



**World Food  
Programme**

**Executive Board  
Annual Session**

**Rome, 25–28 May 2015**

# **ANNUAL REPORTS**

**Agenda item 4**

*For approval*

# **E**

Distribution: GENERAL  
**WFP/EB.A/2015/4\***  
**(English only)**  
21 May 2015  
ORIGINAL: ENGLISH

\* Reissued for technical reasons

## **ANNUAL PERFORMANCE REPORT FOR 2014**



Executive Board documents are available on WFP's Website (<http://executiveboard.wfp.org>).



---

## 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 focal points indicated below, preferably well in advance of the Board's meeting.

Mr A. Abdulla  
Deputy Executive Director  
Email: [amir.abdulla@wfp.org](mailto:amir.abdulla@wfp.org)

Mr R. Lopes da Silva  
Assistant Executive Director  
Operations Services Department  
tel.: 066513-2200

Mr M. Juneja  
Assistant Executive Director  
Resource Management Department and  
Chief Financial Officer  
tel: 066513-2885

Ms B. Noseworthy  
Assistant Executive Director, a.i.  
Partnership, Governance and Advocacy  
Department  
tel.: 066513-2005

Mr C. Kaye  
Director  
Performance Management and Monitoring  
Division  
tel.: 066513-2197

Ms E. Pruscini  
Officer-in-Charge  
Performance Management and Reporting  
Branch  
tel.: 066513-2788

Mr C. Martino  
Programme Adviser  
Performance Management and Reporting Branch  
tel.: 066513-3576



## DRAFT DECISION

The Board approves the Annual Performance Report for 2014 (WFP/EB.A/2015/4\*), noting that it provides a comprehensive record of WFP performance for the year.

# Table of Contents

	<b>Page</b>
Draft Decision	3
Foreword by the Executive Director	7
Executive Summary	9
<b>PART I: Introduction</b>	<b>21</b>
Strategic Context	22
WFP Response	26
<b>PART II: Performance Results by Strategic Objective</b>	<b>39</b>
Improved Methodology	39
Overview of WFP Activities	39
Rations	40
Results by Strategic Objective	42
Strategic Objective 1	43
Strategic Objective 2	51
Strategic Objective 3	57
Strategic Objective 4	62
Cross-Cutting Results	67
<b>PART III: Organizational Performance by Management Result Dimension</b>	<b>71</b>
Overview	71
Management Result Dimension 1 – People	73
Management Result Dimension 2 – Partnerships	76
Management Result Dimension 3 – Processes and Systems	81
Management Result Dimension 4 – Programmes	86
Management Result Dimension 5 – Accountability and Funding	93
Conclusions	96
<b>PART IV: Looking Forward</b>	<b>97</b>

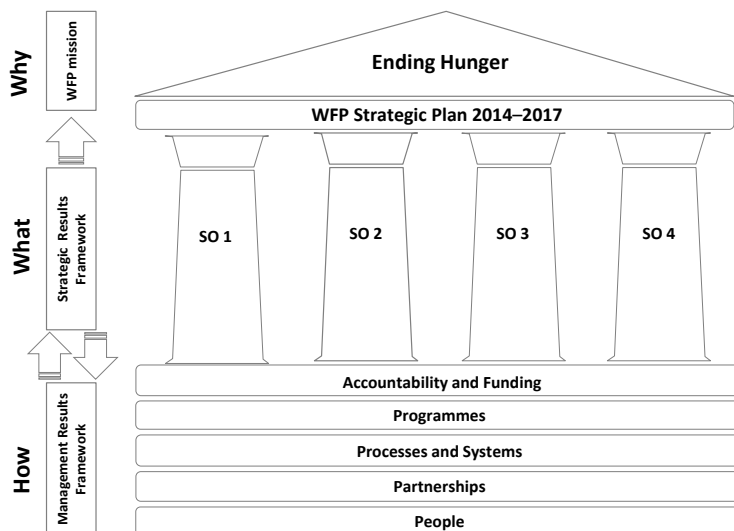
	<b>Page</b>
<b>ANNEXES</b>	
<b>I.</b> WFP'S CONTRIBUTION TO THE MILLENNIUM DEVELOPMENT GOALS	105
<b>II.</b> A – WFP STRATEGIC RESULTS FRAMEWORK (STRATEGIC PLAN 2014–2017)	107
B – METHODOLOGY FOR ASSESSING CORPORATE PERFORMANCE BY STRATEGIC OBJECTIVE	121
<b>III.</b> A –KEY PERFORMANCE INDICATORS 2014 (MANAGEMENT RESULT DIMENSIONS)	125
B – METHODOLOGY FOR ASSESSING ORGANIZATIONAL PERFORMANCE BY MANAGEMENT RESULT DIMENSIONS	129
<b>IV.</b> ACTIVITIES OF THE ETHICS OFFICE – ANNUAL REPORT 2014	131
<b>V.</b> WFP EMPLOYEES WITH CONTRACTS OF ONE YEAR OR LONGER	140
<b>VI.</b> GLOBAL FOOD AID PROFILE	141
<b>VII.</b> WFP FOOD PROCUREMENT IN 2014	142
<b>VIII.</b> TOTAL CONFIRMED CONTRIBUTIONS IN 2014	146
<b>IX.</b> A – DIRECT EXPENDITURES BY REGION AND CATEGORY, 2011–2014	150
B – DIRECT EXPENDITURES BY COUNTRY, REGION AND PROGRAMME CATEGORY, 2011–2014	152
C – DIRECT EXPENDITURES BY COUNTRY, SPECIAL STATUS CATEGORY AND REGION, 2011–2014	155
<b>X.</b> A – UNITED NATIONS AND INTERNATIONAL ORGANIZATION PARTNERSHIPS	156
B – 2014 COLLABORATION WITH NGOs AND OTHER PARTNERS	157
<b>XI.</b> WFP INDICATORS ON IMPLEMENTATION OF THE QUADRENNIAL COMPREHENSIVE POLICY REVIEW	158
<b>XII.</b> RESULTS OVERVIEW: PROJECTS NOT ALIGNED TO STRATEGIC PLAN (2014–2017)	160
<b>ACRONYMS USED IN THE DOCUMENT</b>	161

