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NOTE TO THE EXECUTIVE BOARD

This document is submitted to the Executive Board for approval

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

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EXECUTIVE SUMMARY

WFP continued to enhance its multilateral and country-level partnerships during 2011 in accordance with the Strategic Plan (2008–2013) in a context of volatile food prices, large-scale emergencies and persistent hunger.

WFP contributed to the work of the United Nations Development Group and other partnerships and participated in events such as the Fourth United Nations Conference on the Least Developed Countries in Istanbul, the Fourth High-Level Conference on Delivering as One in Montevideo, the Fourth High-Level Forum on Aid Effectiveness in Busan, Republic of Korea and is supporting the preparation of the United Nations Conference on Sustainable Development.

WFP worked with the Rome-based agencies, other international organizations and entities such as the United Nations High-Level Task Force on the Global Food Security Crisis in support of outcomes of the United Nations General Assembly, the Committee on World Food Security and the G-20 to improve the food security and nutrition of vulnerable people including G-20 commitments to support food assistance, safety nets and supply chains and to remove export restrictions and taxes on food for humanitarian purposes. WFP contributed to United Nations coherence through participation in the United Nations System Chief Executives Board for Coordination and its subsidiary bodies, and the Executive Director was reappointed Chair of the High-Level Committee on Management which led inter-agency work to harmonize business practices to enhance the efficiency and effectiveness of the United Nations system.

In the emergency context, WFP led the logistics and the emergency telecommunications clusters, and co-led the food security cluster. It also participated in the work of the Inter-Agency Standing Committee to reform and strengthen leadership, accountability, coordination and emergency response and in the work of the Executive Committee for Humanitarian Affairs on policy and operational issues for major emergencies. WFP, Oxfam and the Food and Agriculture Organization of the United Nations, with support from other partners, worked to implement an Action Plan for the Horn of Africa, which links long-term development of resilience and livelihoods to recovery and ongoing relief. In the Horn of Africa, WFP delivered humanitarian food to 8 million drought-affected people and also provided safety nets that prevented 4 million people from facing famine.

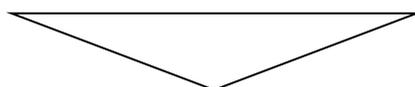
WFP is expected to receive funding of US\$3.75 billion in 2011 against assessed needs of US\$5.9 billion. The top ten government donors in 2011 were Australia, Brazil, Canada, the European Commission, Germany, Japan, the Netherlands, Sweden, the United Kingdom and the United States of America. The private sector was also a major donor.

WFP consolidated its shift from food aid to food assistance, deploying a broader set of tools, including new nutrition products, cash and voucher projects, local food purchases through the Purchase for Progress initiative and asset-creation programmes for food security, climate change adaptation and disaster risk reduction. Greater attention has been given to vulnerability analysis, needs assessments, capacity development and gender, working

through a broad range of partnerships with United Nations agencies, non-governmental organizations and the private sector which are fundamental to the scope, cost-effectiveness and impact of WFP operations. New and more flexible approaches to resource use have emerged from revision of the financial framework and the new three-year Management Plan and annual budget, diversification of the donor base, and multi-year funding agreements.

A major priority was support for regional and country-led actions to address hunger and food insecurity in collaboration with organizations such as the African Union, the Economic Commission for Latin America and the Caribbean and the Association of South-East Asian Nations. WFP also supports Scaling Up Nutrition, the REACH partnership established by WFP with the World Health Organization, the United Nations Children's Fund and the Food and Agriculture Organization of the United Nations, and chairs the United Nations Standing Committee on Nutrition.

DRAFT DECISION*



The Board approves the Annual Report for 2011 to ECOSOC and FAO Council (WFP/EB.1/2012/4/Rev.1). In accordance with decision 2004/EB.A/11, the Board requests that the Annual Report be forwarded to ECOSOC and the FAO Council along with the Board's decisions and recommendations.

* 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.

