contributing to a strengthened organization and longer-term career development. Analysis of the percentage of competencies required by WFP that are currently being met (MP 2.2.1) will be initiated in 2005.
115. WFP did not meet the 2004 target for the proportion of women in international professional staff and higher categories (MP 2.3.1), however, trends in the absolute numbers remained positive: the number of women international professional staff increased from 375 in 2003 to 459 in 2004. The target was met for international professional staff from developing countries, which increased from 383 in 2003 to 455 in 2004 (MP 2.3.1).



**Table 23:MP 3-Results-Based Management**

Expected results			
3.1	Corporate RBM enabling WFP and its staff to manage for – and report on – results is strengthened.		
Performance indicators		2004 target	2004 actual
3.1.1	Percentage of new WFP project <sup>79</sup> documents submitted to the Project Review Committee (PRC) for approval that are RBM compliant.	60	85
3.1.2	Percentage of SPRs that received a satisfactory rating for reporting outcome level results.	25	90
3.1.3	Percentage of country offices, regional bureaux, and Headquarters' units carrying out work-plans and performance reviews according to RBM guidelines.	100	81

116. MP 3 aims to strengthen WFP's capacity to manage for and report on results. The performance indicators reflect the extent to which RBM principles are applied and implemented, and the degree to which outcome-level project results are reported and aligned with SPs.
117. Intensive training was provided for 900 WFP staff in country offices, regional bureaux and Headquarters; additional support was available through coaching sessions and training materials. A compendium of SP and MP indicators was completed, identifying measurement methodologies, frequencies, interpretation criteria and units responsible for data collection and analysis. An independent assessment of RBM confirmed WFP's commitment to results and identified additional areas for strengthening.<sup>80</sup> However, the assessment also confirmed that managing for results at WFP is contingent upon consistent methodologies to collect and report performance data, commitment to monitoring and evaluation, and comprehensive knowledge management strategies and applications.
118. Staff capacity to prepare and design projects in accordance with RBM principles has been reinforced, as shown by the higher than expected amount – 85 percent – of project documents presented to the PRC, which clearly linked inputs, activities, outputs and outcomes in a logic framework (MP 3.1.1).
119. SPR reporting at the outcome level reached 90 percent, greatly exceeding WFP's 2004 target of 25 percent. Outcome reporting was rated satisfactory for: (i) 97 percent of DEVs and CPs compared with 38 percent in 2003; (ii) 98 percent of PRROs compared with 34 percent in 2003; and (iii) 72 percent of EMOPs compared with 15 percent in 2003. A remarkable four-fold improvement in reporting outcome-level results was registered for EMOPs in 2004 (MP 3.1.2).
120. Attention to quality of information and reporting of lessons learned in SPRs has improved remarkably, reflecting a higher level of awareness and sustained efforts to capture output and outcome information throughout WFP. Timely reporting was

<sup>79</sup> For performance indicators 3.1.1 and 3.1.2, projects are considered as EMOP, PRRO, CP, DEV or SO, with a regional operation counted as one project.

<sup>80</sup> See McKay, D., 2004. *An Independent Assessment of RBM at WFP*. Rome, WFP.



maintained at a high standard – with 100 percent of 2004 SPRs released to donors by 31 March 2004 compared with 96 percent in 2003.

121. Work planning and regular performance reviews are important events in the RBM cycle. Although the 100 percent target was not achieved in 2004, 81 percent of units adapted management processes and conducted semi-annual performance reviews; 19 percent of units found implementation difficult and could not complete the cycle, but they will continue with coaching and training in 2005 (MP 3.1.3).

<b>Table 24: MP 4 - Strengthening WFP's Knowledge Base</b>			
<b>Expected results</b>			
4.1	Policy development and knowledge generation improves project design and implementation.		
4.2	WFP's capacity to identify impending crises and resulting needs is strengthened. <sup>81</sup>		
<b>Performance indicators</b>		<b>2004 target</b>	<b>2004 actual</b>
4.1.1	Number of WFP projects designed in accordance with WFP policies and strategies.	No target set.	52
4.1.2	Number of requests from others for food aid programme knowledge generated by WFP-supported research.	No target set.	See text below.
4.1.3	Percentage of evaluation recommendations implemented by type of recommendation.	87	88

122. MP 4 aims to improve project design and implementation through strengthening the WFP knowledge base. During 2004, 60 new EMOPs, PRROs, SOs, DEVs and CPs were developed; 87 percent were compliant with WFP policies. Two projects were rejected by the PRC and six were accepted either with revisions or on an exceptional basis. Three of the latter projects were EMOPs in situations where country-level factors prevented a transition from EMOP to PRRO. Monitoring requests for food aid programme knowledge came to be regarded as inappropriate because these requests are too numerous and diverse to be measured as originally determined in the performance indicator.

123. The Office of Evaluation (OEDE) completed a study in 2004 on the follow-up of evaluation recommendations.<sup>82</sup> The study, based on a sample of 26 OEDE-managed evaluations from 2000 to 2002, found that: (i) of the recommendations for which WFP country offices, regional bureaux and Headquarters' units provided information on implementation rates, 54 percent were fully implemented and 34 percent partially implemented (a total of 88 percent); and (ii) 63 percent of the fully implemented recommendations were found to have improved programme performance (MP 4.1.3).

<sup>81</sup> For expected results under MP 4.2, see performance indicators MP 5.1.5, 5.1.6 and 5.1.7, which are designed to address both strengthening of the WFP knowledge base and operational support.

<sup>82</sup> The summary evaluation report will be presented for consideration at EB.A/2005.



<b>Table 25 : MP 5 - Strengthening Operation Support</b>			
<b>Expected results</b>			
5.1	An adequate, timely and effectively managed food aid response.		
5.2	Security and safety of staff in WFP operational areas ensured.		
5.3	Connectivity between offices and access to information inside and outside WFP is strengthened.		
<b>Performance indicators</b>		<b>2004 target</b>	<b>2004 actual</b>
5.1.1	Percentage of planned food needs distributed to beneficiaries by programme category and calendar year: - DEV - EMOP - PRRO	100 100 100	67 69 78
5.1.2	Percentage of WFP food available in-country versus that required on a monthly basis by programme category and region.	No target set.	See text below.
5.1.3	Percentage of commodity losses by post-delivery causes, programme category and value per mt. <sup>83</sup>	No target set.	0.37
5.1.4	Percentage of variation between actual costs and those budgeted by programme category and cost component.	No target set.	See text below.
5.1.5	Percentage of EMOPs and PRROs approved during the period that are supported by needs assessment and VAM documentation. <sup>84</sup>	33	45
5.1.6	Percentage of new EMOPs and PRROs with basic preparedness tools in place prior to the project being launched. <sup>85</sup>	90	72
	- Priority EMOPs	82	77
	- Priority PRROs	90	90
5.1.7	Percentage of VAM baseline surveys available for identified priority areas.	23	24
5.2.1	Percentage change in total staff detained, injured or killed in operations.		
	- Total staff injured	No target set.	12
	- Total staff detained	No target set.	47
	- Total staff killed	0	0
5.2.2	Percentage of staff successfully evacuated or relocated.	100	100

<sup>83</sup> See "Report on Post-Delivery Losses for the Period 1 January–31 December 2004" (WFP/EB.A/2005/12-A).

<sup>84</sup> For performance indicator MP 5.1.5, new projects are considered as EMOP, PRRO, CP, DEV or SO, with a regional operation counted as one project.

<sup>85</sup> 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 have been carried out, specifically a combination of early warnings, contingency plans, logistical capacity assessments, and reviews of emergency preparedness and response elements in EMOPs and PRROs by the PRC.



<b>Table 25 : MP 5 - Strengthening Operation Support</b>			
<b>Performance indicators</b>		<b>2004 target</b>	<b>2004 actual</b>
5.3.1	Percentage of sites with access to the internet, WINGS and other communication systems.		
	Percentage of country offices with private connectivity. <sup>86</sup>	95	65
	Percentage of country offices with internet connectivity.	100	100
	Percentage of country offices with access to central information systems. <sup>87</sup>	100	100
	Percentage of sub-offices with private connectivity.	No target set.	4
	Percentage of sub-offices with internet connectivity.	No target set.	77
	Percentage of sub-offices with access to central information systems.	No target set.	4
5.3.2	ICT infrastructure reliability. <sup>88</sup>		
	Percentage central ICT infrastructure availability. <sup>89</sup>	98.80	98.91
	Percentage private connectivity availability. <sup>90</sup>	98.00	99.02

124. MP 5 aims to ensure: (i) an adequate, timely and effectively managed food aid response; (ii) the safety and security of staff in WFP operational areas; and (iii) strengthened connectivity between offices and access to information.

125. **Food aid response.** Targets for MP 5.1.1 were ambitious; WFP distributed 3.7 million mt of food in 80 countries in 2004 – a considerable achievement. Actual food distributions compared to those planned were 67 percent for CPs and DEVs, 69 percent for EMOPs and 78 percent for PRROs. A considerable quantity of development resources was confirmed and shipped in the final quarter of 2004 for distribution in 2005, resulting in the lower-than-expected performance. Actual versus planned food distribution for EMOPs was fairly consistent with food-resourcing achievements. A number of EMOPs starting in mid 2004 or later distributed far less than planned because of delays in resourcing and shipping. Significant carry-over stocks from 2003 in the PRRO category helped support the higher percentage food distributed.

126. Indicator methodologies for MP 5.1.2 and 5.1.4 require further development and will be piloted in 2005. The pilots will review the relevance of the current indicators with respect to validity, internal consistency and comparability across countries and time. Related technical guidance for the indicators will also be developed.

<sup>86</sup> Private connectivity provided by legacy (Telespazio), inter-agency shared (United Nations Department of Peace-keeping Operations [UNDPKO]) and the new FOODSAT communications.

<sup>87</sup> Access to WINGS and WFP Intranet.

<sup>88</sup> Availability figures determined through automated monitoring.

<sup>89</sup> Total local area network (LAN), WINGS and Intranet availability at Headquarters. The target of 98.80 percent represents 4.38 days total downtime per year.

<sup>90</sup> Average data connectivity and telephone service availability from country offices to Headquarters. The target of 98 percent represents 7.3 days average connection downtime per year for each country office.



127. **Post-delivery losses** for 2004 were 0.37 percent (MP 5.1.3). In early 2004, WFP found that there had been substantial diversions of rice used as payment in FFW projects in Cambodia. Following extensive investigation and negotiations with the Government of Cambodia, an agreement was eventually reached to compensate WFP for the loss, as well as introduce a series of stringent checks/balances to prevent any further recurrence.<sup>91</sup>
128. **VAM and ENA.** In 2004, 45 percent of EMOPs and PRROs approved were supported by ENAs or by VAM, exceeding the target of 33 percent (MP 5.1.5); eight VAM baseline surveys were completed, also exceeding the established target. Countries analysed in 2004 included Afghanistan, Azerbaijan, Burundi, the Central African Republic, Colombia, Ghana, Haiti and Sudan; there are plans to complete VAM studies in Egypt and Tajikistan. In Colombia and Sudan, VAM studies were conducted in partnership with in-house food security, nutrition and emergency preparedness units. This cohesive and holistic type of analysis and partnering will be replicated when and where possible in future VAM studies. Enhanced quality control of ENAs is also a major focus for WFP in 2005.<sup>92</sup>
129. **Emergency preparedness.** Evidence of the importance that country offices and regional bureaux have attached to emergency preparedness activities is demonstrated by the 72 percent of new EMOPs and PRROs for which preparedness tools are in place (MP 5.1.6). Despite this relatively positive result, it was lower than the target. This reflects, in part, the need to further update EMOP and PRRO approval documentation formats to fully incorporate emergency preparedness activities and to increase capacity throughout WFP – both at Headquarters and in the field – to ensure that emergency preparedness activities are systematically implemented.
130. **Safety and security of staff.** WFP established a database on serious incident reports submitted by regional security advisers and field security officers in 2004. From the data collected, which forms the baseline for measuring the 2005 results, 75 percent of all work-related injuries to staff in operational areas were the result of road accidents and 40 percent of all staff detentions were in conflict situations in Darfur and Liberia. Regrettably, three staff members, including one casual labourer, died in operational areas in non-work related incidents. All staff evacuations were conducted successfully in Afghanistan, Côte d'Ivoire, DRC, Ethiopia, Haiti, Indonesia, Iraq, the Occupied Palestinian Territory, Pakistan, the Russian Federation and Somalia.
131. Measuring 2004 results highlighted the need for security and staff safety training initiatives, such as: (i) specialized driver training for all country office and regional bureau drivers; (ii) persons-at-risk training; (iii) special security and safety training for women; and (iv) advanced security in the field for all staff in high-risk areas. As a result of incidents related to staff evacuations, relocation plans have been revised, new and safer office locations have been identified, where appropriate, and in-country security management teams have started to specify appropriate residential security standards for staff. Good interconnectivity and global communications coverage is critically important in protecting staff in insecure locations.
132. **Strengthening connectivity.** The implementation phase of the FOODSAT connectivity project began in 2004 (MP 5.3.1). The project will connect all WFP country offices through a private satellite network by the end of 2005, providing a service level guarantee for corporate data and voice communications. This new network will substitute the legacy (very small aperture [VSAT]) connectivity and bring all countries

<sup>91</sup> For more information, see "Report on Post-Delivery Losses for the Period 1 January–31 December 2004" (WFP/EB.A/2005/12-A).