## HOW TO USE THIS REPORT

The Annual Performance Report provides an analysis of WFP’s achievements, aligned with the WFP Strategic Plan (2014–2017). The main body of the report is divided into four parts:

- Part I: Introduction** considers the strategic context within which WFP activities were implemented.
  - Part II: Performance Results by Strategic Objective** reports the consolidated achievements of WFP’s operations at the output and outcome levels against each Strategic Objective.
  - Part III: Organizational Performance by Management Result Dimension** reports on the work done to support WFP’s Strategic Objectives against a range of management results and targets.
  - Part IV: Looking Forward** examines potential future challenges and strategic opportunities.
- The **Annexes** include detailed statistics and performance information.

WFP can be conceived as a building with foundations, pillars and roof. The foundations are the Management Result Dimensions, which are concerned with the efficiency with which WFP provides services, answering the question: “Is WFP doing things right?” The Management Result Dimensions support the Strategic Results Framework, which is concerned with WFP’s effectiveness in serving beneficiaries in line with the four Strategic Objectives, answering the question: “Is WFP doing the right things?” The Strategic Results Framework embodies results that affect beneficiaries directly and can be considered the pillars of the building.



This report reflects this conceptual framework: the sections highlight various aspects of the foundations and pillars, and the following colour code indicates progress in terms of the Strategic Objectives and Management Result Dimensions.

Strong progress	<i>Detailed methodology on assessment of results by: Strategic Objective and Management Result Dimension (see Annexes II-B and III-B)</i>
Some progress	
No progress	
Insufficient data	



## FOREWORD BY THE EXECUTIVE DIRECTOR

Unprecedented humanitarian crises made 2014 a challenging year. WFP again proved its readiness and ability to increase its capacity to provide food and nutrition assistance for the world's poorest and most vulnerable people whenever and wherever it was needed most. WFP also provided vital aviation, logistics, telecommunications and other common services for the humanitarian and development community.

This Annual Performance Report details the emergency, protracted recovery and relief, and development operations of WFP in 2014, when the world's humanitarian needs increased in both scale and complexity.

During the year WFP responded to severe, complex emergencies in the Central African Republic, Ebola-affected West Africa, Iraq, South Sudan and the Syria region, together with major emergencies in the Democratic Republic of the Congo, the Horn of Africa, Libya, Mali, Ukraine and Yemen – illustrating the sheer volume of WFP's emergency work.

The response to the Ebola virus disease outbreak required extraordinary efforts, innovative ways of working and new inter-sectoral partnerships. To prevent a health crisis from becoming a food crisis, WFP and its partners rapidly reached affected communities in Guinea, Liberia and Sierra Leone. WFP stepped up and supported the wider humanitarian effort, restoring and establishing essential transport, logistics and telecommunications services necessary to operationalize the wider response throughout the region.

The unrelenting crisis in the Syrian Arab Republic continued to inflict enormous suffering inside the country and throughout the region. Increased conflict and fragmentation significantly impeded humanitarian access for WFP, particularly in hard-to-reach and besieged areas. In spite of this WFP reached an average of 4 million Syrians each month. However even with major improvements in cross-border and cross-line access, too many women, men and children in the Syrian Arab Republic remained out of reach and exposed to hunger, malnutrition and protection risks. In neighbouring countries the crisis continued to take a very heavy toll on vulnerable refugees and host communities. In partnership with the governments of Egypt, Iraq, Jordan, Lebanon and Turkey, WFP assisted up to 1.9 million refugees.

Thanks to the efforts of governments, partners and individuals, WFP received its highest-ever level of voluntary contributions in 2014, totalling USD 5.38 billion (as reported in WFP's annual financial statements). The year saw WFP receive its highest-ever level of cash contributions, some three quarters of the total. This enabled greater flexibility and permitted more country teams than ever to deploy cash-based food assistance.

Working with over 1,100 non-governmental organizations, WFP's emergency operations, protracted relief and recovery operations, and development activities provided direct food assistance to some 80 million of the world's most vulnerable people in 82 countries. Indirectly we benefited many more people, including through operations funded by trust funds, reported elsewhere. However this is a fraction of those who are hungry.

The 2014 *State of Food Insecurity in the World* report estimated that 805 million people were undernourished, enduring daily life without enough food for a healthy and active life. The report demonstrated continued, if modest, success in the fight against hunger. The total number of undernourished people continued to fall and ten more countries achieved the Millennium Development Goal (MDG) to halve hunger.

Looking forward to 2015 and beyond, we must redouble our efforts to tackle the harmful effects of hunger and malnutrition on those people left behind by the MDGs. More than 2 billion people suffer from micronutrient deficiencies. A further one in four of the world's children under 5 years of age suffer from irreversible and preventable stunting, with life-long consequences for themselves, their communities and the global economy.

WFP and the other Rome-based agencies will continue to advance the United Nations Secretary-General's Zero Hunger Challenge, aiming for a world where no child suffers from stunting and everyone has access to nutritious food every day from sustainable food systems that give livelihoods to smallholder farmers, without loss and waste.

It will require working in new ways and creating environments that enable communities to leverage and strengthen their own capacities. It demands full recognition of women's contribution to development, ensuring that women and men get the opportunities they need.

WFP recognizes the importance of supporting people to build their own capacities and resilience. Programmes like Purchase for Progress show that with the right support, small-scale farmers and food producers can improve their and their communities' food security. The R4 Rural Resilience Initiative demonstrates that investing in risk management increases vulnerable rural people's capacities to protect and maintain their livelihoods. We need to expand these targeted, long-term efforts because achieving zero hunger requires doing more than just responding to hunger's immediate needs.