CONTRIBUTING TO THE COHERENCE AND EFFECTIVENESS OF THE UNITED NATIONS SYSTEM

Funding for Operational Activities

1. WFP's funding is expected to reach US\$3.75 billion in 2011 against assessed needs of US\$5.9 billion, despite pressures on national budgets; by 27 November 2011, WFP had received US\$3.29 billion in contributions from 82 sources, 79 of which were governments. Sixteen donors contributed record levels of funding: Australia, Bhutan, Brazil, China, the Democratic Republic of the Congo (DRC), Ethiopia, Germany, Israel, Japan, Mauritania, Mexico, Philippines, the Republic of the Congo, the Russian Federation, Sao Tome and Principe, and the United Arab Emirates. The top ten government donors were Australia, Brazil, Canada, the European Commission, Germany, Japan, the Netherlands, Sweden, the United Kingdom and the United States of America.
2. WFP continued to diversify its donor base: by 27 November 2011, US\$53 million had been received from 28 host governments, of which US\$33.1 million was for operations in home countries; 37 emerging donors contributed US\$221 million, 6 percent of contributions in 2011. Brazil and Saudi Arabia provided 60 percent of the total.
3. A priority in 2011 was to establish multilateral and multi-year agreements, in line with the Paris and Accra declarations, to increase the flexibility and predictability of funding. Multi-year agreements were reached with Andorra, Australia, Cambodia, Canada, Luxembourg, the Principality of Monaco, the Russian Federation and the United States. Such contributions increase the flexibility of funding for early responses to chronic hunger and undernutrition. By 27 November 2011, US\$364 million, 11 percent of contributions, had been received from 43 multilateral donors: the main contributors were Australia, Canada, Denmark, Germany, the Netherlands, Norway and Sweden, followed by Belgium, China, Cuba, Finland, Ireland, Italy, Luxembourg, New Zealand, private donors, Switzerland, the United Kingdom and the United States. And by 27 November 2011, 17 governments had contributed US\$34 million to the Immediate Response Account. Twinning arrangements, which enable WFP to match donor funds with in-kind contributions, doubled to a total of US\$220 million including 220,000 mt of food donated in-kind.
4. By 27 November 2011, WFP had received US\$170 million from multi-donor sources, mainly the Central Emergency Response Fund and the Common Humanitarian Fund; the former is WFP's seventh largest source of funding at US\$123 million. WFP received US\$15.2 million in 2010 and US\$7.2 million in January–November 2011 from the Expanded Delivering as One funding window.
5. WFP continues to develop innovative partnerships with the private sector, donations from which are expected to reach US\$110 million by the end of 2011; US\$10 million was contributed online. Innovations in 2011 included a public–private partnership with PepsiCo and the United States Agency for International Development (USAID) to produce and market chickpeas in Ethiopia and to develop ready-to-use supplementary foods to address malnutrition. A partnership with LG Electronics enables customers to use new television sets to participate in the fight against hunger.
6. WFP continued to work with governments and multilateral organizations on aid reviews and strategies to enhance efficiency, and is committed to regular self-assessment with a view to maximizing the effective use of contributions.

Harmonization and Joint Initiatives

7. WFP continued to develop its collaboration with United Nations agencies in line with General Assembly Resolution A/RES/63/311 on United Nations System-wide coherence. It participated in the United Nations Chief Executives Board for Coordination, the High-Level Committee on Management (HLCM), the High-Level Committee on Programmes (HLCP), the United Nations Development Group (UNDG), regional and country level collaborations and in preparation of the 2012 Quadrennial Comprehensive Policy Review.
8. As Chair of HLCM, WFP led work to maximize efficiency and effectiveness, harmonize business practices and develop the new security management system, which became operational on 1 January 2011. The committee also finalized a framework to assist decision-making in different security contexts with a view to implementing the new “how-to-stay” approach.
9. Projects from the Plan of Action for the Harmonization of Business Practices were completed or reached advanced stages, such as the common framework for vendor eligibility, a feasibility study for common treasury services and a review of human resources management at the country level. Various projects from the 2010 UNDG/HLCM mission on country-level operational effectiveness were followed up, including a WFP-led project on common telecommunications platforms. The HLCM and UNDG conducted a study on common reporting principles to reduce the reporting burden and transactions costs and increase the transparency and coherence of reporting to Member States.
10. The HLCP focused on preparations for the United Nations Conference on Sustainable Development (Rio+20) and the post-2015 process for sustainable development goals: this includes a framework to track commitments to achieving the Millennium Development Goals (MDGs). WFP has a staff member in the United Nations Global Pulse, which reports on the political, economic, social and environmental aspects of crises.
11. WFP is a member of UNDG, the United Nations Development Assistance Framework (UNDAF) Programming Network and the Task Force on the MDG Acceleration Framework; it worked with the Food and Agriculture Organization of the United Nations (FAO) and the International Labour Organization (ILO) to prepare guidelines for integrating food security and nutrition into UNDAFs. WFP co-chairs the UNDG and Executive Committee on Humanitarian Affairs (ECHA) Joint Working Group on Transition Issues which undertook a review of civilian capacity and coordinated the United Nations response to the International Network on Conflict and Fragility and G7+ work on fragile states. WFP participated in a UNDG task force to compile lessons learned from common country programme documents (CCPDs), in line with General Assembly resolution 62/289; WFP is participating in the United Republic of Tanzania CCPD document.
12. WFP also participated in the UNDG working group to improve the induction and orientation of Resident Coordinators including in the independent review of the management and accountability system for the Resident Coordinator system and in the Inter-Agency Advisory Panel to select participants for the Resident Coordinator Assessment Centre. At the end of 2011 WFP staff members were Resident Coordinators in Algeria, Cambodia, the Comoros, Madagascar, Pakistan and Thailand.

13. In May WFP attended the Fourth United Nations Conference on the Least Developed Countries, which adopted the Istanbul Programme of Action for the Decade 2011–2020. WFP will support the programme with short-term relief and recovery and long-term assistance for resilience and growth; 70 percent of WFP's operational expenses arise in least developed countries.
14. WFP attended the Fourth High-Level Forum on Aid Effectiveness in Busan in November/December 2011, which reviewed progress on the Paris and Accra declarations and focused on efficiency, national ownership and fragile States. WFP delivered a statement from UNDG on fragile States, presented UNDG efforts on coherence and simplification, and showcased HLCM results on improving coherence, efficiency and effectiveness of business operations. The forum endorsed the Principles for Good International Engagement in Fragile States and Situations, which call for new approaches to assistance.
15. The Office of Evaluation participated in joint impact evaluations of food assistance for refugees in Ethiopia and Rwanda, led the joint evaluation of the logistics cluster with the Government of the Netherlands, United Nations agencies and non-governmental organizations (NGOs), and participated in the evaluation of the Horn of Africa crisis led by the Office for the Coordination of Humanitarian Affairs (OCHA). WFP is a member of the United Nations Evaluation Group and participated in task forces on impact evaluations and joint evaluations.