<sup>92</sup> For more information on ENAs, see "APR 2004 Part I, Selected Trends and Lessons".



under one communications system. The original plan was for implementation at a later phase, but at least 12 sub-offices were connected to the FOODSAT network in 2004 for operational reasons at the request of – and completely funded by – country offices. Sub-office connectivity is facilitated by the Information and Communication Technology Division but is not subject to the divisional targets. Actual results for both indicators of infrastructure reliability exceeded the 2004 targets (MP 5.3.2).

**Table 26: MP 6 - Business Process Review**

<b>Expected results</b>			
6.1	Increased utilization of business process contributions.		
6.2	Increased on-time availability of contributions in country offices.		
<b>Performance indicators</b>		<b>2004 Target</b>	<b>2004 Actual</b>
6.1.1	Percentage of confirmed contributions utilized.	100	See text below.
6.2.1	Average monthly ratio of total in-country food stocks and total confirmed food contributions.	No target set.	See text below.

133. MP 6 aims to increase utilization of donor contributions and on-time availability of food aid in country offices. WFP developed a set of business process improvements, including: (i) on-time project closure and subsequent transfer of left-over resources; (ii) donation forecasting; (iii) enhanced project planning; (iv) better project budgeting; and (v) decentralized management of project resources. These were piloted in China, DRC, Indonesia, the Occupied Palestinian Territory and the West Africa Coastal region. The results for the DRC and Occupied Palestinian Territory pilot projects showed that the process improvements fed 4.7 million more beneficiaries on-time with the same level of funds. The way BPR measured the results of the pilot projects served as a proxy indicator for MP 6 in 2004.
134. Two other business re-engineering achievements were significant in 2004: (i) continued decentralization of the management of operational resources, as selected country offices programmed their own resources and directly managed spending of their landside transport, shipping and handling (LTSH) costs; and (ii) continued improvement in project closure and resource transfer, with more than 600 projects closed since 2002. Streamlined processes for transferring carry-over cash and commodities from one phase to another have been developed; resources valued at US\$65 million and totalling 150,000 mt have been transferred to over 30 projects.



<b>Table 27: MP 7 - Increased Transparency and Accountability</b>			
<b>Expected results</b>			
7.1	Improved transparency, oversight and accountability ensured.		
7.2	Best practices in cash and financial contribution management adopted and improved upon.		
<b>Performance indicators</b>		<b>2004 target</b>	<b>2004 actual</b>
7.1.1	Percentage of audit, inspection and investigation recommendations implemented. <sup>93</sup>	No target set.	Audit-NA Insp-80 Invs-82
7.1.2	Percentage of SPRs and monthly financial statements produced in required timeframe.	100	100
7.2.1	Percentage of cash held in earning accounts.	92	96
7.2.2	Percentage of contributions receivable.		
	On 31 December 2004, contribution receivable balances were:		
	- from the current year	<65	67
	- one year old	<20	16
	- two years old	<10	10
	- three years old or more	<5	7

135. MP 7 aims to improve transparency, oversight and accountability, using best practices in cash and financial contributions management. Overall, performance for MP 7 was positive, with results exceeding the 2004 targets for all but one indicator – three-year-old contribution receivable balances.
136. In 2004, 80 percent of inspection and 82 percent of investigation recommendations were implemented. Originally, 16 audits were planned for country offices, but this was increased to 26 in line with the Executive Director's audit cycle; 30 country offices had been audited by the year's end. A new audit committee was appointed by the Executive Director in July 2004 and consists of three external members and two internal members. Four Headquarters audits were planned in 2004 but seven audits were carried out, including one carried forward from 2003, five were finalized and one is ongoing (Internal Controls). Part of the role of the Office of Internal Audit in providing management services included work carried out and comments provided on 122 ad-hoc projects: 120 for 2004 and 2 for 2003. Five Headquarters and 28 country office/regional bureau enterprise risk management workshops were also held in 2004 (MP 7.1.1).
137. Monthly financial statements were produced in the required time frame; 307 SPRs had been produced by end of March 2005 (MP 7.1.2). Country offices no longer need to hold large cash balances in bank accounts, given the expansion of zero balance accounts and the fact that country offices are equipped to call down cash as needed through electronic banking (MP 7.2.1).

<sup>93</sup> Data will be available via the Audit Leverage tracking system.



<b>Table 28 : MP 8 - Communication and Advocacy</b>			
<b>Expected results</b>			
8.1	Increased awareness of WFP and its mission among donor government officials, key media, influential people and the general public.		
<b>Performance indicators</b>		<b>2004 target</b>	<b>2004 actual</b>
8.1.1	Percentage of key media, influential people, and the general public in targeted donor countries who are aware of WFP's mission.	No target set.	See text below.
8.1.2	Number of mentions of WFP in targeted print and online media outlets in major countries.	4,000	5,280
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	31
	- journalists	100	215

138. MP 8 focuses on how WFP has leveraged its communication and advocacy capacities to increase awareness of WFP and its mission. WFP utilized a wide range of media and advocacy strategies to increase awareness of hunger and the WFP mission among donors, key media, influential people and the general public throughout 2004. These strategies included use of print media such as newspapers and magazines, website news services and broadcast radio and television. Published news clips from leading print and online media in 14 major donor countries totalled 5,280, significantly exceeding established targets.
139. Roughly half of all private-sector contributions consisted of donated advertising space valued at US\$29 million. WFP successfully obtained advertising donations from leading publications and television networks, producing 29 print advertisements and six public service announcements that were published or broadcast free of charge in major donor and potential donor countries. The known commercial value of these public service announcements from 20 broadcast and non-broadcast outlets totalled US\$11 million, while an advertising campaign launched by the Japan Ad Council in support of WFP was worth US\$18 million. WFP held 190 press briefings and conferences on major humanitarian issues such as the food crises in Darfur, Sudan, DPRK and southern Africa. An average 6 million hits per month were received on the revamped WFP website in 2004: 1 million page views, each lasting an average of 10 minutes, with 280,000 page views lasting 20 minutes or longer. Two innovative features introduced to the website in 2004 were an interactive hunger map and "Counting the Hungry". Five new language websites were launched: Danish, Icelandic, Finnish, Norwegian and Swedish.
140. To influence international opinion on hunger, WFP wrote 39 editorials on major humanitarian issues, which were published in newspapers and magazines in 30 countries, and organized 16 events including the "19 cents a day" campaign for school feeding and Walk the World in partnership with TNT Post Group (TPG). The first Italian commemorative Euro coins dedicated to WFP were launched, Friends of WFP in Italy was established and an Italian soccer day was dedicated. WFP also organized visits of more than 300 journalists, parliamentarians and private-sector representatives to WFP-supported activities, and more than 130 activities for donors and government officials; it capitalized on the profiles and support of 14 WFP ambassadors and international celebrities to raise awareness of hunger worldwide.



**Table 29: MP 9 - Increased Resources for Increased Needs**

Expected results			
9.1	Contributions are augmented, diversified and sustained to meet WFP's resource needs.		
Performance indicators		2004 target	2004 actual
9.1.1	Concentration ratio of contributions by donors:		
	- total donor contributions	US\$2.4 billion	US\$2.2 billion
	- number of donors	72	70
	- overall concentration ratio of WFP resources from the top ten donors of the total confirmed contributions (percentage)	≤ 88	85
9.1.2	Value of contributions by programme category (percentage):		
	- EMOP	100	89
	- PRRO	100	89
	- DEV	100	91
	- SO	100	77

141. MP 9 measures whether or not contributions to WFP have increased, become more diversified and meet resource needs.<sup>94</sup>
142. WFP received US\$2.2 billion in confirmed contributions in 2004, 92 percent of the established 2004 target. The share of WFP resources contributed by the United States of America – the largest donor to WFP – decreased from 57 percent to 47 percent, reflecting an increase in contributions from other donors. Contributions provided by the European Union, consisting of the European Commission plus member states,<sup>95</sup> amounted to US\$681 million, 8 percent more than 2003. European Union contributions accounted for 31 percent of the 2004 total. Of the top 20 donors, 16 increased their contributions; France, Germany, India, Ireland, Italy, the Republic of Korea, Malawi, the Netherlands and Spain increased their contributions by more than 15 percent. Eight donors contributed to WFP for the first time in 2004: Bhutan, Bulgaria, Ethiopia, Guatemala, Madagascar, Turkey, the United Arab Emirates and Zimbabwe.
143. Contributions confirmed against the WFP development portfolio amounted to US\$276 million, a US\$36 million increase over 2003 covering 91 percent of development requirements. A record US\$95 million was confirmed for SOs in 2004. Confirmed contributions in 2004 to the Immediate Response Account (IRA) reached US\$25 million, also an all-time high. In 2004, US\$1.1 billion or 89 percent of assessed needs was confirmed for EMOPs and US\$616 million or 89 percent was confirmed for PRROs.

<sup>94</sup> Analysis of MP 9 excluded nearly US\$1 billion for bilateral operations, mainly in Iraq. For further details, see Annex VI.A and Annex VI.B.

<sup>95</sup> Member states: Austria, Belgium, Cyprus, the Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Ireland, Italy, Latvia, Lithuania, Luxembourg, Malta, the Netherlands, Poland, Portugal, Slovakia, Slovenia, Spain, Sweden and the United Kingdom.



144. Multilateral contributions are extremely important because they enable WFP to allocate these contributions flexibly to meet the most pressing needs. The actual value of multilateral contributions declined in 2004 by US\$24.3 million, but the proportion of multilateral funding increased by 1 percent. Contributions from private donors in 2004 amounted to US\$61.6 million, including both cash and in-kind gifts, compared with US\$28.7 million in 2003.
145. The Fundraising and Communications Department policy strategy document “New Partnerships to Meet Rising Needs — Expanding the WFP Donor Base” (WFP/EB.3/2004/4-C) was endorsed by the Board at its October 2004 session. With this new fundraising strategy, WFP is in a better position to diversify and expand donor support and to seek and accept only contributions that are required to meet beneficiary needs.



# ANNEXES



**ANNEX I****ACRONYMS USED IN THE DOCUMENT**

AIDS	acquired immune deficiency syndrome
ALNAP	Active Learning Network for Accountability and Performance in Humanitarian Action
APR	Annual Performance Report
ARGOS	Advanced Research and Global Observation Satellite
BMI	body mass index
BPR	business process review
CDC	Centers for Disease Prevention and Control
CFSAM	crop and food supply assessment mission
CHS	Community and Household Surveillance
CIS	Commonwealth of Independent States
CMEA	common monitoring and evaluation approaches
CP	country programme
DEV	development project
DPRK	Democratic People's Republic of Korea
DRC	Democratic Republic of the Congo
ECOSOC	Economic and Social Council of the United Nations
ECW	Enhanced Commitments to Women
EDP	Enabling Development policy
EMOP	emergency operation
ENA	emergency needs assessment
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
HIV	human immunodeficiency virus
ICDS	Integrated Child Development Services
ICRC	International Committee of the Red Cross
ICT	information and communications technology
IDP	internally displaced person
IEFR	International Emergency Food Reserve
IFAD	International Fund for Agricultural Development
IFRC	International Federation of Red Cross and Red Crescent Societies
IOM	International Organization for Migration
IRA	Immediate Response Account
LAN	local area network