WFP will continue to strengthen its key capacities. Through Fit for Purpose, it will:

- increase capabilities and skill sets to support emergency response and approaches to structural hunger;
- accelerate the ability to develop and support national capacities; elevate its nutrition competencies, programmes and partnerships, including through REACH and the Scaling Up Nutrition (SUN) movement;
- enhance its contributions to inter-agency and intergovernmental processes;
- bolster efficient and effective use of resources;
- strengthen programme design; and
- transform critical platforms and systems that support food security and nutrition and promote evidence-based decision-making.

We must take concerted actions to make the year ahead a year of opportunity. The world can establish a global humanitarian and development agenda that addresses the daily realities facing the world's hungry, poor and vulnerable people.

This is a unique opportunity to reset our world. We must seize it. We must ensure that the task of ending hunger is not left to the next generation. The task belongs to us.

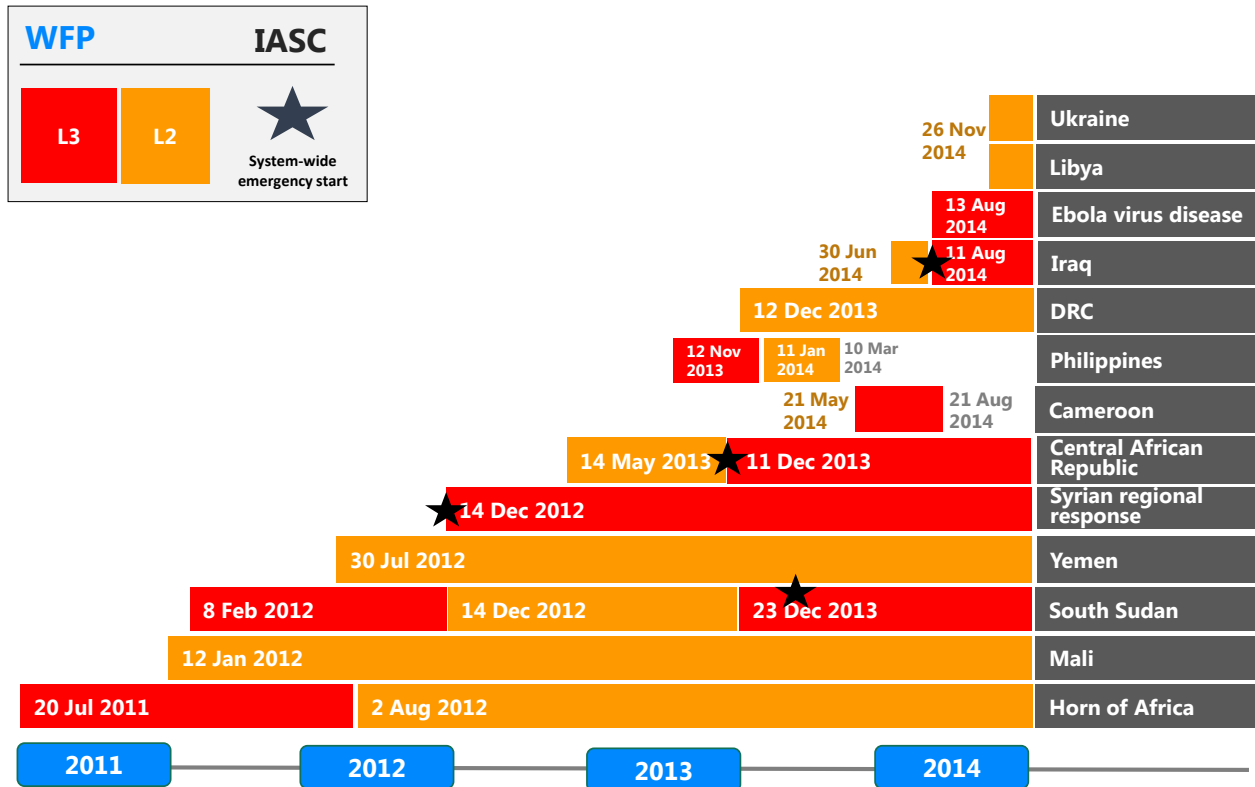
**Ertharin Cousin**

Executive Director



## EXECUTIVE SUMMARY

1. WFP's work was dominated in 2014 by the responses to concurrent Level 3 and Level 2 emergencies (see graphic) that stretched capacities beyond their expected limits.<sup>1,2</sup>



\* IASC: Inter-Agency Standing Committee ; DRC: Democratic Republic of the Congo

2. WFP and its partners also had to continue their responses to protracted emergencies in Afghanistan, DRC, Myanmar, the State of Palestine, Somalia and the Sudan that involved conflict, natural disasters, economic shocks and significant disruptions to food systems.

3. Direct food assistance was provided for 80 million people in 82 countries during 2014 – most of them women and children – compared with the estimated 75.9 million anticipated in the Management Plan. In 2013 some 80.9 million beneficiaries were assisted. But it is important to recognize that WFP's assistance has positive outcomes for many more people whether through its logistic support for humanitarian operations or the secondary benefits that are generated through its programmes: for food assistance for assets, for example, the number of indirect beneficiaries will be determined from 2015 onwards through an approach based on community-based participatory planning.

<sup>1</sup> WFP's emergency response model is based on the capacity to address two major emergencies simultaneously, plus one rapid-onset crisis.

<sup>2</sup> The emergencies in the Central African Republic, Iraq, South Sudan and the Syrian Arab Republic were classified as Level 3 by the United Nations; WFP designated its own response to the Ebola virus disease outbreak as Level 3.

4. In 2014 WFP received USD 5.38 billion in voluntary contributions, the highest-ever level. 79 percent of WFP's expenditure in the year was directed to emergencies.
5. The use of cash and voucher transfers increased to 18 percent of the year-end budget, compared with 14 percent in the previous financial period, primarily because this was the main modality used to assist Syrian refugees in Egypt, Iraq, Jordan, Lebanon and Turkey. Cash and voucher transfers assisted 8.9 million people during 2014, 13 percent more than in 2013.