Country-Led Joint Programming and Delivering as One

16. In 2010¹, WFP collaborated with United Nations agencies in 74 joint programmes in 45 countries. Country-level activities focused on improved coordination of food security and nutrition interventions, participation in UNDAFs and follow up of the 2010 MDG summit. WFP continued its engagement in Delivering as One pilots in Cape Verde, Mozambique, Pakistan, Rwanda and the United Republic of Tanzania; it also supported Benin, DRC, Ethiopia, Lesotho, Liberia, Malawi, Mali, Namibia, Sierra Leone and Uganda, which have adopted Delivering as One approaches.
17. In Mozambique, WFP participates in seven United Nations joint programmes. WFP leads the One UN telecommunications services and the joint programme Building Commodity Value Chains and Market Linkages for Farmers' Associations, which complements Purchase for Progress (P4P). The Delivering as One approach has streamlined procurement, communications, human resources and logistics services; the United Nations telecommunications network has reduced transaction costs for agencies. WFP also signed logistics agreements with the United Nations Population Fund (UNFPA), the United Nations Environment Programme, the Office of the United Nations High Commissioner for Refugees (UNHCR) and the United Nations Children's Fund (UNICEF).
18. In Pakistan, WFP participation in the One UN pilot has enhanced alignment of its activities with those of other United Nations partners. In Rwanda, WFP participates in thematic groups on education, health and nutrition and; it co-chairs the social protection group with UNICEF and participates in a One UN programme with FAO, International Labour Organization (ILO), United Nations Development Programme (UNDP), United Nations Educational, Scientific and Cultural Organization (UNESCO), UNFPA, the United Nations Industrial Development Organization (UNIDO) and UN-Women to empower women in Kigali. In the United Republic of Tanzania, the Delivering as One

¹ Figures for 2011 were not yet available at time of finalization of this document.

pilot has increased inter-agency collaboration and enhanced strategies to reduce poverty, prevent HIV and reintegrate refugees. WFP has been non-resident in Cape Verde since August 2010, but continues to support the Government and the United Nations joint office in school feeding.

19. In November 2011, WFP participated in the fourth High-Level Intergovernmental Conference on Delivering as One in Montevideo, at which evidence was presented of enhanced coherence and efficiency in United Nations activities and improved results. An observed increase in United Nations transaction costs would need to be further assessed against reduced costs for governments and long-term development impacts. The conference highlighted the need to consider Delivering as One lessons learned from country-led evaluations and the independent evaluation that will be part of the 2012 Quadrennial Comprehensive Policy Review.

Common Services and Premises

20. WFP participated in the UNDG task team on common premises, helping to develop construction guidelines based on the International Building Code and looking into public-private partnerships to fund the capital investments required.
21. Common premises projects are being considered in 20 countries where WFP is present. Large-scale construction has become increasingly difficult as a result of operational constraints, competing multiple agency requirements and lack of capital funding. Under International Public Sector Accounting Standards, WFP records annually the number of premises shared with other United Nations agencies: in 2009–2010 WFP shared 60 new premises with other United Nations agencies, mainly at the sub-office level.

WFP Performance and Risk Management

22. The WFP Management Plan (2012–2014), which has a new format of a three-year rolling plan with an annual budget, sets out for the first time priorities and resource requirements on the basis of the Strategic Objectives and the Management Result Dimensions. It also incorporates the recent revisions made to WFP's financial framework to fully support the WFP Strategic Plan (2008–2013) and modalities such as the forward purchasing facility to improve the predictability, flexibility and transparency of resource usage.
23. The approval of the performance management framework in 2010 underlies WFP's commitment to establishing a performance management culture; as part of its efforts for continued improvement, the management results framework was also further refined in 2011.
24. Implementation of a strategy for risk management and its training programme started in 2011, which has taken into consideration the benchmarks of the 2010 Joint Inspection Unit report. The Performance and Risk Organizational Management Information System will facilitate implementation of enterprise risk management at all levels.

Humanitarian Reform

25. As a member of the Inter-Agency Standing Committee (IASC), WFP contributed to humanitarian reform, which included co-leading sub-working groups and strengthening humanitarian responses through the cluster system. Further to recent challenges encountered in large-scale emergencies in Haiti, the Horn of Africa and Pakistan, the IASC undertook a wide-ranging review of the humanitarian response model. The humanitarian

review was launched by the Emergency Relief Coordinator and the IASC Principals in early 2011. WFP participated with a view to ensuring strong, experienced senior humanitarian leadership, streamlined coordination mechanisms and enhanced accountability. The Transformative Agenda 2012 agreed by the IASC Principals in December 2011 reflects these efforts; its key actions include: i) agreement to deploy where deemed necessary by the Principals a senior/emergency Humanitarian Coordinator (HC) within 72 hours of a Level 3 response, with “empowered leadership” for up to three months to determine priorities and make the necessary decisions; ii) development of an inter-agency rapid response mechanism to ensure that capable and experienced leaders of operational agencies and clusters are deployed rapidly as necessary; and iii) enhancement of mutual accountability between the Humanitarian Coordinator, Humanitarian Country Team, Cluster Coordinators and other cluster partners, based on a clear, concise, time-bound and results-oriented strategy to deliver. WFP is fully committed to implementing the IASC Transformative Agenda; it will draw on its extensive capacity and experience on the ground and its leadership of the logistics and emergency telecommunications clusters and its co-leadership of the food security cluster. An update on the Transformative Agenda and its implementation arrangements will be provided in the humanitarian update to be submitted to the Board at EB.A/2012.