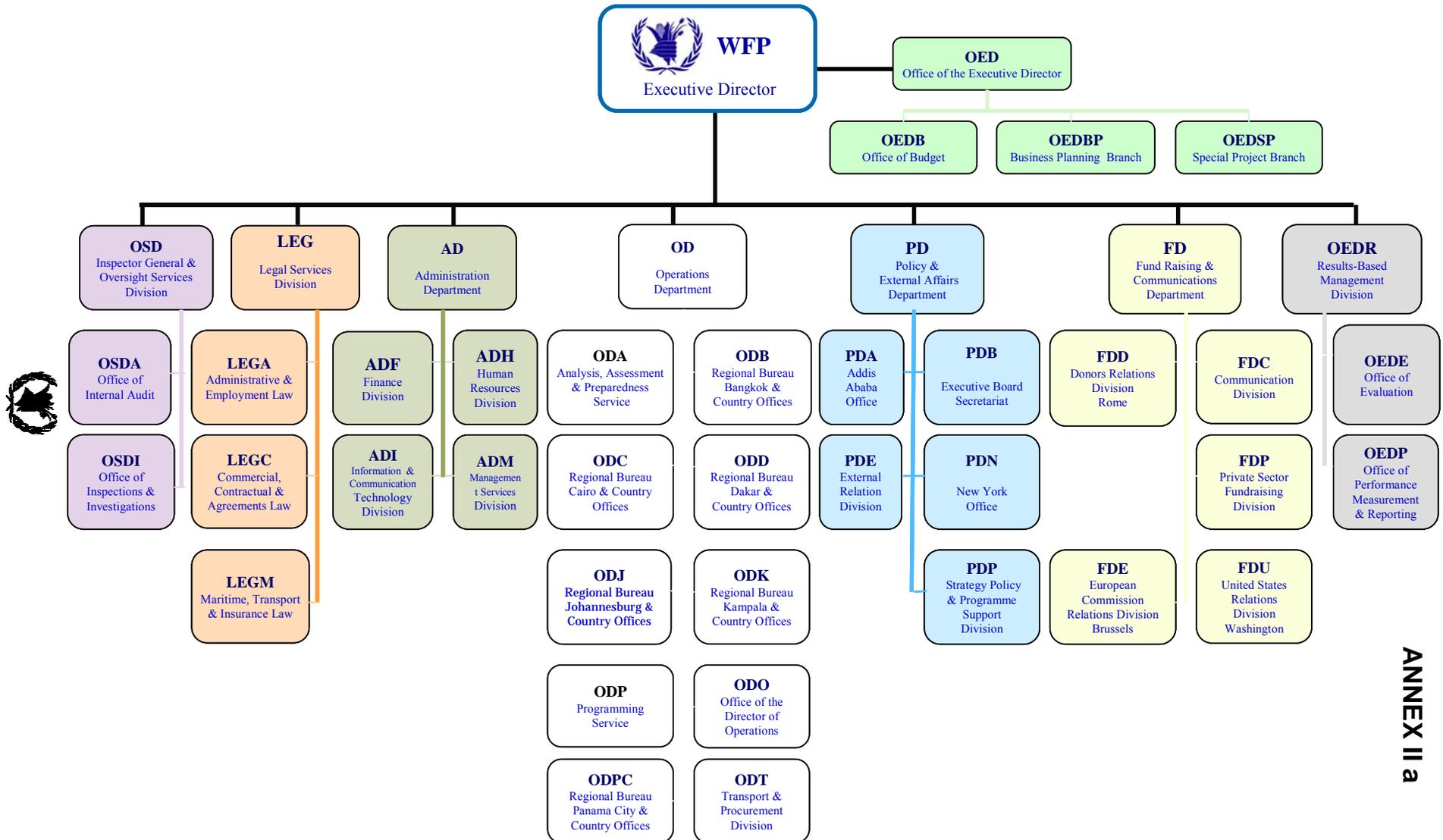


## ACRONYMS USED IN THE DOCUMENT

LIFDC	low-income food-deficit country
LTSH	landside transport, storage and handling
MCH	mother-and-child health
MDG	Millennium Development Goal
MP	Management Priority
NEPAD	New Partnership for Africa's Development
NGO	non-governmental organization
OCHA	Office for the Coordination of Humanitarian Affairs
OEDE	Office of Evaluation
PACE	Performance and Competency Enhancement
PRC	Project Review Committee
PRRO	protracted relief and recovery operation
PRSP	Poverty Reduction Strategy Paper
PSA	programme support and administrative budget
RBM	results-based management
SADC	Southern Africa Development Community
SMART	Standardized Monitoring and Assessment of Relief and Transitions
SO	special operation
SP	Strategic Priority
SPR	standardized project report
SSFS	Standardized School Feeding Survey
TPG	TNT Post Group
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNDP	United Nations Development Programme
UNDPKO	United Nations Department of Peace-Keeping Operations
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNHAS	United Nations Humanitarian Air Service
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNJLC	United Nations Joint Logistics Centre
VAM	vulnerability analysis and mapping
VSAT	very small aperture terminal
WHO	World Health Organization
WINGS	WFP Information Network and Global System
YEPR	Year-End Performance Review



# WFP Organizational Chart 2004



ANNEX II a

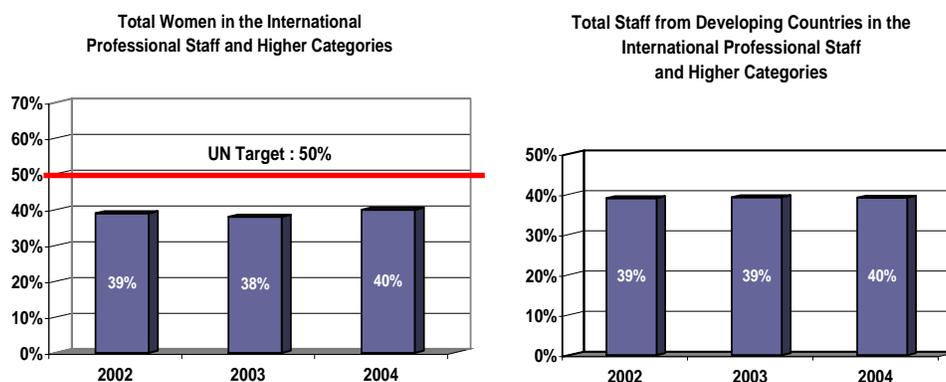
## ANNEX II b

<b>STAFF WITH CONTRACTS OF ONE YEAR OR LONGER AS AT 31 DECEMBER 2004 <sup>(1)</sup></b>			
<b>Category</b>	<b>Total number of staff</b>	<b>Number of women</b>	<b>Percentage of women</b>
Higher categories (D-2 and above)	39	10	26%
Professional (P-1 to D-1)	1 114	449	40%
<b>Subtotal</b>	<b>1 153</b>	<b>459</b>	<b>40%</b>
Junior Professional Officers (JPOs)	67	49	73%
UN volunteers (UNVs)	170	66	39%
National officers	275	104	38%
Assignments of limited duration (ALDs)	24	5	21%
Service contracts	82	29	35%
<b>Total Professional Staff and higher categories</b>	<b>1 771</b>	<b>712</b>	<b>40%</b>
General Service Staff	1 589	766	48%
Assignments of limited duration (ALDs)	11	2	18%
Service contracts	5 458	1 325	24%
<b>Total General Service Staff</b>	<b>7 058</b>	<b>2 093</b>	<b>30%</b>
<b>Total WFP Staff <sup>(2)</sup></b>	<b>8 829</b>	<b>2 805</b>	<b>32%</b>

*Notes:*

(1) Please note that this Staffing table includes data on ALDs and Service Contracts.

(2) The Total WFP staff figure excludes temporary contracts of 11 months or less, ie Consultants, Special Service Agreements, Commercial Reimbursable Loans and Casual Laborers.



WFP Target for 2004 is 42 percent.



## ANNEX III

### SUMMARY OF EVALUATION FINDINGS AND LESSONS PREPARED BY THE OFFICE OF EVALUATION (OEDE)

#### Background

1. Evaluation provides an important and critical accountability tool within RBM systems. Findings and lessons from evaluations highlight areas for improvement and support RBM as a management tool in promoting learning from experience. This summary Annex presents the main findings and specific lessons<sup>96</sup> contained in 31 evaluations completed in 2004 by OEDE (12) with teams of independent consultants and by regional bureaux and country offices (19). The synthesis report (pre-final draft, December 2004) of the external Joint Evaluation of Effectiveness and Impact of the Enabling Policy of the World Food Programme has also been used for this exercise.
2. In line with WFP's evaluation policy, the OEDE is increasingly focussing its activities on evaluating corporate programmes and policy issues and large operations in the field of humanitarian assistance; the latter absorb more than 90 percent of WFP's resources. In 2004, OEDE conducted two portfolio evaluations in Eritrea and Rwanda, which looked at the WFP country portfolio of activities as a whole. The report of the thematic evaluation of the PRRO category already mentioned in the 2003 synthesis report was presented for consideration to the Board in February 2004. Other evaluations included two EMOPs (Sahel and southern Sudan), the West Africa Coastal PRRO in Guinea, Liberia and Sierra Leone and WFP's assistance to IDPs in the Republic of the Congo. OEDE also conducted, together with the Office for the Coordination of Humanitarian Affairs (OCHA), UNHCR and UNICEF, a joint review of the UNJLC core unit and its operations in Iraq and Liberia, and a review of WFP's experience with real-time evaluation.
3. Three decentralized evaluations were conducted by regional bureaux, of which one looked at WFP's portfolio of activities in Djibouti, and five were conducted by country offices. Eleven country offices undertook self-evaluations. Reports, particularly on self-evaluation, vary greatly in scope and quality; they may be useful for the country offices concerned but not for capturing lessons of wider interest.
4. Incomplete or inconsistent project data for quantitative assessment of project performance was reported as a major constraint by all evaluations.

#### Humanitarian Assistance Portfolio

##### EMOPs and PRROs

5. The review of evaluation reports revealed five recurrent areas for improvement that would enhance WFP's performance and effectiveness. They include: (i) demonstrating results; (ii) targeting; (iii) transition from relief to recovery; (iv) timeliness of response and resource levels; and (v) coordination and capacity-building. This section of the summary groups the findings and special lessons according to these issues.

<sup>96</sup> Specific lessons are carefully formulated conclusions established by almost any evaluation or impact assessment, no matter how limited, while general lessons can only be drawn from multi-site or multi-phase evaluations. Source: International Programme for Development and Evaluation Training, University of Carlton.



### **Demonstrating results**

6. Evaluations of EMOPs and PRROs conducted in 2004 concluded that WFP had met its short-term objectives in saving lives and limiting nutritional stress in acute crises (SP 1), although lack of data clouded the picture. WFP staff and partners have distributed food in difficult and often dangerous situations over long periods of time; logistics was felt to be a strong point. Dedication and commitment and both national and international staff was stressed in many evaluations.
7. In longer-established refugee camps in the West Africa Coastal PRRO, the evaluation found that:
  - Mortality rates for children under 5 were systematically lower than for the surrounding host population.
  - Prevalence of wasting in camps was lower than or similar to that of the surrounding host population, there were high coverage rates for health and nutrition interventions in camps.
  - Poor access to health and nutrition services restricted the coverage and effectiveness of supplementary and therapeutic feeding programmes in spite of significantly reduced malnutrition-related case fatality rates inside the facilities.
  - In the absence of baseline and methodologically consistent follow-up surveys, it was not possible to measure nutritional impact.
8. With a view to improving the ability to measure results, the evaluation of the Sudan EMOP recommended that WFP should be more involved in collecting and analysing nutrition information and should increase its field-level nutritional expertise. Given the context in which complex emergencies were generally being implemented, the evaluation recommended a review of SP 1, questioning the feasibility of measuring the objective of saving lives in crisis situations and attributing this measurement to WFP food assistance alone.
9. A major issue in both sectors on the Sudan and in other areas such as DRC has been access; a great deal of time had to be spent negotiating access in these regions. This was a major drain on senior management's time and may have taken attention away from other important issues such as improving nutrition and targeting. The complexity of the Sudan emergency operation, exacerbated by continuous insecurity, makes implementation and monitoring problematic. This is an important difference from other operations such as those in Eritrea and Rwanda, which operate in a more stable environment.
10. All evaluations reported generally weak monitoring and evaluation systems, which did not generate the data needed to systematically follow and assess the progress of operations towards stated outputs and outcomes. Inconsistencies in the way food needs, inputs and outputs were calculated, accounted for and tracked were already noted at the beginning of the reporting chain. The problem was aggravated by insufficient coordination between the logistics and programme units.
11. There is an urgent need to improve linkages between assessment, programming and monitoring, especially through reconciling pipeline logistics information with programme information at the country-office level.
12. The Ethiopia self-evaluation recommended that information be made available on the internet and through mailing lists to make tracking of EMOPs easier. This information should include summary charts, graphs of planned versus actual allocations and deliveries and distributions to track gaps and follow cumulative totals.



## Targeting

13. Targeting weaknesses were identified by the majority of evaluations; targeting of the most food insecure families was not achieved. Problems that were encountered include:
  - exclusion errors in view of lacking security and other constraints in DRC;
  - inclusion errors in southern Africa, Sudan and Eritrea;
  - a weak needs assessment in Sahel;
  - inadequate food rations in South Sudan and Afghanistan; and
  - community redistribution and sharing of food rations in Eritrea and South Sudan.
14. It was recommended that WFP become more involved in the process of deciding on selection criteria and drawing up beneficiary lists. WFP was also recommended to look for opportunities to help increase targeting skills of governments and improve food security data collection analysis.
15. Evaluations also recommended integrating the phenomena of community redistributions and sharing of food rations from the start, especially where little data is available and there is low capacity for collecting data from the start of an operation. WFP should also decentralize responsibility for food distribution to the lowest possible administrative level communities will impose greater accountability on their leaders.
16. WFP is currently working on a policy for targeting of emergency relief. With a view to developing greater knowledge, OEDE is undertaking a thematic evaluation regarding difficulties and constraints of targeting based on five case studies. The report will be presented to the Board for consideration along with the policy document in June 2005.