## Global Context

6. The 2014 *State of Food Insecurity* report shows that although global hunger is falling, 805 million people remain chronically undernourished. In sub-Saharan Africa, one in four people are undernourished – the highest prevalence anywhere – and there are 500 million malnourished people in Asia. Middle-income countries are home to most of the world's undernourished people, with India and China accounting for 42.4 percent.
7. The *Global Nutrition Report 2014*<sup>3</sup> states: "Good nutrition is the bedrock of human well-being. [...] Without good nutrition, people's lives and livelihoods are built on quicksand." Rates of child undernutrition are alarming: 161 million children under 5 are stunted – 25 percent – and 51 million are wasted.<sup>4</sup> Undernutrition is the underlying cause of 3.1 million deaths a year – 45 percent – among children under 5.<sup>5</sup>
8. Food prices are falling and stabilizing, but short-term price increases limit access to food by poor and chronically hungry people. WFP monitors prices in 1,200 markets in countries where it operates to provide early warning if food prices are likely to reach levels significantly above seasonal trends.
9. The Rome-based agencies (RBAs) promoted the Zero Hunger Challenge during 2014 as part of the emerging sustainable development agenda. The Proposal of the Open Working Group on Sustainable Development Goals<sup>6</sup> states: "Poverty eradication is the greatest global challenge facing the world today and an indispensable requirement for sustainable development." The proposed Goal 2 is: End hunger, achieve food security and improved nutrition, and promote sustainable agriculture.

## WFP Response

10. The global humanitarian situation in 2014 tested the full range of WFP capacities as it managed eleven L-2 and L-3 emergencies concurrently. WFP was able to meet these challenges due, in part, to various innovations to support its interventions in recent years.
- Cash and voucher transfers have increased to a level not envisaged five years ago.
  - Improvements in emergency preparedness since 2011 enable WFP to respond effectively to Level 3 and Level 2 emergencies.
  - The development of supply corridors and use of advance purchasing facilities gives WFP the flexibility to match demands for food with available supplies.

<sup>3</sup> See: <http://globalnutritionreport.org/2014/11/13/global-nutrition-report-2014/>

<sup>4</sup> United Nations Children's Fund (UNICEF)/World Health Organization (WHO)/World Bank estimates 2013.

<sup>5</sup> See: <http://www.thelancet.com/series/maternal-and-child-nutrition>

<sup>6</sup> See: <http://undocs.org/A/68/970>, pages 6 and 10.

- An enhanced financial framework enables WFP to make advances to projects at two-and-a-half times the rate reported four years ago.
  - Fit for Purpose continued the shift of focus to the country level, supporting improved personnel management, programming and business processes.
11. The concurrent emergency responses required high levels of staff commitment: 2,900 staff – 20 percent of the total – worked on one or more of the Level 3 emergencies and 600 employees were temporarily deployed, often at short notice. In the Ebola virus disease crisis, for example, WFP increased its staff in the countries affected from 389 to 958 in the six months to December 2014.
12. WFP is working in alignment with the Zero Hunger Challenge to address hunger, pending agreement on the sustainable development goals and targets later in 2015.
- *Access to food.* A core element of WFP's work is to support access to food through safety nets. WFP's school feeding, its main type of safety net, reached 17 million children in 65 countries in 2014.<sup>7</sup> New guidelines on safety nets issued in 2014 changed the focus from policy development to corporate programming.
  - *Nutrition.* WFP's plan for enhancing nutrition capacities among its staff was supported by a trust fund that also financed novel nutrition programming and learning in Guatemala, Kenya, Madagascar, the Niger, the Sudan and Uganda.
  - *Disaster risk reduction.* This remains a priority for WFP, which is introducing new climate-science and financing tools to support community-level and national-level safety-net programmes.
  - *Support for small-scale farmers.* Purchase for Progress (P4P) reached 1 million smallholder farmers during the 5 years of the pilot and facilitated 500 food-supply partnerships in the 20 pilot countries. Home-grown school feeding is being piloted in 32 countries, and the R4 Rural Resilience Initiative has been expanded to Malawi, Senegal and Zambia.
  - *Reducing food losses.* WFP has developed a market-oriented approach through P4P that addresses inefficiencies in supply chains and gaps in value chains with a view to minimizing food losses.
13. WFP continued to address a number of cross-cutting issues in 2014.
- *Gender.* A gender marker code is now mandatory in new projects, and a new gender policy will be submitted for the Board's approval in 2015.
  - *Protection.* WFP has deployed protection advisers to provide specialist advice in four of the Level 3 emergencies.<sup>8</sup>
  - *Corporate Partnership Strategy.* This guides the management of partnerships and promotes excellence on the basis of WFP's strengths. The RBAs continue to collaborate on policy, advocacy, administration and country-level programming.
  - *South–South or triangular cooperation.* Half of WFP's country offices support such partnerships.

<sup>7</sup> Out of 130 countries with school feeding programmes.

<sup>8</sup> The Central African Republic, the Philippines, the Syrian regional response and South Sudan.

14. The question whether the 2014 situation is the “new normal” for WFP raises various issues for the future.

- Is the USD 1 billion increase in voluntary contributions in 2014 a sustainable prospect?
- Can WFP staff and their families continue to cope with the high rate of temporary assignments to major emergency responses?
- Should WFP change its policy of preparedness for two Level 3 emergencies plus one rapid-onset emergency?