26. In 2011, WFP participated in all 27 humanitarian appeals; the appeals included 17 consolidated appeals and seven flash appeals. The Consolidated Appeals Process covered a total US\$8.9 billion, of which WFP’s needs accounted for US\$2.6 billion.
27. WFP participates in ECHA, which includes United Nations political, peacekeeping and security departments, focusing on coordination in large emergencies, thematic issues such as operating in complex security environments, and discussion of the situations in Myanmar and the Middle East and North Africa.
28. The drought in the Horn of Africa and the access difficulties that led to famine in southern Somalia were major United Nations concerns throughout 2011. WFP provided humanitarian food assistance for 8 million people; a further 4.5 million people benefited from safety-net programmes to increase resilience and prevent famine.
29. The inter-agency Horn of Africa Plan of Action initiated by IASC involved Oxfam, FAO, WFP, with support from OCHA and UNDP, in addressing the root causes of food insecurity in the region. The plan, which got under way in the last quarter of 2011 through a prioritization and scaling up of interventions, aims to bridge the gap between humanitarian and development work with an approach that provides relief, promotes early recovery and supports livelihoods in line with regional and national policies.
30. Since the launch of the Safe Access to Firewood and Alternative Energy approach in 2010, WFP has reached 1 million people in North Darfur (the Sudan), Karamoja (Uganda), Haiti and Sri Lanka in collaboration with FAO, UNHCR and the Women’s Refugee Commission. Through the Global Alliance for Clean Cooking Stoves led by the United Nations Foundation, WFP brought together UNHCR, UNICEF and the Women’s Refugee Commission to ensure access to cooking fuel in the Horn of Africa.
31. WFP was on the IASC panel to select Humanitarian Coordinators, and seeks to increase its representation in the Humanitarian Coordinator system. Of the 43 countries in the cluster system, 31 have Humanitarian Coordinators; two WFP staff members are Humanitarian Coordinators and three are in the pool of candidates.
32. The joint FAO/WFP-led food security cluster became operational in April 2011. It is supported by a team from WFP, FAO, the International Federation of the Red Cross, the IASC Gender Standby Capacity Project (Gen Cap) and NGOs based at WFP Headquarters.

The cluster is building linkages with NGOs, the Red Cross and Red Crescent Movement and the other clusters to address IASC cross-cutting themes. Scoping missions and support for country-led food security clusters were deployed in Afghanistan, Côte d'Ivoire, Haiti, the Horn of Africa, Libya and Nepal.

33. During 2011 the WFP-led logistics cluster worked to increase the efficiency of its operations and the quality of services provided for partners, with emphasis on sharing resources and managing partnerships and on capacity development with partner NGOs and national authorities in Haiti, the Horn of Africa and Pakistan.
34. WFP assumed the leadership of the emergency telecommunications cluster in 2011. A review of its operations and approaches resulted in a new catalogue of services, clarification of roles and responsibilities, a new preparedness strategy and revision of monitoring and evaluation frameworks.
35. WFP continued to support the work of other clusters. In March 2011, the global nutrition cluster set up a working group on moderate acute malnutrition chaired by WFP with *Action contre la faim*, the Centers for Disease Control, Save the Children, UNHCR, UNICEF and USAID as members. The cluster also published information about specialized nutritious foods and harmonized its decision-making tools to assist partner organizations.
36. In 2011 WFP continued to provide United Nations Humanitarian Air Services in 15 countries, with new operations in Côte d'Ivoire, Iraq and Libya. Between January and November, the service transported 277,465 passengers and 1,879 mt of cargo; 40 percent of the users were United Nations agencies, 54 percent were NGOs and 6 percent were donor missions and the media. WFP also managed the United Nations Humanitarian Response Depot system.
37. In Somalia, WFP received vital support from European Union naval escorts under operation Atalanta, delivering 650,000 mt of food without losses resulting from piracy.

COHERENCE IN ACHIEVING FOOD SECURITY

Global Food Security

38. As a member of the High Level Task Force on the Global Food Security Crisis, WFP contributed to the G-20 action plan on food price volatility and agriculture, the Comprehensive Framework for Action and coordination of food security issues such as "hunger hotspots" in the Horn of Africa and the Sahel.
39. The reformed Committee on World Food Security, whose secretariat consists of FAO, the International Fund for Agricultural Development (IFAD) and WFP, held its 37th plenary session in Rome in October. Three policy sessions, one of which was chaired by the WFP Executive Director, led to recommendations on food price volatility; investment in smallholder agriculture; and gender, food security and nutrition. A final round of negotiations on the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security was endorsed. A high-level forum on protracted crises was agreed for 2012 and revisions to methods for measuring hunger and nutrition were examined. WFP and FAO co-hosted a side event with the United Nations Standing Committee on Nutrition (SCN).
40. Food security was a priority of the G-20 in 2011. WFP worked with FAO, IFAD, the United Nations Conference on Trade and Development (UNCTAD), the Organisation for Economic Co-operation and Development (OECD), the World Bank, the World Trade

Organization (WTO), the International Monetary Fund and the International Food Policy Research Institute (IFPRI) on joint policy recommendations on food price volatility. The G-20 endorsed an emergency food reserves pilot project, supported safety nets to counter food price volatility and established the Agricultural Market Information System; WFP also worked on safety nets under the development working group led by UNDP and ILO. For WFP, it was of major importance that the G-20 agreed to remove export restrictions and taxes on humanitarian food and recommended that WTO also adopt the decision.

