

**OUTLINE OF THE
ANNUAL PERFORMANCE REPORT (2006)**



CONSULTATION

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**World Food Programme
Rome, Italy**

Foreword by the Executive Director

Executive Summary

INTRODUCTION

Figures and the Millennium Development Goals

The 2006 Annual Performance Report (APR) shows how resources placed at the disposal of WFP were used to support food interventions targeting hungry people in the framework of the Millennium Development Goals (MDGs). The APR measures this contribution by reporting results achieved under the Biennial Management Plan (2006-2007). The figures are supported by an analysis of WFP's contribution to meeting the MDGs.

PART I: STRATEGIC OVERVIEW

Strategic Context

The strategic environment is discussed in the context of WFP's focus:

- ◆ working in partnership with food aid as part of a larger response;
- ◆ responding to simultaneous emergencies and to raised expectations; and
- ◆ WFP and United Nations reform.

Managing Challenges and Risk

Corporate risks are presented, with measures adopted to mitigate them:

- ◆ the increasing number and severity of disasters;
- ◆ governance, accountability and managing for results; and
- ◆ changing government perceptions of the role of food aid.

Lessons Learned

- The effectiveness of advanced funding mechanisms and common funds - the Immediate Response Account (IRA), the Central Emergency Revolving Fund (CERF), the Direct Support Cost Advance Facility (DSCAF), the Common Humanitarian Fund (CHF), Working-Capital Financing (WCF) and the Consolidated Appeals Process (CAP) – in:
 - ◆ Afghanistan, Darfur, the Democratic Republic of the Congo (DRC), Kenya, the Occupied Palestinian Territory and Somalia (IRA, CERF, WCF);
 - ◆ Bangladesh and Nepal (DSCAF); and
 - ◆ the DRC (CHF).

Also:

- ◆ CAP/CERF analysis, including trends in the proportion of food in appeals; and
- ◆ contributions to CERF.

- Timeliness of responses:
 - ◆ building capacity for emergency response;
 - ◆ reaching planned targeted beneficiaries with planned rations; and
 - ◆ the timing of contributions versus operational needs.
- Gender trends:
 - ◆ meeting targets.
- Humanitarian reform and the cluster approach:
 - ◆ Lebanon and Pakistan reviews;
 - ◆ the nutrition cluster; and
 - ◆ WFP as cluster lead for information and telecommunications (IT) and logistics.
- Greater impact from good-quality food.

PART II: PERFORMANCE HIGHLIGHTS

Performance Framework and Main Results

This section reviews the main results for 2006, providing performance figures and a discussion of significant outcomes by Strategic Objective and programme category. Lessons from internal and external evaluations are included in each country study.

Food Making a Difference in 2006

This section analyses outcomes achieved through WFP's main operations in 2006, highlighting:

- ◆ funding status and timing of receipt of donations; and
- ◆ operational issues that affected WFP's response, addressing ways in which food aid improved effectiveness.

Country/regional examples will include:

- ◆ corporate emergency in Lebanon;
- ◆ protracted emergencies in Chad, Darfur and the Democratic Republic of the Congo;
- ◆ silent emergency in the Sahel; and
- ◆ natural disasters in Kenya and Somalia.

WFP Service Provision Making a Difference in 2006

This section highlights ways in which services provided made the responses of WFP and its partners more effective, including:

- ◆ capacity for sudden-onset emergencies;
- ◆ aviation responses in Ethiopia, Kenya and Somalia; and
- ◆ special operations in 2006 in Darfur, the Democratic Republic of the Congo and Lebanon.

Capacity-Building Making a Difference

This section shows how capacity-building prepares countries to graduate from WFP food assistance, highlighting:

- ◆ support for national programmes in Ecuador and India; and
- ◆ leveraging resources to expand national programmes in Honduras.

PART III: PERFORMANCE ANALYSIS IN 2006

Part III examines results at the outcome and output level in terms of the Strategic Objectives, noting challenges and risks that WFP faced during the year. It also presents lessons learned and best practice, including those identified through programme evaluations in 2006. Results and lessons are linked with the Management Objectives.

Strategic Objectives - Outcomes and Outputs Results

SO 1 – Save lives in crisis situations.

SO 2 – Protect livelihoods in crisis situations and enhance resilience to shocks.

SO 3 – Support the improved nutrition and health status of children, mothers and other vulnerable people.

SO 4 – Support access to education and reduce gender disparity in access to education and skills training.

SO 5 – Strengthen the capacities of countries and regions to establish and manage food-assistance and hunger-reduction programmes.

Income and Expenditures

This section examines income and expenditure by Strategic Objective and programme category, with an analysis of costs by component and contributions by donor and the timeliness of receipt of contributions. It also considers the impact of market fluctuations and increasing costs and includes:

- ◆ confirmed contributions by programme category;
- ◆ multilateral contributions and trends;
- ◆ non-traditional donor contributions and trends;
- ◆ expenditures by Strategic Objectives;
- ◆ expenditures by programme category; and
- ◆ expenditures by cost component.

PART IV: MANAGEMENT AND PROCESS RESULTS

Results by Management Objectives

- MO1 – Build strong partnerships to end hunger.
- MO2 – Be the employer of choice for competent staff committed to ending hunger.
- MO3 – Excellence in implementing efficient and effective programmes.
- MO4 – Build and share knowledge on hunger to inform combined efforts to end hunger.
- MO5 – Provide technical and operational infrastructure services to support effective operations.
- MO6 – Be transparent, accountable and manage risk.
- MO7 – Raise resources to meet needs.

PART V: LOOKING FORWARD

Part V discusses the remaining challenges related to responding to multiple emergencies and ending child hunger. It outlines future directions in:

- ◆ United Nations reform: joint office pilots and opportunities for development;
- ◆ the future role and levels of food aid: maintaining current funding levels;
- ◆ funding strategies and targets; and
- ◆ emergency response and capacity enhancement: ready-to-eat products.

ANNEXES

- I. Management Objective Results Matrix
- II. WFP Employees in 2006
- III. WFP Food Procurement in 2006
- IV. Total Confirmed Contributions in 2006
- V. Table 1: Direct Expenditures by Region and Programme Category (2003-2006)

Table 2: Direct Expenditures by Country, Region and Programme Category (2003–2006)

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