### WFP’s Performance Against the Strategic Objectives

15. The methodology for assessing WFP’s contribution to humanitarian and development results was enhanced in 2014 to provide more in-depth and nuanced assessments of performance for stakeholders, in line with the good practices identified by the Multilateral Organization Performance Assessment Network (MOPAN). The following changes have been implemented:

- Project-level performance in contributing to outcomes is now assessed against annual milestones or end-of-project targets before aggregation.
- Indicators with a more direct or reliable relationship with the results statements they inform are given greater weight in the analysis.
- The adequacy of the evidence base has been assessed to determine whether conclusions on organization-wide progress towards outcome results can be drawn.
- Causal connections in the results chain are now assessed to show how WFP outputs contribute to shared outcome-level results.

### *Strategic Objective 1 – Save lives and protect livelihoods in emergencies*

16. Strategic Objective 1 focuses on emergency response – rapid delivery of food assistance to address urgent needs and improve nutrition levels – and on support for human capital and asset-creation programmes for early recovery and the development of capacity to predict and respond to shocks.

17. In 2014, 74 percent of WFP food and 91 percent of cash and voucher transfers were provided under Strategic Objective 1 in direct support of 55 percent of WFP’s beneficiaries.

- Activities in 32 operations in 18 countries in 2014 were conducted to prevent nutritional deterioration and related mortality and support acutely malnourished people in emergencies.
- The food security of emergency-affected populations was stabilized or improved through general distributions of food, cash or vouchers, which increased food consumption and dietary diversity. Strong donor support was essential in achieving positive food-security outcomes.
- Activities to promote access to services and assets were conducted in 11 relief operations in 12 countries. A major focus was school feeding, which helped to increase enrolment and retention in schools.



- Outcome-level evidence regarding WFP's performance in supporting emergency preparedness was limited in 2014 because few projects reported sufficient data. This will improve as country offices become familiar with the new metrics for capacity, acquire the resources, and allow sufficient time to collect baseline and follow-up values.

***Strategic Objective 2 – Support or restore food security and nutrition and establish or rebuild livelihoods in fragile settings and following emergencies***

18. Strategic Objective 2 targets countries emerging from instability, conflict and natural disasters. In these fragile contexts, WFP provides food assistance for the poorest and most vulnerable people to support nutrition and food security with a view to eventual self-reliance.

19. Of WFP's beneficiaries in 2014, 15 percent were directly assisted under Strategic Objective 2.

- General distributions of food, cash or vouchers in post-emergency settings took place in 28 countries and these were generally effective in improving the food security of vulnerable populations.
- Nutrition programming assisted 95 percent of targeted beneficiaries, and helped stabilize and reduce undernutrition in fragile contexts.
- Improvements in access to assets and services were comparatively modest, and WFP's contributions to developing national food-security capacities could not be assessed given limited measurement at project level.
- The mixed outcome-level performance under this objective may be related to the fact that cutbacks reduced deliveries of food assistance to 43 percent of planned levels.

***Strategic Objective 3 – Reduce risk and enable people, communities and countries to meet their own food and nutrition needs***

20. Strategic Objective 3 focuses on empowering poor people to become self-reliant for food and nutrition by building their resilience to future shocks. WFP seeks to leverage its purchasing power to connect smallholder farmers with markets, build risk-management capacities, and support governments in managing and scaling up safety-net systems.

21. Of WFP's beneficiaries in 2014, 8 percent were assisted under Strategic Objective 3.

- Strategic Objective 3 received the lowest level of resources, which affected the number of beneficiaries and the amount of food distributed.
- Gaps in outcome-level reporting prevented WFP from assessing overall performance under this objective.
- WFP helped to increase market opportunities for local, national and regional producers and traders by procuring food products from them; 200,000 smallholder farmers were supported through P4P.
- Outcome-level reporting on the enhancement of risk-reduction capacities was limited because WFP is developing a methodology for measuring national capacities related to resilience. Reporting will improve when this is in place.

### ***Strategic Objective 4 – Reduce undernutrition and break the intergenerational cycle of hunger***

22. Under Strategic Objective 4, WFP addresses chronic undernutrition and the intergenerational cycle of hunger by leveraging its field presence through multi-stakeholder partnerships to enhance capacities to establish nutrition policies and programmes.

23. Of the beneficiaries reached in 2014, 22 percent were directly assisted under Strategic Objective 4.

- Resourcing constraints affected WFP’s delivery of outputs, particularly those related to capacity development. This was reflected in the uneven performance at the outcome level.
- WFP helped to reduce malnutrition and improve access to education, but results related to the enhancement of local and national capacities to deliver food assistance programmes were inconclusive.
- Nutrition programming under this objective effectively reached eligible populations and treated beneficiaries with moderate acute malnutrition.
- School feeding supported 13.8 million children, almost double the planned figure, helping to increase retention in schools.
- Outputs related to increasing government capacities in nutrition and access to education were below the planned values in 2014, indicating that WFP’s contribution to outcome-level change – which was not captured systematically given changes in assessment methods – would also have been constrained.

### **Performance in Cross-Cutting Areas**

24. Achievement of WFP’s outputs and outcomes requires the integration of gender, protection and accountability, and partnership issues into project design, implementation and monitoring. These areas were included in the 2014–2017 Strategic Results Framework (SRF) as cross-cutting results.

- *Gender.* Targets for involving women in decision-making on the use of WFP food assistance were met in the majority of reporting projects, including 10 of the 20 countries with the lowest Women’s Economic Opportunity Index;<sup>9</sup> targets for women’s involvement in project management committees were met in 70 percent of reporting projects.
- *Protection and accountability to affected populations.* Safety incidents to beneficiaries travelling to and from WFP programme sites were largely mitigated, including those in all Level 3 emergencies. The targets for informing people about programmes were met in more than 75 percent of reporting projects, but WFP needs to ensure that beneficiaries are correctly informed about food distribution modalities.
- *Partnerships.* In 2014, activities in 91 percent of reporting operations were implemented with partners. The value of working with partners is assessed in terms of funds provided, access, knowledge and advocacy.