41. WFP participated in the L'Aquila Food Security Initiative meetings in Paris and Dakar and was a member of the Global Agriculture and Food Security Program steering committee, which invested US\$160 million in 2011 in proposals by Cambodia, Liberia, Nepal and Tajikistan.
42. In terms of regional collaboration, WFP and the African Union provided technical and managerial assistance for the African Risk Capacity financial facility. WFP also provided technical support to prepare the African Union Humanitarian Policy Framework, the Disaster Management Strategy and the medium-term capacity-building programme. WFP and the Economic Community of West African States (ECOWAS) are carrying out a cost-of-hunger study with a view to reducing child undernutrition in 12 countries.
43. WFP supports the Comprehensive Africa Agriculture Development Programme (CAADP), particularly in food and nutrition security, early warning and emergency preparedness and response, and helped to establish an action group to develop capacities to design and implement investments. WFP is alternate chair of the agriculture, food security and rural development cluster.
44. In 2011, WFP and the Common Market for Eastern and Southern Africa signed a Memorandum of Understanding (MOU) for technical cooperation in improving food security; other MOUs were signed with the Intergovernmental Authority on Development and ECOWAS. WFP is helping to standardize policies and programmes, improve food security and nutrition and manage disaster risks. WFP also carried out a feasibility study for an ECOWAS pilot project to establish targeted emergency food reserves and is working with ECOWAS and other partners to launch the pilot.
45. With the Latin America and Caribbean Emergency Response Network, WFP has established warehouses for pre-positioned food, established a rapid-response roster and supported emergency information systems; an MOU was signed with the Central American Bank for Economic Integration in May 2011 on collaboration on nutrition. In Asia, WFP collaborates with the Association of Southeast Asian Nations on food security initiatives.

Nutrition

46. In September, WFP participated in a Scaling Up Nutrition (SUN) event in New York to showcase progress in nutrition interventions. The movement aims to increase the effectiveness of nutrition programmes by advocating national leadership, stakeholder ownership and shared responsibility. WFP works with Unilever to facilitate the SUN task force on private-sector engagement.
47. WFP hosts the United Nations inter-agency initiative for maternal and child undernutrition (REACH) partnership, which was established in 2008 by WFP, the World Health Organization (WHO), UNICEF and FAO to combat child malnutrition. On the basis of pilots in Bangladesh, the Lao People's Democratic Republic, Mauritania and Sierra Leone, the REACH approach is now implemented in Ethiopia, Ghana, Mali, Mozambique, Nepal, Rwanda, the United Republic of Tanzania and Uganda.

48. In partnership with FAO, UNICEF and WHO, WFP helped to reform the SCN with a view to increasing its effectiveness; WFP has chaired the SCN since September 2011. The SCN secretariat, the coordinator of REACH and the chair of the SUN transition team worked with the governments of SUN countries during 2011 to facilitate the sharing of experiences and the establishment of links with nutrition organizations.
49. Under the “right foods at the right time” approach, WFP scaled up the deployment of fortified foods for vulnerable populations, increasing its coverage of children particularly during the critical first 1,000 days of life; support to children under 2 increased from 50,000 in 2008 to 2.5 million in 2010.

Gender

50. WFP works with UN-Women and other partners to encourage innovation, enhance capacities and improve accountability for gender mainstreaming. The WFP Gender Innovations Fund was established in 2010 to encourage country offices to set up partnerships to design and implement projects based on gender analysis. The fund supports 29 country offices and their partners.
51. WFP has adopted the IASC gender marker to assess projects for gender sensitivity, and is committed to integrating gender into needs assessments; minimum standards and a gender mainstreaming accountability framework were developed to support this process. WFP is also developing corporate gender indicators in line with its shift to a food-assistance role.
52. Several joint events were held with Rome-based agencies, the World Bank and UN-Women. During the United Nations General Assembly, the Executive Directors of WFP and UN-Women, the Netherlands Foreign Minister and private-sector leaders met to discuss women and nutrition. A meeting was hosted by FAO, IFAD, UN-Women and WFP on the economic empowerment of rural women, with recommendations contributing to the 56th session of the Commission on the Status of Women in 2012. The Rome-based agencies and UN-Women are collaborating on a joint programme to empower rural women.
53. WFP and the Institute for Development Studies have developed a gender strategy for P4P and a three-year programme of research into gender-related innovations. WFP also participates in the inter-agency task force on rural women, the IASC task force on prevention of sexual exploitation and abuse, in which WFP established an internal advisory group, and the inter-agency network on gender equality and women’s empowerment.
54. WFP takes gender into account in its management, recruitment and career development policies: the proportion of WFP women international professional staff remained stable in 2011 at 40 percent, and the percentage of women participating in WFP’s Management Development Centre run by the Cranfield School of Management in the United Kingdom increased from 27 percent in 2010 to 41 percent in 2011. Women were also supported through the Management Centre Europe in Brussels (61 percent women participants in 2011) and a middle manager programme (41 percent women participants in 2011).