## Transition from relief to recovery

17. Evaluations revealed that there were no set criteria or guidance for indicating the shift from general relief distributions to targeted interventions. Exit strategies should become an integral part of the design of all EMOPs and PRROs.
18. There is a need for a realistic assessment of both ongoing relief needs and the potential to implement recovery activities using food aid, depending on countries' socio-political environments and the availability of non-food resources. Assessments should facilitate the setting of realistic objectives and targets and focus on a few recovery activities rather than a diverse portfolio that is difficult to implement and monitor, such as in Afghanistan, Eritrea and Sudan.
19. Main issues included the following:
  - There were inappropriately timed reductions of the general relief rations in favour of recovery activities in Afghanistan, Eritrea and Sudan.
  - Recovery activities through a combination of food-for-education (FFE), FFT and FFW used a relatively small volume of food commodities but required relatively large efforts in programming, implementation, coordination and monitoring. Evaluations of the West Africa Coastal, Eritrea and Afghanistan PRROs found that there were relatively few programme staff with the required qualifications; this was often compounded by the poor technical and operational capacity of implementing partners, negatively affecting implementation.
  - The justification for implementing FFW activities in an emergency context was considered. It was argued that relief food can help to free recipients' worries about daily supplies so that they can choose their own rehabilitation activities without the need for FFW mechanisms.



- In Afghanistan, evaluations examined the appropriateness and feasibility of food- or cash-based employment programmes in the context of seasonality. The team recommended that WFP work closely with cash-based employment programmes and take into account local preferences for food or cash.
20. The option of food, cash or a combination of the two is being explored in Indonesia and Sri Lanka in the context of the tsunami EMOP.
  21. The relatively smooth transition in Rwanda from relief to recovery was facilitated by: (i) the relatively stable socio-political environment in which recovery activities were undertaken; (ii) the Government's commitment to fully participate in the transition process; and (iii) the fact that WFP was able to adjust to recovery and development by building the capacity of staff through training.

#### **Timeliness of the response and level of resources**

22. Shortfalls in resources and delays in pipeline deliveries were noted in most evaluations, with repercussions on number of beneficiaries, ration size, duration of assistance and ultimately achievement of objectives. Many operations were not fully resourced over the planned duration. For example, in the Sahel drought EMOP, only half of the estimated food aid requirements were received and distributed by the end of the lean period. When operations are not fully resourced, or when resources do not arrive in a timely manner, the achievement of programme objectives suffers accordingly.
23. WFP often purchases commodities at the local or regional level, provided cash contributions are available on time and food is available locally or regionally at competitive prices. This helps to reduce delivery delays considerably to between one and three months.
24. The workshop on lessons learned workshop from the Iraq EMOP identified additional factors as crucial for the success of the operation:
  - Early availability of financial resources allowed for immediate mobilization of additional staff and procurement of food for pre-positioning in countries surrounding Iraq.
  - All operational units, except food procurement were fully decentralized.
  - Full authority was given to the management of the operation centre in Cyprus, facilitating operational coordination and decision-making.

#### **Coordination and capacity-building**

25. Insufficient capacity of NGOs and governments to coordinate and implement a high-level disaster response in Pakistan, southern Africa and Timor-Leste resulted in delayed implementation initially, but improvements were made over time. Evaluations re-confirmed WFP's important role in building capacity through training.
  - Information sharing from the beginning with partners was of great importance in order to avoid differing expectations of WFP programme in Timor-Leste.
  - Early division of responsibilities, elaboration of clear terms of reference and relevant work plans for each unit facilitated the flow of information in Iraq.
  - In Ethiopia, WFP was the only agency with a strong regional presence. WFP's flexibility was vital to build government capacity. This flexibility will be drastically curtailed if WFP is unable to sustain its field presence through sub-offices. Every effort should be made to maintain the WFP sub-offices in order to support regional



capacities in early warning, targeting and the management of both relief and development food aid.

### **Special operations**

26. The joint WFP/OCHA/UNICEF/UNHCR reviews of the UNJLC<sup>97</sup> operations in Iraq and Liberia and the core unit found that:
- UNJLC had effectively filled gaps in logistics activities, providing a responsive, innovative and practical lead in coordination and implementation,
  - operational issues that are not addressed by other agencies should only be tackled on an exceptional basis and only with the agreement of UNJLC partners; and
  - UNJLC operations should have a short, fixed duration at the first phase of a new emergency, with a focus on resolving conflicts and logistics bottlenecks. Continuation of UNJLC into the next phase needs careful consideration, taking into account possible interference with other agencies.
27. Lessons learned from the Afghanistan UNJLC review were taken into consideration in the design of the subsequent UNJLCs operations in Iraq and Liberia. The main findings of the reviews have also been helpful in designing the tsunami EMOP.

### **Review of WFP's Experience with Real-Time Evaluation**

28. During the southern Africa drought emergency of 2002–2003, OEDE conducted its first real-time evaluation. A recent review of this experience concluded that the objective of producing a more informed overall evaluation was achieved. The objectives of providing immediate feedback and contributing to organizational learning had not met expectations, however, for a variety of situation-specific reasons.
29. The methodology for the ongoing real-time evaluation of the tsunami crisis is based on lessons learned from the previous evaluation. For example, a first light mission including senior staff with experience in EMOPs is currently being practiced to identify important issues and data requirements.

### **The WFP Development Portfolio**

30. Nine evaluations of country programmes and other projects were conducted by regional bureaux and country offices in 2004. At the request of several major donors, an external evaluation of WFP's Enabling Development Policy (EDP) was undertaken in 2003 and 2004 by teams of independent consultants.
31. The external evaluation confirmed that the EDP was sound and had improved the relevance and quality of WFP-supported interventions. Its basic principles had already been partially applied to PRROs and EMOPs; it was suggested that they be applied more systematically to these programme categories. It was also suggested that more work needs to be done regarding nutrition to better fit with EDP expectations.

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<sup>97</sup> UNJLC was originally a WFP initiative to share logistics assets such as aircrafts. It has since evolved into an entity that is operationally independent of WFP, although WFP continues to host UNJLC and provide support services. Main stakeholders include WFP, UNHCR, UNICEF, OCHA, IOM, WHO, FAO, UNDP, ICRC, IFRC and a consortium of NGOs.



32. The following factors affecting or enhancing development project performance<sup>98</sup> were identified:
- WFP-supported development interventions achieve better results when they are integrated into already resourced strategies and programmes such as national and local poverty reduction plans instead of integrating non-food resources into food aid programmes. Partnership frameworks with governments and others are important to integrate WFP assistance in a wider policy and programmatic framework in order to extend benefits beyond the local level and increase the sustainability of WFP-supported activities.
  - WFP assistance reaches people that other agencies are unable to reach. This is being achieved through: (i) the EDP's strategic objectives, which have helped to sharpen the focus on the poorest of the poor<sup>99</sup>; (ii) the systematic use of the VAM; and (iii) the EDP's participatory approach at the local level to encourage community-based activities. More needs to be done, however, to reach the most remote areas in food-insecure regions and populations such as women who do not attend MCH centres and children who do not attend school.
  - WFP-supported development activities were generally targeted to people living in remote rural areas with marginal assets to contribute to development. It is therefore important to ascertain the sustainability of proposed development activities at the project design stage; reasonable timeframes of assistance and specific exit strategies need to be included. VAM should be used to indicate the appropriate time to phase out food assistance.
  - WFP's school feeding programmes were still predominantly focused on school feeding and not FFE<sup>100</sup>.
  - There is little evidence that the broad approach to gender stipulated in the EDP had been fully taken into consideration. The impact was generally at micro-level, with a limited effect on gender-related policies.
33. The summary of evaluation findings and special lessons in 2004 could have been strengthened by better quality reporting from decentralized evaluations and a rating system for project performance. This would help to capture specific lessons in order to more effectively fulfil the primary role of evaluation –to provide an evidenced-based foundation to support accountability, transparency and performance improvements.

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<sup>98</sup> 2004. "Joint Evaluation of Effectiveness and Impact of the Enabling Development Policy of the World Food Programme" (120-E/110-309, Synthesis Report, Volume 1, Main Report [pre-final draft]),

<sup>99</sup>The review of evaluations of WFP school canteen programmes in Bangladesh, the Lao People's Democratic Republic and Ghana showed that to achieve maximum benefit for cost, programmes should cover areas where undernutrition is a serious problem, school enrolment and attendance rates are low and dropout rates are high.

<sup>100</sup> The country office reviews further concluded that the increasing number of students had put further strain on the already poor quality of teaching, given the lack of infrastructure, qualified teachers and shortage of text books. The evaluation of the school canteen programme in the Lao People's Democratic Republic found that the more parents associations or school feeding committees can work without the help of a teacher, the more time teachers can spend teaching. Governments' commitment and ownership of the programme at the national and local level should be ascertained from the beginning since it increases the likelihood of takeover at the end.



## ANNEX IV

<b>GLOBAL FOOD AID PROFILE</b>				
	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>2004*</b>
	<b>Food aid (million mt)</b>			
<b>1) Total food aid</b>	<b>10.98</b>	<b>9.77</b>	<b>10.29</b>	<b>7.50</b>
WFP share of total	4.5	3.8	4.9	3.7
Cereals	9.5	8.1	8.9	6.5
Non-cereals	1.5	1.5	1.3	1.0
<b>Percentages of global food aid</b>				
<b>2) Procurement in developing countries %</b>	<b>11.6</b>	<b>10.6</b>	<b>22.4</b>	<b>25.9</b>
<b>3) Deliveries by channel %</b>				
- Bilateral %	28.3	31.3	21.4	20.6
- Multilateral %	41.5	40.1	48.9	52.0
- NGOs %	30.3	28.5	29.8	27.4
<b>4) Food Aid deliveries by category %</b>				
- Programme %	20.9	21.7	11.0	13.9
- Relief %	50.6	49.0	66.8	58.0
- Project %	28.5	29.3	22.2	28.1
<b>5) Food Aid deliveries by region %</b>				
- Sub-Saharan Africa %	33.6	30.5	52.7	50.8
- South and east Asia %	37.2	38.4	22.4	26.4
- Europe and CIS %	11.9	10.9	6.9	6.1
- Latin America and Caribbean %	9.0	12.9	4.3	8.7
- N. Africa and Middle East %	8.2	7.3	13.7	8.0
<b>6) Deliveries to</b>				
- Developing %	97.6	98.7	97.3	99.1
- LIFDC %	82.9	85.1	85.5	71.1
- LDC %	42.4	39.0	51.6	46.6
<b>7) Total cereal food aid deliveries as % of</b>				
- World cereal production	0.5	0.4	0.5	0.3
- World cereal imports	3.9	3.3	3.7	2.8
<b>8) Cereals food aid deliveries to LIFDC expressed as % of</b>				
- LIFDC cereal production	1.0	0.9	1.0	0.7
- LIFDC cereal import	9.5	8.5	9.9	6.5

Source: Interfais

(\*) 2004 data are provisional as at May 2005.



<b>ANNEX V: WFP FOOD PROCUREMENT IN 2004</b>			
<b>No.</b>	<b>Country</b>	<b>Quantity (mt)</b>	<b>Value (US\$)</b>
<b>Developing countries/countries in transition</b>			
1	Thailand	200 197	49 931 129
2	Argentina	177 457	48 924 113
3	Ethiopia	127 856	25 303 640
4	Sudan	123 555	20 764 727
5	Uganda	111 707	26 517 512
6	South Africa	107 562	25 586 541
7	Pakistan	101 932	23 276 211
8	India	100 562	30 338 992
9	Turkey	100 126	28 991 022
10	Brazil	98 055	36 377 752
11	Malaysia	89 377	60 653 116
12	Zambia	85 002	17 736 130
13	Vietnam	84 130	25 234 286
14	China	78 760	20 652 587
15	Bulgaria	71 756	9 837 744
16	Jordan	69 120	37 926 442
17	Kazakhstan	55 607	12 106 441
18	Russian Fed.	52 791	10 885 715
19	United Arab Em.	49 000	15 770 000
20	Kenya	45 133	12 659 946
21	Nepal	41 705	13 381 040
22	Tanzania	38 587	9 460 488
23	Lesotho	35 738	8 153 677
24	Bangladesh	27 589	11 445 715
25	Palestinian Terr.	27 313	12 527 604
26	Indonesia	25 396	18 332 834
27	Mozambique	17 495	3 847 791
28	Malawi	17 482	5 579 385
29	Burkina-Faso	17 110	5 089 887
30	Oman	15 548	37 956 820
31	Mali	15 049	2 988 153
32	Myanmar	14 661	2 516 206
33	Niger	14 346	3 701 776
34	Colombia	10 787	5 130 937
35	Afghanistan	10 650	2 222 074
36	Cameroon	8 511	3 409 671
37	Senegal	8 452	2 961 314
38	Cote D'Ivoire	8 341	3 812 362
39	Zimbabwe	6 788	2 835 705
40	Namibia	5 447	1 034 396
41	Egypt	5 225	1 505 808
42	Cuba	4 315	2 821 059
43	Chad	3 394	868 743
44	Honduras	3 369	1 161 233
45	Nicaragua	3 101	1 427 164
46	Nigeria	3 000	882 000
47	Azerbaijan	2 984	1 036 560
48	Singapore	2 959	1 697 461