---

<sup>9</sup> See: [http://graphics.eiu.com/upload/weo\\_report\\_June\\_2010.pdf](http://graphics.eiu.com/upload/weo_report_June_2010.pdf)



## WFP's Performance Against the Management Results Dimensions

25. WFP introduced a new Management Results Framework for the Strategic Plan (2014–2017) reflecting changes made under Fit for Purpose. The Management Result Dimensions (MRDs) were used for the first time in preparing the 2014 Programme Support and Administrative (PSA) budget, a significant shift towards performance-based budgeting.

26. Performance was strong in the MRDs for Partnerships, Programmes and Processes, and Systems, but the record level of funding in 2014 was not matched by positive results under the Accountability and Funding MRD. Under the People dimension key results were to be measured from a global staff survey planned for late 2014. This was postponed to April 2015 to align it with the People Strategy; the results will be reported in the APR for 2015.

### *People – WFP is people-centred, investing in staff capability and learning within a culture of commitment, communication and accountability*

27. Limited quantitative data are available for this dimension, but in qualitative terms WFP made significant progress during 2014. The People Strategy was approved by the Board in November 2014.

- In 2014 WFP brought all staff under the Staff Rules and Regulations of the Food and Agriculture Organization of the United Nations (FAO); this affected 3,374 field-based local staff with permanent and fixed-term contracts.
- The proportion of women in P-5 positions and above grew to 38 percent, but the proportion of women in international professional positions remained at 41 percent. WFP is committed to closing the gender gap in staffing.
- The 40 percent target for international professionals from developing countries was exceeded; the proportion of leadership positions occupied by staff from developing countries remained at 29 percent. WFP's new diversity and inclusion strategy will increase the number of professionals from developing countries.
- The talent pool initiative and the new career framework and generic job profiles will enhance workforce planning to support WFP's organizational structure.

### *Partnerships – WFP is a preferred and trusted partner for beneficiaries, communities, governments, United Nations agencies, non-governmental organizations (NGOs) and the private sector*

28. Strong progress was reported in the Partnership dimension, and the Corporate Partnership Strategy commits WFP to refining its performance indicators for partnerships.

- Private-sector contributions totalled USD 110.3 million in 2014, of which USD 84 million is sustainable revenue.
- Partnerships with other United Nations agencies were established by 93 percent of country offices.
- The WFP/Government of Brazil Centre of Excellence against Hunger completed its third year of operations, and 48 percent of country offices facilitated South–South or triangular cooperation.
- All WFP country programmes were aligned with United Nations Development Assistance Frameworks.

- Of the planned 2014 documents to be presented to the Executive Board, 97 percent were submitted.

***Processes and Systems – WFP has efficient processes and systems that support optimal project design and implementation, supply chains, learning, sharing and innovation***

29. Strong progress was reported for this MRD.

- Of ongoing projects starting before or during 2014, 63 percent had outcome indicators with baseline and target values entered in the country office monitoring and evaluation tool (COMET); the target was 65 percent.
- Country offices used the Global Commodity Management Facility (GCMF) to purchase 800,000 mt of food valued at USD 290 million, with lead times reduced by an average 87 days compared with the target of 60 days.
- In further developing the cost-per-ration metric introduced in 2014, WFP calculated a notional average cost of distributing a ration at USD 0.27, based on a review of selected projects in 2014. The average amount estimated in the Management Plan for 2015 was USD 0.34. WFP will continue to refine this methodology as part of its performance and financial reporting system.
- Under Fit for Purpose, WFP developed 14 work streams and allocated funding for initial work on strategy, organizational design, human resource management, business processes, partnerships, executive management and the culture of commitment, communication and accountability. The nine work streams in progress at the end of 2013 were completed as planned in 2014.

***Programmes – WFP has programmes that effectively and efficiently deliver assistance to the people it serves and build capacity***

30. Strong progress was reported for this MRD.

- From 2014 all projects will establish targets for outcome indicators and report on progress. Projects closed during 2014 met targets for 47 percent of outcome indicators, compared with the 70 percent benchmark.
- Using the new Management Results Framework (MRF) indicator for outcome-level results, 69 percent of operations ongoing or closed in 2014 showed positive or stable trends. This figure will be the benchmark in reporting from 2015.
- The gaps in outcome-level reporting in 2014 result from delayed introduction of new training materials, which are still being issued, and from operational factors such as restricted access and capacity constraints. This will be addressed by the Monitoring and Evaluation Learning Programme, sustainable funding for the assessment, monitoring and evaluation (M&E) functions, increased use of remote data-collection technology and the roll-out of COMET.
- A gender marker code 2a or 2b was received by 80 percent of projects approved in 2014 against the target of 75 percent.
- WFP has met or exceeded 12 of the 15 indicators of the United Nations System-Wide Action Plan on Gender Equality and the Empowerment of Women (UN SWAP), and is preparing to address the remaining three.

- Of WFP's country offices, 53 percent have plans to develop preparedness capacities in alignment with national priorities; the target was 50 percent.
- An independent review of the evaluation function supported a review by the Joint Inspection Unit (JIU) that rated it among the best in the United Nations. The finding that the Office of Evaluation (OEV) had insufficient capacity for all its expected functions led WFP to allocate additional resources to improve coverage.
- WFP has used various media to promote its work and reputation. WFP's work was referenced in 103,000 news clips, 28 percent more than in 2013. The coverage was overwhelmingly positive.
- WFP increased its online presence by a record 871 percent, and online visits to its website totalled 7.6 million – a 45 percent increase over 2013.