Collaboration among the Rome-Based Agencies

55. Collaboration among the Rome-based agencies is reported in the document submitted at the Board's 2011 Second Regular Session. In 2010, WFP and FAO collaborated in 62 countries on 95 projects; WFP and IFAD collaborated in 15 countries on 17 projects.² In 2011 WFP, FAO and IFAD launched the first tri-partite *State of Food Insecurity in the World*, which focuses on food price volatility.
56. In November 2011, the Board approved the joint FAO/WFP strategy on information systems for food and nutrition security to help countries to develop evidence-based responses to food insecurity; as part of this strategy, WFP, FAO and IFPRI established a food security information network with a view to sharing standards, best practices and advocacy. WFP, FAO, IFAD, OECD, UNCTAD, the World Bank, WTO and IFPRI constitute the secretariat of the Agricultural Market Information System (AMIS), which was launched by G-20 ministers of agriculture in June 2011 to improve food market information.
57. FAO and WFP continued their collaboration on Integrated Food Security Phase Classification (IPC) with analyses in 11 countries and revisions to the IPC manual. The FAO Global Information and Early Warning System and WFP's Vulnerability Analysis and Mapping Unit analysed markets in Bangladesh, Burkina Faso, Malawi, Nepal and Pakistan under the Shock Impact Modelling Project, which studies the impact of shocks on household incomes and food expenditures. During 2011, FAO and WFP carried out joint crop and food security assessment missions in the Lao People's Democratic Republic, the Democratic People's Republic of Korea, Madagascar, Mauritania, Niger and Syria.
58. On 27 June 2011, the heads of the Rome-based agencies and the European Commission signed a statement of intent on cooperation in food security and nutrition focusing on nine priority areas, and considers countries in protracted crisis; the agreement stems from collaboration in the European Union Food Facility.
59. The Rome-based agencies enhanced their administrative collaboration in 2011 by mainstreaming the common procurement team; in its second year, joint bidding aims at a combined saving of 3 percent of contract value. The goals for 2012 focus on harmonization and streamlining of processes, increased use of electronic procurement, new performance indicators, a sustainable procurement action plan and expansion of collaboration on procurement to other United Nations agencies.
60. The WFP/IFAD weather risk management facility continues to develop tools to manage weather risks with a view to improving rural livelihoods and reducing hunger. Cooperation among the Rome-based agencies included preparations for the 17th conference of the parties of the United Nations Framework Convention on Climate Change in Durban, preparation of a joint statement for the Rio+20 outcome document and contributions to new initiatives such as the "green economy".
61. WFP and the Rome-based agencies marked International Women's Day and held joint training for Headquarters staff at workshops in May 2011 on use of the gender marker in the food security cluster to improve beneficiary targeting and gender equality outcomes; 40 staff from FAO, WFP and the global food security cluster attended. On 20 October 2011, FAO and WFP signed a letter of agreement with the United States Peace Corps to expand food-security activities.

² Figures for 2011 were not yet available at time of finalization of this document.

Capacity Development

62. In 2011, WFP provided technical assistance for governments assuming ownership of food security programmes and helped to improve the design and management of national food security programmes. For example, capacity development is part of WFP's portfolio in nine countries in Asia, focusing on food security analysis, social safety nets, food reserves, emergency preparedness and response, nutrition and education with a view to ensuring sustainability once WFP's involvement ceases.
63. In Cape Verde, WFP helped to formulate and implement a hand-over road map for the school meals programme in 2007; hand-over was completed in July 2010. A four-year One UN technical assistance programme started in 2011 with a view to assisting the Government in aspects such as nutrition education and hygiene, in which WFP will provide policy support, procurement models, logistics, a fundraising strategy and monitoring and evaluation for two years. In Bhutan, WFP will design a capacity development programme to enable the Government to assume ownership of the school feeding programme by 2018. In Swaziland, WFP collaborates with the United Nations country team in enhancing the Government's vulnerability assessment system. In Cambodia, WFP, UNICEF and WHO are collaborating to improve Ministry of Health coordination and targeting in addressing child malnutrition.

South–South Cooperation

64. In line with the Strategic Plan (2008–2013), WFP is implementing South–South cooperation initiatives to promote scalable food security and nutrition solutions. In Latin America and the Caribbean, WFP is using experience in Brazil, Chile, Colombia and Mexico to enhance national school feeding programmes, and South–South cooperation is supporting the development, production and distribution of nutrition products for children and women in Bolivia, Ecuador, Panama and Peru. Capacity development in Latin America will help to eradicate child undernutrition and reduce micronutrient deficiencies through exchanges of best practices including through the nutrient.org initiative, technical meetings and training for counterpart staff.
65. In November 2011 the Centre of Excellence was launched in Brazil to provide technical assistance for developing countries. The intention is to mobilize Brazilian expertise to support school meals programmes and, eventually, other modalities. Missions from Ecuador, Mali and Timor-Leste visited the centre and in November 2011 a course was held on the Brazilian experience of sustainable school feeding programmes for representatives of 20 countries.
66. WFP participated in the Fourth Annual Global South–South Development Expo in Rome in December 2011, organizing a forum on nutrition, HIV/AIDS and food security that showcased successful South–South solutions in mainstreaming nutrition in HIV/AIDS programmes. WFP is committed to supporting South–South cooperation, including through the Istanbul Programme of Action.

INITIATIVES AND PARTNERSHIPS

Purchase for Progress

67. Members of the P4P technical review panel include FAO, IFAD and the World Bank; other members are drawn from IFPRI, Intermón, Oxfam, Sasakawa Global 2000, the Inter-American Institute for Cooperation on Agriculture and Michigan State University.