<b>ANNEX V: WFP FOOD PROCUREMENT IN 2004</b>			
<b>No.</b>	<b>Country</b>	<b>Quantity (mt)</b>	<b>Value (US\$)</b>
<b>Developing countries/countries in transition</b>			
49	Rwanda	2 838	918 483
50	Guatemala	2 633	858 621
51	Cambodia	2 601	559 108
52	Swaziland	2 467	554 766
53	Sri Lanka	2 242	3 169 320
54	Congo	1 818	670 022
55	Bhutan	1 645	455 341
56	Bolivia	1 643	424 950
57	Uruguay	1 403	3 295 337
58	Estonia	1 400	3 592 400
59	Burundi	1 339	412 763
60	Armenia	987	313 348
61	Ghana	889	302 721
62	Dem.Rep.Congo	844	257 227
63	Iran	735	272 963
64	Madagascar	723	355 462
65	Peru	693	467 495
66	Yemen	613	169 092
67	Tajikistan	575	22 932
68	Angola	532	88 506
69	Syria	444	249 022
70	Central Africa Republic	443	201 787
71	Gambia	242	51 524
72	Algeria	185	184 009
73	Haiti	146	115 651
74	Georgia	122	19 845
75	Morocco	108	147 862
76	Laos	71	22 162
77	Dominican Rep.	31	34 241
78	El Salvador	15	14 474
79	Somalia	12	3 693
<b>Subtotal (69% of total value)</b>		<b>2 355 463</b>	<b>725 467 034</b>
<b>Developed countries</b>			
<b>No.</b>	<b>Country</b>	<b>Quantity (tons)</b>	<b>Value (US\$)</b>
1	Australia	490 069	85 699 884
2	USA	381 897	67 527 621
3	Canada	128 448	34 591 643
4	Japan	58 537	13 277 817
5	Italy	39 972	11 547 454
6	Belgium	30 684	23 386 107
7	Denmark	27 243	19 111 617
8	Netherlands	21 734	14 093 148
9	France	19 286	48 749 079
10	Spain	3 000	7 561 500
11	Germany	1 190	339 008
12	United Kingdom	121	42 253
<b>Subtotal (31% of total value)</b>		<b>1 202 181</b>	<b>325 927 130</b>
<b>Total</b>		<b>3 557 643</b>	<b>1 051 394 163</b>



<b>ANNEX VI a: TOTAL CONFIRMED CONTRIBUTIONS IN 2004 (thousand dollars)</b>							
<b>Donor</b>	<b>Development</b>	<b>IEFR</b>	<b>IRA</b>	<b>PRRO</b>	<b>SO</b>	<b>Others<sup>1</sup></b>	<b>Total</b>
African Dev. Bank	0	0	0	500	0	0	<b>500</b>
Andorra	0	71	0	0	0	44	<b>115</b>
Angola	0	0	0	4 014	0	0	<b>4 014</b>
Australia	6 613	16 163	0	11 687	1 944	4 552	<b>40 960</b>
Austria	0	122	0	2 067	0	0	<b>2 189</b>
Belgium	490	2 444	0	6 388	2 158	225	<b>11 705</b>
Bhutan	0	0	0	0	0	1	<b>1</b>
Bulgaria	0	0	0	0	0	5	<b>5</b>
Cameroon	600	0	0	0	0	0	<b>600</b>
Canada	49 821	20 877	4 478	12 635	847	2 152	<b>90 810</b>
China	4 804	0	0	0	0	48	<b>4 853</b>
Colombia	0	0	0	2 224	0	0	<b>2 224</b>
Cuba	0	570	0	0	0	45	<b>615</b>
Cyprus	0	0	5	0	0	0	<b>5</b>
Czech Republic	0	0	0	98	0	0	<b>98</b>
Denmark	26 443	8 177	0	5 765	378	2 485	<b>43 247</b>
European Commission	7 892	123 915	0	54 930	8 348	5 415	<b>200 501</b>
Ecuador	0	0	0	0	0	89	<b>89</b>
Egypt	354	0	0	0	0	0	<b>354</b>
El Salvador	0	0	0	0	0	160	<b>160</b>
Ethiopia	30	0	0	0	0	0	<b>30</b>
Finland	7 352	2 585	0	7 197	0	725	<b>17 860</b>
France	1 801	13 268	1 695	8 617	3 538	1 368	<b>30 288</b>
Germany	27 155	20 583	0	11 912	3 525	1 951	<b>65 126</b>
Ghana	0	0	0	0	0	10	<b>10</b>
Greece	0	0	16	0	0	0	<b>16</b>
Guatemala	0	0	0	0	0	53	<b>53</b>
Holy See	10	0	0	0	0	0	<b>10</b>
Honduras	1 562	0	0	0	0	1 635	<b>3 197</b>
Hungary	0	0	0	0	0	65	<b>65</b>
Iceland	0	57	18	0	0	0	<b>75</b>
India	0	0	0	23 532	0	67	<b>23 599</b>
Iran	0	0	0	0	0	40	<b>40</b>
Ireland	912	5 675	977	3 939	1 755	425	<b>13 684</b>
Italy	13 899	13 146	0	10 992	0	10 372	<b>48 409</b>
Japan	12 190	65 504	9 275	47 630	0	1 131	<b>135 730</b>
Jordan	53	0	0	0	0	47	<b>100</b>
Kenya	1 035	9 009	0	0	0	0	<b>10 044</b>
Korea, Rep. of	100	23 385	0	1	0	202	<b>23 688</b>
Luxembourg	0	2 246	0	1 841	0	0	<b>4 086</b>
Madagascar	0	2 000	0	0	0	0	<b>2 000</b>
Malawi	0	1 455	0	13 014	0	0	<b>14 469</b>
Monaco	30	0	0	0	0	0	<b>30</b>



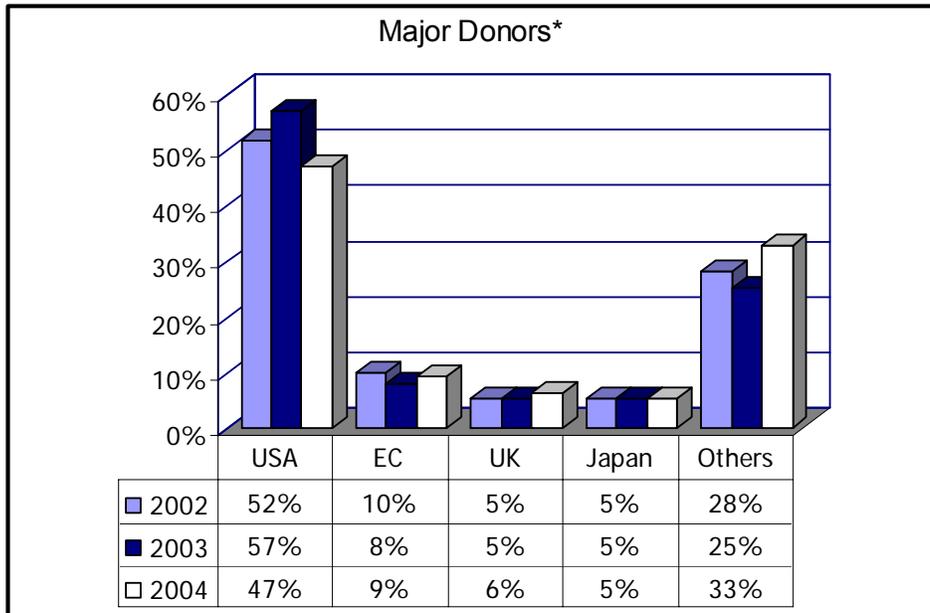
<b>ANNEX VI a: TOTAL CONFIRMED CONTRIBUTIONS IN 2004 (thousand dollars)</b>							
<b>Donor</b>	<b>Development</b>	<b>IEFR</b>	<b>IRA</b>	<b>PRRO</b>	<b>SO</b>	<b>Others<sup>1</sup></b>	<b>Total</b>
Nepal	0	0	0	144	0	0	<b>144</b>
Netherlands	0	26 116	4 146	36 890	10 522	64	<b>77 738</b>
New Zealand	690	1 351	0	54	0	0	<b>2 095</b>
Nicaragua	1 328	0	0	0	0	40	<b>1 368</b>
Norway	33 865	6 931	2 405	6 398	5 247	0	<b>54 846</b>
Pakistan	0	0	0	0	0	38	<b>38</b>
Panama	1	0	0	0	0	0	<b>1</b>
Poland	0	138	0	218	0	0	<b>356</b>
Portugal	110	0	0	215	398	0	<b>723</b>
Private <sup>2</sup>	6 864	6 693	0	2 079	359	1 390	<b>17 384</b>
Saudi Arabia	1 556	0	0	1 790	0	0	<b>3 345</b>
Singapore	0	20	0	0	0	0	<b>20</b>
Slovak Rep.	0	25	0	0	0	0	<b>25</b>
Slovenia	0	33	0	0	0	0	<b>33</b>
South Africa	1 675	3 510	1	0	0	0	<b>5 186</b>
Spain	9 684	2 268	0	5 228	373	1 836	<b>19 388</b>
Sri Lanka	0	0	0	0	0	24	<b>24</b>
Sweden	0	19 699	1	23 299	772	768	<b>44 540</b>
Switzerland	5 365	12 465	2 021	10 413	2 188	221	<b>32 673</b>
Syria	619	324	0	0	0	58	<b>1 001</b>
Turkey	0	0	0	150	0	0	<b>150</b>
Uganda	0	0	0	0	0	339	<b>339</b>
United Kingdom	14 731	39 542	0	24 109	24 114	13 388	<b>115 884</b>
United Nations	146	0	0	75	0	309	<b>530</b>
United Arab Emirates	50	0	0	0	0	0	<b>50</b>
USA	36 362	659 023	0	276 338	28 496	32 029	<b>1 032 247</b>
Zimbabwe	0	0	0	4	0	0	<b>4</b>
<b>Total</b>	<b>276 191</b>	<b>1 109 389</b>	<b>25 039</b>	<b>616 388</b>	<b>94 962</b>	<b>83 815</b>	<b>2 205 783</b>
<b>Bilateral Contributions</b>							<b>995 728</b>

<sup>1</sup>Others: e.g. T/Fund, Junior Professional Officer (JPO), Government Counterpart Cash Contributions (GCCC), GPRG, confirmed contributions under pending projects.

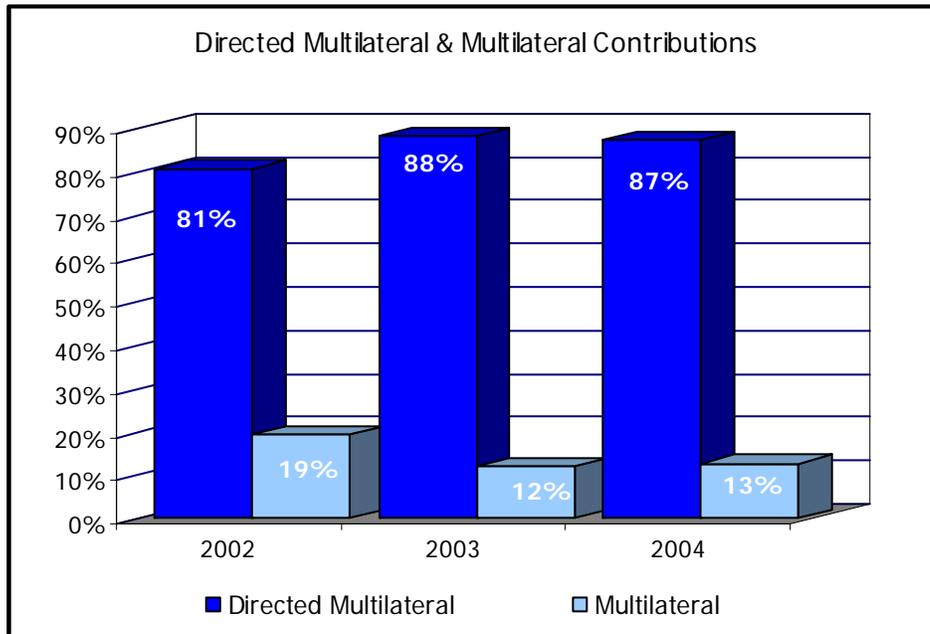
<sup>2</sup> Private donors also gave additional gifts-in-kind valued at \$ 44,238,391. The total of all cash and gifts-in-kind amounted to \$ 61,622,564.