***Accountability and Funding – WFP is transparent, providing value for money and accountability for all its resources, and is fully funded***

- 31.** In 2014, WFP received USD 5.38 billion in revenue; programme needs increased by 26 percent to USD 8.46 billion. WFP acknowledges the generosity of donors at a time of financial stringency.
- 32.** Several positive results were reported for this MRD.
- WFP secured USD 630 million in multi-year contributions – the highest-ever level.
  - It received USD 4.1 billion in cash contributions – another record – accounting for 75 percent of all contributions.
  - Of the top ten multilateral donors, eight increased their contributions; in absolute terms multilateral contributions increased by 17 percent from 2013.
  - WFP is imposing rigorous processes for the allocation of multilateral resources and is using the MRDs in the preparation of the Management Plan and the Annual Performance Report (APR).
  - All managers completed an assurance statement at the end of 2014, enabling the Executive Director to endorse a statement of the effectiveness of internal controls. WFP is one of the few United Nations organizations to provide its stakeholders with such a level of assurance.
- 33.** Progress was not as strong in two of the management results under this MRD.
- During 2014, while there was an increase in absolute levels of multilateral funding, the proportion fell for the fourth year running, from 9 percent to 8 percent. WFP will seek to increase the proportion of emergency contributions channelled through the multilateral funding window.

- The target of reducing the number of internal audit recommendations outstanding at the end of each year was not achieved in 2014 because there was a significant increase in recommendations<sup>10</sup> and because staffing shortages owing to redeployment to the Level 3 emergencies prevented some country offices from responding. WFP's intention to prioritize high-risk recommendations is endorsed by the Audit Committee.

## Looking Forward

34. The new Sustainable Development Goals envisage a world without hunger within a generation. But the number and scale of emergencies are not declining: 50 million people are affected, and the resources of WFP and its donors and partners are under considerable pressure.

### *Addressing the Zero Hunger Challenge*

35. Much work remains to be done to achieve common understanding of the actions needed to achieve the Zero Hunger Challenge. WFP will continue to work closely in 2015 with FAO and the International Fund for Agricultural Development (IFAD) in support of the sustainable development agenda. It participated in the third World Conference on Disaster Risk Reduction in March and will participate in other high-level events such as the first World Humanitarian Summit, to be held in Istanbul in 2016.

36. Some of the organizational changes implemented in 2015 are to enhance WFP's contribution to the Zero Hunger Challenge. An Assistant Secretary-General post moved to New York to strengthen WFP's contribution to humanitarian and post-2015 development agendas; greater responsibility is being devolved to the Regional Directors; and the Innovation and Change Management Division was established to accelerate promising initiatives.

37. WFP's value proposition for nutrition-specific actions is that it has the greatest impact in addressing malnutrition, providing complementary foods for young children and pregnant and lactating women, and addressing micronutrient deficiencies. The new Nutrition Division will support interventions in line with this value proposition.

38. To develop national capacities, WFP will explore a "portfolio" approach at the country level with two programmatic elements: a review of the challenges of achieving zero hunger and development of country strategic plans supported by a budget to be determined in the Financial Framework Review.

39. To continue its development of an engaged and skilled workforce, WFP will implement the diversity and inclusion strategy and the Women's Leadership Programme in 2015; the emergency response roster process will be refined, the talent pool approach will identify suitable recruits and 2,000 staff will be trained in cash and voucher programming.

40. WFP will continue to reform its financial architecture and resource management systems to meet increasing humanitarian demands, and to increase the predictability of country office resources and give them greater flexibility and accountability in operations.

---

<sup>10</sup> There were 166 internal audit recommendations outstanding at 31 December 2014, compared with the 106 outstanding at 31 December 2013.

41. During 2015 WFP will review its emergency preparedness and response function in the light of the recent evaluation with a view to establishing clearer boundaries between functional areas, ensuring strong leadership and oversight, and establishing regular funding for related activities. It will also improve staff training and produce a more simple and flexible emergency preparedness response package.

### *Achieving excellence in programme and performance management*

42. The APR is an accountability document. In the past it provided a snapshot of WFP's performance over 12 months and featured stories of the people and countries assisted as much as hard data on WFP's achievements.

43. This report provides much more. It is a reflection of WFP's quest for excellence in programme and performance management, using robust analysis of reliable evidence to measure and report on its performance. Performance reporting is not simply a response to donors' requirements: it is central to the way that WFP operates. Not all of the enhanced systems for performance reporting are yet in place, but significant progress is being made.

44. The maxim "what gets measured gets done" is crucial in achieving a zero-hunger world. In 2015, WFP will continue to gather more and better evidence of its outputs and outcomes with the aim of optimizing efficiency and effectiveness. It will establish baselines and set high goals, filling the evidence gaps noted in this report as quickly as possible with the help of COMET and other systems. WFP's goal is to put the best performance data into the hands of managers in the field as they lead the work that makes a real and lasting difference to the lives of hungry people.



## PART I – INTRODUCTION

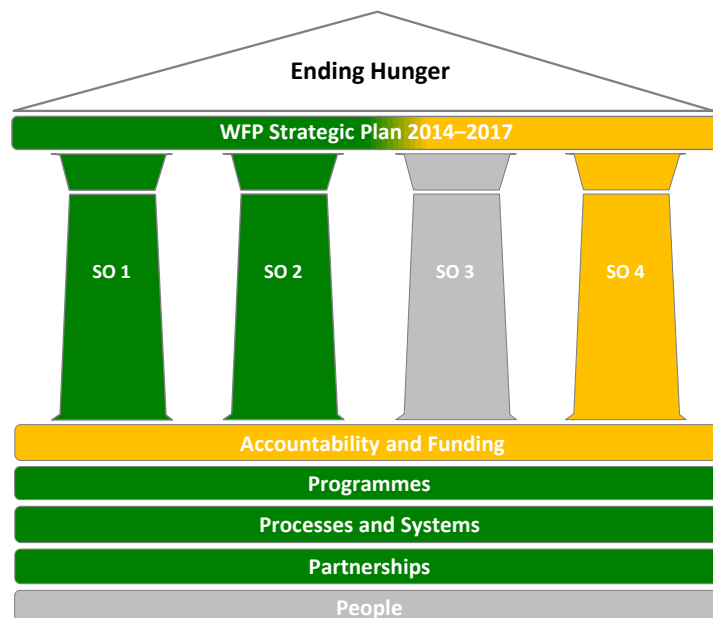
45. The mission of the World Food Programme is to end global hunger. To achieve this WFP works with governments and other partners to ensure that hungry people – women and men, girls and boys – have access to nutritious food all year round, and particularly during crises.