68. Technical support for P4P by FAO and IFAD continues to grow: an MOU between FAO and WFP is being prepared with a view to linking social protection programmes with food procurement from smallholder farmers in some African countries. The proposed two-year programme is valued at US\$2.3 million; it will be piloted with funding from Brazil in Ethiopia, Mozambique and Senegal.
69. WFP has P4P partnerships with FAO in 12 countries to provide technical and capacity-building support. Collaboration with FAO and other organizations includes helping increase maize production in DRC and providing conservation agriculture expertise to enhance production in Ethiopia.
70. Collaboration with IFAD is facilitating access by farmers' organizations to agricultural credit in Burkina Faso and Mozambique; the modality is also being negotiated in Ethiopia and Ghana.
71. Most P4P countries have established coordination mechanisms that bring together governments, FAO, IFAD, donors, NGOs and private-sector organizations to discuss policy and implementation issues and provide guidance. Other partnerships include work with ILO in Zambia on business training for farmers' organizations, the UNDP Millennium Villages Project in Malawi and Uganda, World Bank initiatives in Burkina Faso, Rwanda and Sierra Leone, and the United Nations Capital Development Fund in Malawi and Uganda.
72. Support and capacity-building for P4P is provided by 32 international NGOs in the pilot countries: World Vision, for example, has partnerships in eight pilot countries, the Sasakawa Africa Association and Catholic Relief Services in six and Oxfam in two.

School Meals

73. WFP-assisted school feeding reached 22.4 million children in 62 countries in 2010, 49 percent of beneficiaries were girls; WFP provided incentives or take-home rations for 2.1 million girls and assisted 1.8 million pre-primary children. Provision of the essential package was supported by WFP and UNICEF with education services and food, by FAO with school gardens and by WHO with deworming.
74. The partnership between WFP, the World Bank and the Partnership for Child Development involved missions in Ghana, Haiti, Kenya, Mali, Mozambique, Senegal, the Sudan and Togo in 2011. WFP and the World Bank enhanced their relationship with China through the China Development Research Foundation, for example through participation in a national symposium on school meals; work will continue in 2012 to enhance early childhood development and school meals.
75. WFP and The Boston Consulting Group analysed the annual costs of WFP school feeding to establish benchmarks. Fortified biscuits were the most cost-efficient option in terms of micronutrient delivery; take-home rations were most cost-efficient in terms of quantity delivered. The average annual cost per child in 62 countries in 2010 was US\$41. Cost/benefit models of school feeding showed positive ratios in Bangladesh, Cambodia, Chad, Ghana, Kenya, the Lao People's Democratic Republic, Malawi, Mozambique, Tajikistan and Zambia.
76. WFP continued to support nationally-financed school feeding programmes. Examples include Ghana, where WFP supports the Government in designing a school feeding policy and a monitoring and evaluation system; and Kenya, where the Government is taking over 50,000 children from the WFP operation each year and WFP is working to increase the capacities of national counterparts to manage the programme. Bangladesh is to start a national school feeding programme in December 2011.

Cash and Vouchers

77. WFP's portfolio of cash-based interventions continues to increase. By November 2011 there were 48 operations with a combined transfer value of US\$201 million, 5 percent of WFP's programme of work. This compares with budgets of US\$138 million in 2010 and US\$41 million in 2009. Projections envisage an increase in cash and voucher programming to 17 percent of the programme of work by 2014 and to 30–40 percent by 2015.
78. A new WFP service was established in 2011 to oversee changes in programme design and the development of new partnerships and business processes. Four distribution models were developed, with responsibilities allocated to divisions to develop and integrate the new tools into existing processes. Staff are being trained to mainstream cash and vouchers in WFP food assistance projects.
79. WFP relies on partnerships to implement cash and voucher schemes. It recently co-chaired a round table with the European Community Humanitarian Aid Office on scaling up cash-based interventions with donors, NGOs and the United Nations system. WFP is developing new partnerships with private-sector financial service providers and telecommunications companies.
80. The capacity to design and implement cash-based interventions at scale will enable WFP to respond more flexibly to food insecurity and improve efficiency and effectiveness. WFP is developing cash and voucher-based responses to the crisis in the Horn of Africa; in Kenya, cash-transfers totalling US\$26 million will meet the needs of 1.1 million drought-affected people; and in Somalia, WFP completed a mission to explore the use of cash-based responses.

Disaster Risk Reduction/Management and Climate Change

81. The Board approved a policy in November 2011 that promotes food and nutrition security outcomes through improved disaster risk reduction and livelihood protection. The policy emphasizes the importance of partnerships, establishes comparative advantages and priorities, and envisages interventions to develop government capacities in disaster risk reduction systems and community risk-reduction and resilience-building programmes.
82. WFP is working with the Rome-based agencies and the World Bank to implement "climate-smart" agriculture, an evolving concept that brings sustainable increases in food production with benefits from management of natural resources and resilience-building to achieve food security; it also delivers reductions in emissions.
83. WFP has partnerships in insurance and risk finance, in which it is leading innovation. For example, WFP has helped the Government of Ethiopia to develop a risk-management framework that includes an early-warning system based on weather indices to trigger finance to scale up the productive safety net programme. The WFP/IFAD weather risk management facility and initiatives such as the WFP/Oxfam rural resilience initiative have contributed to weather risk management, insurance and finance mechanisms to help vulnerable communities and governments to manage risk.