**ANNEX VI b**



\* excluding bilateral contributions

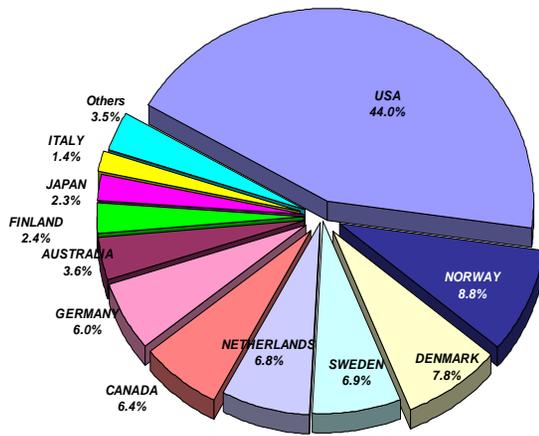


Funding Window	(US\$ Millions)		
	2002	2003	2004
Directed Multilateral	1 458.4	2 270.1	1 927.4
Multilateral	350.8	302.7	278.4
<b>TOTAL</b>	<b>1 809.2</b>	<b>2 572.8</b>	<b>2 205.8</b>

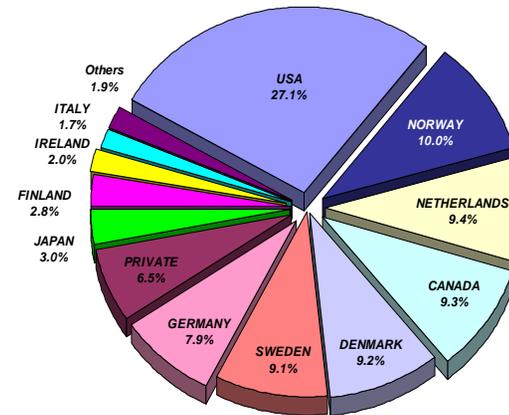


# MULTILATERAL CONTRIBUTIONS BY DONOR AS A PERCENTAGE OF TOTAL 2002-2004

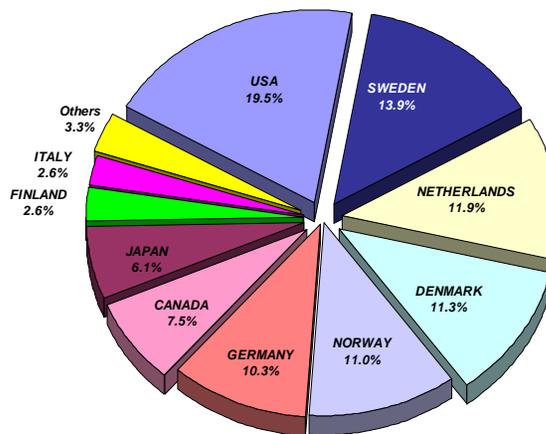
2002



2003



2004



ANNEX VII TABLE 1: OPERATIONAL EXPENDITURES<sup>1</sup> BY REGION AND CATEGORY, 2001-2004 (US\$1000)

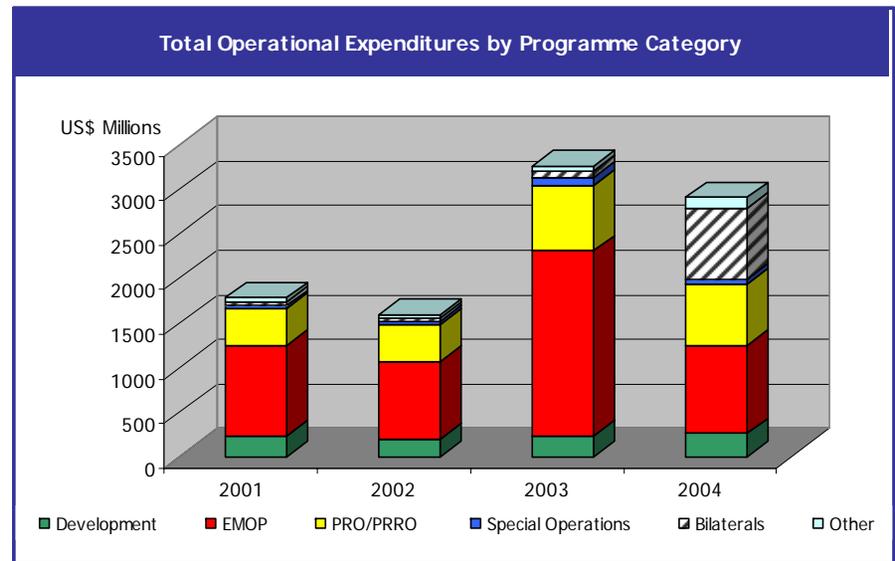
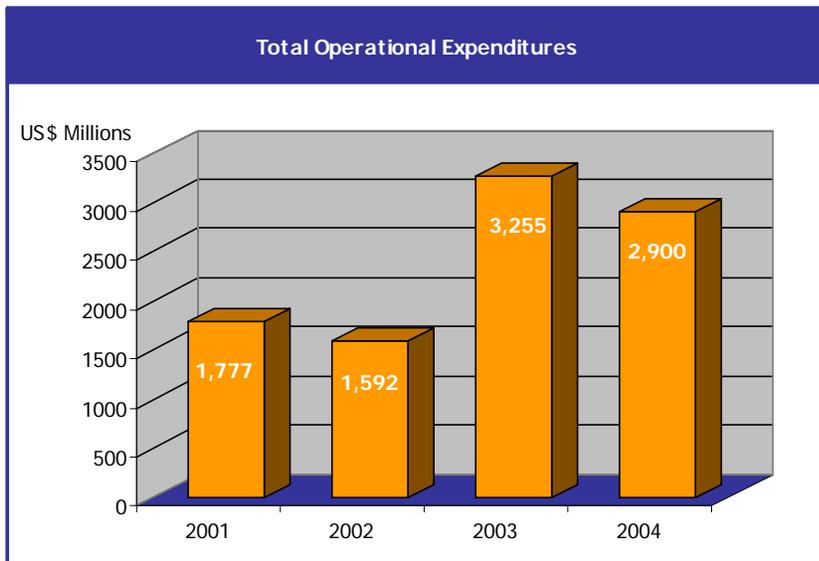
	2001		2002		2003		2004	
	Expenditures	percent	Expenditures	percent	Expenditures	percent	Expenditures	percent
<b>TOTAL</b>	<b>1 777 042</b>	<b>100</b>	<b>1 592 160</b>	<b>100</b>	<b>3 254 748</b>	<b>100</b>	<b>2 899 628</b>	<b>100</b>
DEV	231 059	13	194 692	12	228 678	7	256 458	9
RELIEF	1 421 350	80	1 282 791	81	2 811 441	86	1 670 055	58
EMOP	1 006 227		867 053		2 072 988		992 990	
PRRO	415 123		415 738		738 453		677 066	
SO	32 789	2	36 651	2	82 769	3	60 628	2
BILATERALS	45 772	3	38 609	2	80 470	2	794 372	27
OTHER <sup>2</sup>	46 072	3	39 416	3	51 390	2	118 115	4
<b>SUB-SAHARAN AFRICA</b>	<b>885 644</b>	<b>100</b>	<b>899 374</b>	<b>100</b>	<b>1 480 457</b>	<b>100</b>	<b>1 381 743</b>	<b>100</b>
Percentage of all regions	50		56		45			
DEV	99 279	11	89 075	10	117 299	8	126 364	9
RELIEF	761 955	86	794 257	88	1 333 542	90	1 202 709	87
EMOP	459 455		476 630		790 229		757 281	
PRRO	302 500		317 627		543 313		445 427	
SO	18 437	2	14 178	2	20 992	1	43 975	3
BILATERALS	5 972	1	1 864	0	8 625	1	8 695	1
<b>ASIA</b>	<b>566 324</b>	<b>100</b>	<b>454 316</b>	<b>100</b>	<b>389 081</b>	<b>100</b>	<b>417 521</b>	<b>100</b>
Percentage of all regions	32		29		12			
DEV	81 033	14	66 370	15	63 969	16	76 226	18
RELIEF	469 351	83	360 182	79	299 235	77	326 263	78
EMOP	408 263		317 652		186 249		155 817	
PRRO	61 088		42 530		112 985		170 446	
SO	13 913	2	21 724	5	20 868	5	9 012	2
BILATERALS	2 027	0	6 040	1	5 009	1	6 020	1
<b>EASTERN EUROPE AND CIS</b>	<b>166 162</b>	<b>100</b>	<b>86 788</b>	<b>100</b>	<b>67 707</b>	<b>100</b>	<b>40 411</b>	<b>100</b>
Percentage of all regions	9		5		2			
RELIEF	153 657	92	86 418	100	67 144	99	40 411	100
EMOP	127 801		52 862		18 494		12 209	
PRRO	25 856		33 556		48 649		28 202	
SO	493	0	235	0	-	-	-	-
BILATERALS	12 013	7	134	0	563	1	-	-
<b>LATIN AMERICA AND THE CARIBBEAN</b>	<b>57 157</b>	<b>100</b>	<b>40 253</b>	<b>100</b>	<b>49 142</b>	<b>100</b>	<b>59 326</b>	<b>100</b>
Percentage of all regions	3		2		2			
DEV	38 565	67	26 408	65	31 920	65	30 212	51
RELIEF	18 591	33	13 845	35	17 222	35	26 208	44
EMOP	7 238		3 967		1 433		8 102	
PRRO	11 353		9 879		15 789		18 107	
SO	-	-	-	-	-	-	2 906	5
BILATERALS	-	-	-	-	-	-	-	-
<b>MIDDLE EAST AND NORTH AFRICA</b>	<b>55 491</b>	<b>100</b>	<b>71 817</b>	<b>100</b>	<b>1 213 215</b>	<b>100</b>	<b>856 973</b>	<b>100</b>
Percentage of all regions	3		5		37			
DEV	12 182	22	12 696	18	15 228	1	16 633	2
RELIEF	17 549	32	28 088	39	1 094 299	90	73 114	9
EMOP	3 224		15 940		1 076 583		57 920	
PRRO	14 325		12 148		17 716		15 194	
SO	-	-	461	1	40 610	3	4 735	1
BILATERALS	25 761	46	30 571	43	63 078	5	762 490	89

<sup>1</sup> Excludes programme support and administrative costs.

<sup>2</sup> Operational expenditures such as general fund, special accounts, insurance and trust funds that cannot be apportioned by operation. Negative figures, shown in parentheses, represent financial adjustments.



## ANNEX VII FIGURE 1: TOTAL OPERATIONAL EXPENDITURES



ANNEX VII TABLE 2: OPERATIONAL EXPENDITURES<sup>1</sup> BY COUNTRY, REGION AND CATEGORY, 2001-2004 (US\$1000)

	2001					2002					2003					2004				
	Dev.	Relief	SO	Bilaterals	Total	Dev.	Relief	SO	Bilaterals	Total	Dev.	Relief	SO	Bilaterals	Total	Dev.	Relief	SO	Bilaterals	Total
<b>TOTAL</b>	<b>231 059</b>	<b>1 421 350</b>	<b>32 789</b>	<b>45 772</b>	<b>1 777 042</b>	<b>194 692</b>	<b>1 282 791</b>	<b>36 651</b>	<b>38 609</b>	<b>1 592 160</b>	<b>228 678</b>	<b>2 811 441</b>	<b>82 769</b>	<b>80 470</b>	<b>3 254 748</b>	<b>256 458</b>	<b>1 670 055</b>	<b>60 628</b>	<b>794 372</b>	<b>2 899 628</b>
<b>SUB-SAHARAN AFRICA</b>																				
Angola	10	87 534	6 891	523	<b>94 958</b>	0	103 484	5 071	1	<b>108 556</b>	-	137 820	7 625	41	<b>145 486</b>	-	73 486	5 903	(11)	<b>79 377</b>
Benin	1 835	-	-	-	<b>1 835</b>	1 666	-	-	-	<b>1 666</b>	2 409	-	-	-	<b>2 409</b>	2 346	-	-	-	<b>2 346</b>
Burkina Faso	1 680	494	-	-	<b>2 174</b>	2 861	226	-	230	<b>3 317</b>	4 589	151	(6)	<b>4 734</b>	5 614	1 248	-	14	<b>6 876</b>	
Burundi	1 894	22 018	768	35	<b>24 715</b>	257	12 873	869	43	<b>14 042</b>	27	43 492	842	537	<b>44 898</b>	(6)	41 422	960	1 419	<b>43 795</b>
Cameroon	1 089	313	-	-	<b>1 402</b>	1 641	130	-	-	<b>1 771</b>	2 005	599	-	-	<b>2 604</b>	2 757	282	-	-	<b>3 039</b>
Cape Verde	756	-	-	-	<b>756</b>	1 625	686	-	-	<b>2 311</b>	1 500	454	-	-	<b>1 954</b>	3 649	46	-	-	<b>3 695</b>
Central African Republic	661	51	-	-	<b>712</b>	1 378	1 420	-	-	<b>2 798</b>	947	1 942	-	-	<b>2 890</b>	1 154	3 436	-	-	<b>4 590</b>
Chad	2 127	8 675	-	-	<b>10 802</b>	3 126	1 086	-	-	<b>4 212</b>	4 416	1 277	-	-	<b>5 693</b>	3 110	31 454	2 317	-	<b>36 881</b>
Congo	-	2 659	-	-	<b>2 659</b>	-	2 390	-	-	<b>2 390</b>	-	4 905	-	-	<b>4 905</b>	-	4 868	-	-	<b>4 868</b>
Congo, Dem. Rep.	17	32 515	910	613	<b>34 055</b>	0	41 051	1 139	(1)	<b>42 189</b>	-	61 926	1 945	-	<b>63 870</b>	-	42 613	43	-	<b>42 656</b>
Côte d'Ivoire	1 246	21	-	2 720	<b>3 987</b>	1 388	1 139	-	1 539	<b>4 066</b>	283	16 689	260	420	<b>17 651</b>	46	19 908	1 059	2 740	<b>23 753</b>
Djibouti	149	6 587	950	-	<b>7 686</b>	454	4 995	67	-	<b>5 516</b>	60	3 783	74	-	<b>3 917</b>	671	2 229	-	-	<b>2 900</b>
Eritrea	-	45 844	545	-	<b>46 389</b>	-	22 221	(15)	-	<b>22 206</b>	-	66 479	-	-	<b>66 479</b>	0	44 917	-	-	<b>44 917</b>
Ethiopia	26 828	140 070	1 530	2 075	<b>170 504</b>	18 849	108 988	177	2	<b>128 016</b>	16 483	207 986	-	1 233	<b>225 702</b>	11 887	147 931	-	1 298	<b>161 115</b>
Gabon	-	299	-	-	<b>299</b>	-	311	-	-	<b>311</b>	-	1	-	-	<b>1</b>	-	-	-	-	<b>-</b>
Gambia	2 085	96	-	-	<b>2 181</b>	1 170	0	-	-	<b>1 170</b>	1 701	1 571	-	-	<b>3 272</b>	1 429	56	-	-	<b>1 485</b>
Ghana	1 166	-	-	-	<b>1 166</b>	954	137	-	-	<b>1 091</b>	3 923	97	-	-	<b>4 020</b>	2 477	396	-	-	<b>2 873</b>
Guinea	119	9 294	216	-	<b>9 629</b>	1 340	9 131	515	-	<b>10 986</b>	1 128	18 529	1 320	-	<b>20 978</b>	2 190	9 493	557	-	<b>12 240</b>
Guinea-Bissau	-	1 251	-	-	<b>1 251</b>	-	2 251	-	-	<b>2 251</b>	-	4 154	-	-	<b>4 154</b>	-	3 745	-	-	<b>3 745</b>
Kenya	4 163	118 637	-	-	<b>122 800</b>	4 356	53 889	-	57	<b>58 302</b>	7 787	44 344	-	-	<b>52 132</b>	15 534	56 574	-	-	<b>72 107</b>
Lesotho	1 045	-	-	-	<b>1 045</b>	1 910	8 452	-	-	<b>10 362</b>	1 954	20 851	-	-	<b>22 805</b>	3 483	21 892	-	-	<b>25 375</b>
Liberia	1 244	5 623	-	-	<b>6 867</b>	1 522	8 828	-	-	<b>10 350</b>	1 851	41 526	3 040	-	<b>46 418</b>	583	35 438	1 780	-	<b>37 801</b>
Madagascar	4 262	696	217	-	<b>5 175</b>	4 242	324	190	-	<b>4 756</b>	3 510	6 622	(19)	-	<b>10 113</b>	1 773	5 981	-	-	<b>7 754</b>
Malawi	6 003	1 182	-	-	<b>7 185</b>	4 127	45 231	1 590	-	<b>50 948</b>	4 905	51 927	3 145	-	<b>59 977</b>	6 090	19 915	1 051	-	<b>27 057</b>
Mali	3 289	1 157	-	-	<b>4 446</b>	4 189	1 367	-	-	<b>5 556</b>	4 638	1 369	-	-	<b>6 006</b>	6 205	1 443	-	-	<b>7 648</b>
Mauritania	3 418	-	-	-	<b>3 418</b>	2 703	3 102	-	-	<b>5 805</b>	5 273	18 728	-	-	<b>24 001</b>	1 210	6 946	-	-	<b>8 156</b>
Mozambique	7 481	7 571	3 360	-	<b>18 412</b>	8 822	14 666	2 000	-	<b>25 488</b>	13 188	52 058	18	-	<b>65 265</b>	10 710	20 568	-	-	<b>31 278</b>
Namibia	-	1 094	-	-	<b>1 094</b>	-	1 271	-	-	<b>1 271</b>	-	1 316	-	-	<b>1 316</b>	-	2 971	-	-	<b>2 971</b>
Niger	5 814	1 617	-	-	<b>7 431</b>	3 781	387	-	-	<b>4 168</b>	2 386	39	-	-	<b>2 425</b>	6 457	0	-	-	<b>6 457</b>
Rwanda	1 135	8 288	822	-	<b>10 245</b>	2 595	12 202	231	-	<b>15 028</b>	5 146	11 500	123	-	<b>16 770</b>	7 352	8 412	0	-	<b>15 764</b>
São Tomé and Príncipe	499	-	-	-	<b>499</b>	457	-	-	-	<b>457</b>	589	-	-	-	<b>589</b>	446	-	-	-	<b>446</b>
Senegal	1 913	255	-	-	<b>2 168</b>	2 839	1 027	-	-	<b>3 866</b>	3 884	2 628	-	-	<b>6 511</b>	4 900	1 885	-	-	<b>6 785</b>
Sierra Leone	-	14 599	2 141	6	<b>16 746</b>	-	20 588	1 015	(6)	<b>21 597</b>	2 033	25 113	11	-	<b>27 157</b>	4 471	9 279	37	-	<b>13 788</b>
Somalia	-	6 668	87	-	<b>6 755</b>	-	8 441	-	-	<b>8 441</b>	-	9 529	-	-	<b>9 529</b>	-	18 147	-	-	<b>18 147</b>
Sudan	8 702	113 624	1	-	<b>122 327</b>	3 282	96 380	383	-	<b>100 045</b>	5 847	126 421	907	-	<b>133 176</b>	4 819	354 338	30 133	-	<b>389 290</b>



ANNEX VII TABLE 2: OPERATIONAL EXPENDITURES<sup>1</sup> BY COUNTRY, REGION AND CATEGORY, 2001-2004 (US\$1000)

	2001					2002					2003					2004				
	Dev.	Relief	SO	Bilaterals	Total	Dev.	Relief	SO	Bilaterals	Total	Dev.	Relief	SO	Bilaterals	Total	Dev.	Relief	SO	Bilaterals	Total
Swaziland	-	-	-	-	-	-	2 999	-	-	2 999	-	10 049	2	-	10 051	-	7 999	-	817	8 816
Tanzania	2 328	52 013	-	-	54 341	1 406	30 282	-	-	31 688	6 569	50 179	-	-	56 747	5 231	27 535	-	-	32 766
Uganda	2 928	24 201	-	-	27 129	2 476	22 956	-	-	25 432	5 631	80 768	-	-	86 399	4 714	83 027	-	-	87 741
Zambia	3 393	10 049	-	-	13 442	3 547	41 827	-	-	45 374	2 320	50 815	-	1 674	54 809	4 886	18 168	-	-	23 054
Zimbabwe	-	1 236	-	-	1 236	-	89 291	-	-	89 291	-	155 906	-	4 725	160 631	-	70 599	-	2 418	73 017
Other regional expenditure	-	35 725	-	-	35 725	113	18 228	945	-	19 286	318	-	1 696	-	2 014	178	4 062	136	-	4 376
<b>TOTAL REGION</b>	<b>99 279</b>	<b>761 955</b>	<b>18 437</b>	<b>5 972</b>	<b>885 643</b>	<b>89 075</b>	<b>794 257</b>	<b>14 178</b>	<b>1 864</b>	<b>899 374</b>	<b>117 299</b>	<b>1 333 542</b>	<b>20 992</b>	<b>8 625</b>	<b>1 480 457</b>	<b>128 368</b>	<b>1 202 709</b>	<b>43 975</b>	<b>8 695</b>	<b>1 381 743</b>
<b>ASIA</b>																				
Afghanistan	-	118 473	356	-	118 829	-	131 546	3 596	-	135 142	-	126 576	11 715	-	138 291	-	119 073	11 603	-	130 676
Bangladesh	29 307	16 694	-	448	46 449	24 131	10 312	-	2 523	36 966	16 700	2 997	-	3 525	23 221	28 184	19 502	-	3 136	50 821
Bhutan	2 075	-	-	-	2 075	2 800	-	-	-	2 800	4 685	-	-	-	4 685	3 138	-	-	-	3 138
Cambodia	1 171	26 140	-	-	27 311	1 301	16 333	-	1 608	19 242	660	15 966	-	578	17 204	1 264	11 221	-	2 719	15 205
China	11 687	-	-	882	12 569	12 657	-	-	1 837	14 494	10 670	-	-	864	11 533	9 296	-	-	165	9 462
India	17 889	3 747	605	-	22 241	9 817	434	-	-	10 251	3 098	8	2	-	3 108	8 690	-	-	-	8 690
Indonesia	-	15 710	-	-	15 710	-	11 060	-	-	11 060	-	21 287	-	-	21 287	-	20 911	-	-	20 911
Islamabad Cluster	-	32 548	2 467	-	35 015	-	57 095	13 720	-	70 815	-	1 691	2 528	-	4 219	-	(136)	(2 667)	-	(2 803)
DPRK	-	233 515	-	-	233 515	-	101 879	796	60	102 735	-	99 955	611	42	100 608	-	121 416	54	-	121 470
Lao People's Dem. Rep.	986	1 800	-	-	2 786	2 375	1 116	-	-	3 491	1 953	232	-	-	2 185	2 568	1 723	-	-	4 291
Myanmar	-	653	-	696	1 349	-	1 472	-	12	1 484	(0)	1 947	-	(0)	1 946	-	4 611	-	-	4 611
Nepal	10 805	5 870	-	-	16 675	7 971	4 880	-	-	12 851	10 184	5 921	-	-	16 105	12 633	7 867	-	-	20 500
Pakistan	6 293	4 600	-	-	10 893	2 357	7 309	9	-	9 675	15 082	14 817	(0)	-	29 899	8 059	9 251	-	-	17 310
Sri Lanka	637	3 224	-	-	3 861	2 899	4 865	-	-	7 764	842	6 857	-	-	7 700	2 319	8 505	-	-	10 824
Thailand	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	10	-	-	10
Timor-Leste	-	3 905	2 614	-	6 519	-	889	66	-	955	-	980	-	-	980	-	2 310	-	-	2 310
Viet Nam	182	12	-	-	194	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other regional expenditure	-	2 461	7 871	-	10 331	64	10 993	3 538	-	14 595	96	-	6 012	-	6 108	73	-	23	-	96
<b>TOTAL REGION</b>	<b>81 033</b>	<b>469 351</b>	<b>13 913</b>	<b>2 027</b>	<b>566 324</b>	<b>66 370</b>	<b>360 182</b>	<b>21 723</b>	<b>6 040</b>	<b>454 316</b>	<b>63 969</b>	<b>299 235</b>	<b>20 868</b>	<b>5 009</b>	<b>389 080</b>	<b>76 226</b>	<b>326 263</b>	<b>9 012</b>	<b>6 020</b>	<b>417 521</b>
<b>EASTERN EUROPE AND CIS</b>																				
Albania	-	1 589	-	-	1 589	-	2 378	-	-	2 378	-	2 949	-	-	2 949	-	3 176	-	-	3 176
Armenia	-	11 661	-	-	11 661	-	3 993	-	-	3 993	-	7 122	-	-	7 122	-	3 455	-	-	3 455
Azerbaijan	-	5 691	-	-	5 691	-	3 794	-	-	3 794	-	6 455	-	-	6 455	-	3 940	-	-	3 940
Georgia	-	20 667	467	-	21 134	-	5 215	225	-	5 440	-	6 782	-	-	6 782	-	4 720	-	-	4 720
Macedonia	-	828	-	-	828	-	43	-	-	43	-	92	-	-	92	-	-	-	-	-
Russian Federation	-	12 389	-	-	12 389	-	13 843	-	261	14 104	-	13 494	-	563	14 057	-	12 515	-	-	12 515
Serbia and Montenegro	-	51 596	26	12 013	63 635	-	13 905	-	(126)	13 779	-	3 664	-	-	3 664	-	201	-	-	201
Tajikistan	-	37 623	-	-	37 623	-	40 098	10	-	40 108	-	26 381	-	-	26 381	-	12 436	-	-	12 436
Turkmenistan	-	1 973	-	-	1 973	-	-	-	-	-	-	204	-	-	204	-	-	-	-	-
Other regional expenditure	-	9 639	-	-	9 639	-	3 149	-	-	3 149	-	-	-	-	-	-	(33)	-	-	(33)
<b>TOTAL REGION</b>	<b>-</b>	<b>153 657</b>	<b>493</b>	<b>12 013</b>	<b>166 162</b>	<b>-</b>	<b>86 418</b>	<b>235</b>	<b>134</b>	<b>86 787</b>	<b>-</b>	<b>67 144</b>	<b>-</b>	<b>563</b>	<b>67 706</b>	<b>-</b>	<b>40 411</b>	<b>-</b>	<b>-</b>	<b>40 411</b>