Memoranda of Understanding with other United Nations Agencies

84. WFP and UNHCR updated their MOU in January 2011 with changes relating to: i) the "persons of concern" category to cover support for internally displaced people; ii) responsibilities for resource mobilization and joint activities in refugee camps; and iii) cooperation on new modalities for food assistance.

85. WFP and UNICEF revised their MOU in April 2011: the nutrition matrix was updated to reflect WFP's responsibility for moderate acute malnutrition, UNICEF's responsibility for severe acute malnutrition, coordination in the field and cooperation in responding to mother-and-child health needs. Tasks related to HIV and AIDS are now based on the Joint United Nations Programme on HIV/AIDS Division of Labour.
86. WFP signed an MOU with the United Nations Environment Programme (UNEP) in April 2011 to enhance collaboration in addressing food insecurity, hunger and malnutrition, and to promote environmental protection, sustainable natural resource management, disaster risk reduction and adaptation to climate change.
87. In September 2011, UN-Women and WFP signed a joint statement of action on empowering rural women's associations and small-scale businesses to break the inter-generational cycle of hunger, improving livelihood opportunities for women, advocating for gender equality, supporting the safety of women and girls in volatile situations and enhancing women's control of food-security reserves.
88. A draft letter of collaboration with WHO is being held over until 2012 in view of WHO reform.

World Bank

89. Collaboration with the World Bank on school feeding continued in 2011: this included continuation of World Bank funding in Haiti and joint missions to Senegal, the Sudan and Togo in response to government requests for support for national school feeding programmes.
90. WFP initiated a new partnership with the World Bank through REACH on developing a model for packaging and costing options for reducing stunting and global acute malnutrition at the district level. The model is being tested in Bangladesh.
91. WFP continued its collaboration with the World Bank and FAO on developing partnerships to promote climate-smart agriculture, identifying points of entry for collaboration, producing a compendium of best practice in climate-smart agriculture and introducing and scaling up adaptation and mitigation measures in agricultural investment programmes.
92. In 2011 WFP and the World Bank increased their collaboration on local procurement. Promising local procurement partnerships are being established in Burkina Faso, Rwanda, Sierra Leone and South Sudan through the P4P initiative.

Non-Governmental Organizations

93. In 2010, WFP partnered with 2,000 NGOs in 162 projects in 66 countries, distributing 2.2 million mt of food – 50 percent of the total of food distributed; 90 percent of the NGOs were local or community-based. These NGO partners provided technical capacity, knowledge-sharing, resources, operational capacity and support through their relationships with communities.
94. Enhancing collaboration with NGOs at the strategic and policy levels is a priority with a view to improving the efficiency and effectiveness of emergency response, recovery and development interventions. WFP's partners *Action contre la faim*, Oxfam, Save the Children, the Norwegian Refugee Council, Catholic Relief Services and World Vision International helped to formulate the policy on cash and vouchers at WFP workshops; NGOs also assisted with preparation of the protection policy and guidance on gender-based

violence. WFP also consulted NGO partners on G-20 proposals for a pilot emergency food reserve system in West Africa.

95. In November 2011, WFP and the Swiss Agency for Development and Cooperation jointly sponsored a workshop entitled “Building Resilience: Bridging Food Security, Climate Change Adaptation and Disaster Risk Reduction” that involved government representatives, the Rome-based agencies, Save the Children, Oxfam and Helvetas Intercooperation in identifying lessons learned, opportunities and challenges in building resilience.
96. WFP has been collaborating since 2010 with Save the Children UK on its “Cost of the Diet” software: this has involved joint analyses in ten countries in Africa, Asia and Latin America. WFP also collaborated with a large number of national Red Cross and Red Crescent societies in various operations in 2010.

INSTITUTIONAL GOVERNANCE

97. The 2011 Joint Meeting of the Boards of UNDP/UNFPA/United Nations Office for Project Services (UNOPS), UNICEF, UN-Women and WFP in New York examined issues of equity, gender mainstreaming, emergency response, the transition to recovery and development and Delivering as One. A delegation representing the Boards of UNDP/UNFPA/UNOPS, UNICEF and WFP visited the Philippines from 26 March to 2 April 2011 and witnessed innovative conflict prevention, emergency preparedness, recovery and humanitarian approaches.

ACRONYMS USED IN THE DOCUMENT

CCPD	common country programme document
DRC	Democratic Republic of the Congo
ECHA	Executive Committee on Humanitarian Affairs
ECOWAS	Economic Community of West African States
FAO	Food and Agriculture Organization of the United Nations
HLCM	High-Level Committee on Management
IASC	Inter-Agency Standing Committee
IFAD	International Fund for Agricultural Development
IFPRI	International Food Policy Research Institute
ILO	International Labour Organization
IPC	Integrated Food Security Phase Classification
MDG	Millennium Development Goal
MOU	Memorandum of Understanding
NGO	non-governmental organization
OCHA	Office for the Coordination of Humanitarian Affairs
OECD	Organisation for Economic Co-operation and Development
P4P	Purchase for Progress
REACH	United Nations inter-agency initiative for maternal and child undernutrition
SCN	United Nations Standing Committee on Nutrition
SUN	Scaling Up Nutrition
UNCTAD	United Nations Conference on Trade and Development
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UN-Women	United Nations Women
USAID	United States Agency for International Development
WHO	World Health Organization
WTO	World Trade Organization