ANNEX VII TABLE 2: OPERATIONAL EXPENDITURES<sup>1</sup> BY COUNTRY, REGION AND CATEGORY, 2001-2004 (US\$1000)

	2001					2002					2003					2004				
	Dev.	Relief	SO	Bilaterals	Total	Dev.	Relief	SO	Bilaterals	Total	Dev.	Relief	SO	Bilaterals	Total	Dev.	Relief	SO	Bilaterals	Total
<b>LATIN AMERICA AND CARIBBEAN</b>																				
Belize	-	203	-	-	203	-	3	-	-	3	-	-	-	-	-	-	-	-	-	-
Bolivia	5 648	354	-	-	6 002	5 178	125	-	-	5 303	6 779	16	-	-	6 795	3 865	398	-	-	4 262
Colombia	603	3 429	-	-	4 032	44	1 815	-	-	1 859	600	1 488	-	-	2 088	15	6 712	-	-	6 727
Cuba	2 806	162	-	-	2 968	2 031	212	-	-	2 243	2 548	11	-	-	2 558	3 457	181	-	-	3 638
Dominican Republic	2 048	876	-	-	2 924	399	498	-	-	897	400	94	-	-	493	185	(3)	-	-	182
Ecuador	2 122	154	-	-	2 276	2 099	32	-	-	2 131	1 590	356	-	-	1 946	93	(1)	-	-	92
El Salvador	4 584	3 646	-	-	8 230	278	2 278	-	-	2 556	1 807	1 988	-	-	3 795	1 395	644	-	-	2 039
Guatemala	1 848	413	-	-	2 261	1 437	4 265	-	-	5 702	2 632	3 900	-	-	6 532	1 349	2 679	-	-	4 028
Haiti	5 166	-	-	-	5 166	5 208	-	-	-	5 208	5 545	2 195	-	-	7 739	6 356	10 364	2 906	-	19 626
Honduras	2 456	4 823	-	-	7 280	1 647	2 517	-	-	4 164	2 895	3 446	-	-	6 341	5 234	2 859	-	-	8 093
Nicaragua	8 305	2 931	-	-	11 236	3 251	1 874	-	-	5 125	3 804	3 733	-	-	7 537	6 274	2 189	-	-	8 462
Peru	2 980	433	-	-	3 413	4 744	11	-	-	4 755	3 317	0	-	-	3 318	1 958	187	-	-	2 145
Venezuela	-	8	-	-	8	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other regional expenditure	-	1 158	-	-	1 158	92	216	-	-	308	4	(3)	-	-	0	30	-	-	-	30
<b>TOTAL REGION</b>	<b>38 565</b>	<b>18 591</b>	-	-	<b>57 157</b>	<b>26 408</b>	<b>13 845</b>	-	-	<b>40 253</b>	<b>31 920</b>	<b>17 222</b>	-	-	<b>49 142</b>	<b>30 212</b>	<b>26 208</b>	<b>2 906</b>	-	<b>59 326</b>
<b>MIDDLE EAST AND NORTH AFRICA</b>																				
Algeria	-	6 706	-	-	6 706	-	7 499	-	-	7 499	-	11 367	-	-	11 367	-	13 920	-	-	13 920
Egypt	1 514	-	-	-	1 514	4 218	-	-	-	4 218	4 070	-	-	-	4 070	4 202	-	-	-	4 202
Iran	-	3 375	-	-	3 375	-	2 722	-	-	2 722	-	10 937	21	-	10 959	-	1 831	-	-	1 831
Iraq *	-	2 056	-	25 761	27 817	-	2 826	-	28 928	31 754	-	1 022 882	38 358	63 067	1 124 307	-	32 419	5 898	762 490	800 807
Jordan	1 040	540	-	-	1 579	1 748	554	-	-	2 302	1 294	14 193	143	-	15 630	2 238	(514)	-	-	1 725
Morocco	2 045	-	-	-	2 045	1 338	-	-	-	1 338	366	-	-	-	366	-	191	-	-	191
Occ. Palestinian Terr.	1 163	4 270	-	-	5 433	678	12 731	461	-	13 870	133	27 290	1 870	-	29 293	-	28 771	-	-	28 771
Syrian Arab Republic	2 407	14	-	-	2 421	1 075	993	-	-	2 068	980	6 968	218	-	8 166	3 102	(199)	-	-	2 903
Yemen	4 013	587	-	-	4 600	3 599	763	-	1 644	6 006	8 323	662	-	11	8 995	7 021	500	-	-	7 521
Other regional expenditure	-	-	-	-	-	40	-	-	-	40	62	-	-	0	62	70	(3 806)	(1 163)	-	(4 898)
<b>TOTAL REGION</b>	<b>12 182</b>	<b>17 549</b>	-	<b>25 761</b>	<b>55 491</b>	<b>12 696</b>	<b>28 088</b>	<b>461</b>	<b>30 571</b>	<b>71 817</b>	<b>15 228</b>	<b>1 094 299</b>	<b>40 610</b>	<b>63 078</b>	<b>1 213 215</b>	<b>16 633</b>	<b>73 114</b>	<b>4 735</b>	<b>762 490</b>	<b>856 973</b>
OTHER <sup>2</sup>	-	246	(54)	-	46 264	142	-	54	-	39 613	262	-	300	3 197	55 148	7 022	1 350	(1)	17 166	143 654

<sup>1</sup> Excludes programme support and administrative costs.

<sup>2</sup> Operational expenditures such as general fund, special accounts, insurance and trust funds that cannot be apportioned by operation appear 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 VII TABLE 3: OPERATIONAL EXPENDITURES<sup>1</sup> BY COUNTRY SPECIAL STATUS CATEGORY AND REGION, 2000-2003 (US\$1000)

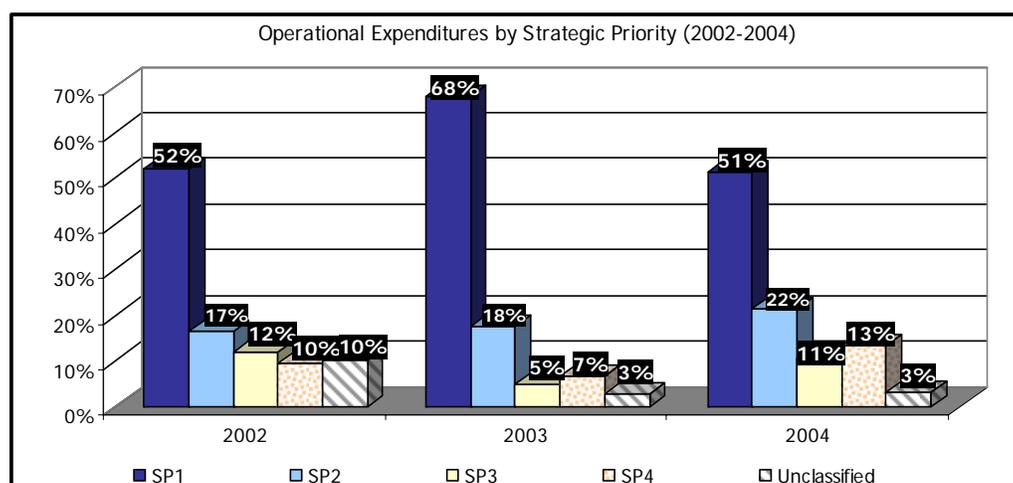
	2001		2002		2003		2004	
	Expenditures	percent	Expenditures	percent	Expenditures	percent	Expenditures	percent
<b>DEVELOPMENT AND RELIEF:</b>	<b>1 652 409</b>	<b>100.0</b>	<b>1 477 483</b>	<b>100.0</b>	<b>3 040 119</b>	<b>100.0</b>	<b>1 926 513</b>	<b>100.0</b>
<b>BY SPECIAL STATUS CATEGORY<sup>2</sup></b>								
Least-developed countries	922 763	55.8	932 308	63.1	1 434 586	47.2	1 407 530	73.1
Low-income food-deficit countries	1 434 180	86.8	1 227 541	83.1	2 751 419	90.5	1 828 126	94.9
<b>BY REGION/COUNTRY GROUP</b>								
Sub-Saharan Africa	861 234	52.1	883 332	59.8	1 450 840	47.7	1 329 073	69.0
Asia	550 385	33.3	426 553	28.9	363 203	11.9	402 488	20.9
Eastern Europe and CIS <sup>3</sup>	153 657	9.3	86 418	5.8	67 144	2.2	40 411	2.1
Latin America and the Caribbean	57 157	3.5	40 253	2.7	49 142	1.6	56 420	2.9
Middle East and North Africa	29 731	1.8	40 784	2.8	1 109 527	36.5	89 748	4.7
<b>DEVELOPMENT:</b>	<b>231 059</b>	<b>100.0</b>	<b>194 692</b>	<b>100.0</b>	<b>228 678</b>	<b>100.0</b>	<b>256 458</b>	<b>100.0</b>
<b>BY SPECIAL STATUS CATEGORY<sup>2</sup></b>								
Least-developed countries	146 303	63.3	128 684	66.1	151 163	66.1	166 538	64.9
Low-income food-deficit countries	215 533	93.3	186 349	95.7	210 974	92.3	234 621	91.5
<b>BY REGION/COUNTRY GROUP</b>								
Sub-Saharan Africa	99 279	43.0	89 076	45.8	117 298	51.3	126 364	49.3
Asia	81 033	35.1	66 372	34.1	63 968	28.0	76 226	29.7
Latin America and the Caribbean	38 565	16.7	26 408	13.6	31 919	14.0	30 212	11.8
Middle East and North Africa	12 182	5.3	12 696	6.5	15 228	6.7	16 633	6.5

<sup>1</sup> Exclusive of programme support and administrative costs.<sup>2</sup> Actual classifications for each year.<sup>3</sup> Relief only.

## ANNEX VIII

## METHODOLOGY

1. This annex briefly describes methodologies used in the 2004 APR to (i) classify operational expenditures according to each Strategic Priority and (ii) outline tools used to measure achievement against the SPs. WFP operations are varied and diverse and the methodology used to estimate the proportion of operational expenditures for different activities is very important for the APR and internal management. In 2004, this methodology remained the only tool available to attribute operational expenditures to the SPs.
2. The APR details how operational expenditures are attributed to each SP. This classification attributes operational expenditures according to a list of United Nations Administrative Committee on Coordination classification codes that fall within three broad categories of WFP interventions: free relief food assistance, human capacity and FFW. At the end of each year, project expenditures are recorded against these classification codes. There are 18 codes used to attribute expenditures to each of the SPs:
  - *SP1-Save lives in crisis situations*: (i) total free relief food assistance
  - *SP2-Protect livelihoods in crisis situations and enhance resilience to shocks*: (ii) agricultural/crop production promotion; (iii) agro-forestry projects; (iv) animal husbandry and pisciculture projects; (v) food reserves; (vi) land or water development and improvement; (vii) literacy and numeracy; (viii) other FFT; (ix) other FFW; (x) public amenities (schools, housing); (xi) settlement and resettlement; (xii) transportation
  - *SP3 – Support improved nutrition and health status for children/mothers/other vulnerable people*: (xiii) HIV/AIDS; (xiv) MCH; (xv) nurseries and kindergartens; (xvi) public health and eradication of diseases (excluding HIV/AIDS)
  - *SP4 – Support access to education and reduce gender disparity in access to education and skills training*: (xvii) primary schools; (xviii) secondary schools
  - *SP5 – Help governments establish/manage national food assistance programmes*: No applicable sector to date.
3. Using the classification codes described above and project data, operational expenditures for 2002–2004, have been attributed to SP1–SP4: see chart below. The methodology for analysing results for SPs 1–4 is briefly discussed below.



4. For SP 1, internationally accepted methods were used to analyse baseline and follow-up survey data. SP 2 indicators are still being piloted; the methodology utilized to analyse SP 2 outcomes will be elaborated and reported in the 2005 APR. For SP 3, the analysis of outcome-level data was based on all 31 CPs and DEVs related to SP 3 with objectives related to improving nutritional status.
5. For SP 4, survey analysis and sampling methodology is more fully elaborated, given the longer timeframe that school feeding activities have used data from baseline and follow-up surveys. To analyse performance in 2004, the main results from school feeding surveys in 25 WFP-assisted countries were summarized. Of the countries surveyed, 14 were assisted through DEVs, ten through PRROs and one through an EMOP; 17 of the 25 countries surveyed were in sub-Saharan Africa.
6. For SP 5 – the new policy framework to help governments establish and manage national food assistance programmes – information was collected through a questionnaire sent to each country office in mid-2004. The data was collected by country rather than by project, and country offices were asked to report capacity-building activities in five categories: food aid programming (WFP and counterparts); government food assistance programming; government and other programming; public awareness and networks; and food security/poverty-related policies.





### ANNEX IX - OPERATIONAL EXPENDITURES BY REGION IN 2004