46. WFP's work is set out in the Strategic Plan (2014–2017) and operationalized through the SRF and the MRF. This APR assesses WFP's performance in 2014 using these frameworks, in accordance with the United Nations principles for harmonized results reporting.<sup>11</sup>

47. Analysis of projects reporting on key outcome indicators showed strong progress towards Strategic Objective 1: Save lives and protect livelihoods in emergencies, and Strategic Objective 2: Support or restore food security and nutrition and establish or rebuild livelihoods in fragile settings and following emergencies. Some progress was made towards Strategic Objective 4: Reduce undernutrition and break the intergenerational cycle of hunger. Insufficient data was available to assess progress towards Strategic Objective 3: Reduce risk and enable people, communities and countries to meet their own food and nutrition needs. Part II provides more detailed information.

48. Analysis showed strong progress in the MRDs for Partnerships, Processes and Systems, and Programmes, and some progress in relation to Accountability and Funding. Insufficient information is available to assess progress in the People MRD pending results of the global staff survey in mid-2015. Part III provides more detailed information.

*Figure 1: Assessment of WFP's performance in 2014*



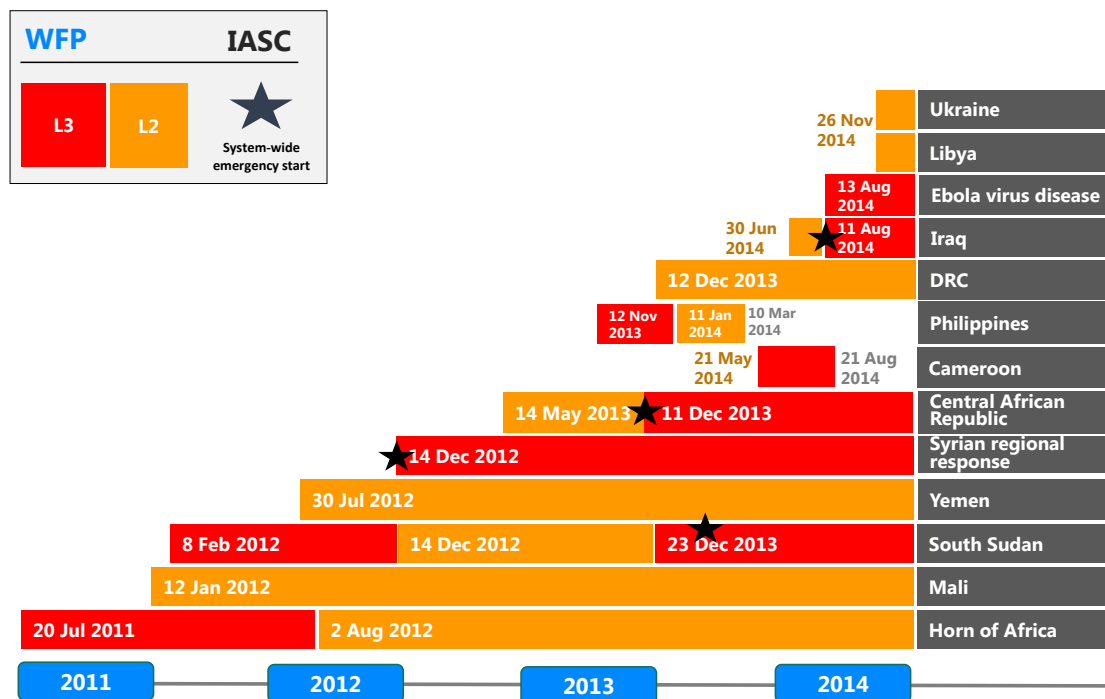
<sup>11</sup> United Nations Development Group and the High-Level Committee on Management. 2011. *Common Principles on Results Reporting: a UNDG-HLCM Joint Study*. New York.

## Strategic Context

### Complex humanitarian crises

49. WFP's work was dominated 2014 by its responses to six complex Level 3 emergencies – four in countries affected by conflict, one in response to a typhoon and one to address the outbreak of the Ebola virus disease – and six Level 2 emergencies, as shown in Figure 2. These stretched WFP's emergency response capacity well beyond its expected limits and challenged the entire humanitarian community. Figure 2 highlights the growth of emergency operations (EMOPs) since a common classification system was introduced in the United Nations in 2011.

Figure 2: Timeline of Level 2 and Level 3 emergencies



50. WFP's emergency response model is based on the capacity to address two Level 3 emergencies and one rapid-onset crisis simultaneously. But five of the Level 3 emergencies are concurrent – way beyond the current model – and the emergencies are lasting far longer than they have in the past.<sup>12</sup>

- The four largest emergencies were related to conflicts in the Central African Republic, Iraq, South Sudan and the Syrian Arab Republic. The fighting and the displacement of 51 million people made it difficult to reach populations in need, raised serious protection concerns and destabilized food systems.

<sup>12</sup> The emergencies in the Central African Republic, Iraq, South Sudan and the Syrian Arab Republic were classified as Level 3 crises by the United Nations; WFP gave this designation to its response to the Ebola virus disease outbreak.



- The Ebola virus disease caused the deaths of 6,400 people in Guinea, Liberia and Sierra Leone during 2014 and posed additional challenges for the humanitarian community. The rapidly spreading and highly contagious epidemic disrupted livelihoods and markets, and affected the long-term food security and nutrition of the poor in these countries. An additional challenge is managing the risk of contagion among humanitarian staff.

**51.** Four of the 2014 Level 3 emergency responses began in 2013. These were the operations in the wake of typhoon Haiyan in the Philippines and the operations to support refugees in the Central African Republic, South Sudan and the Syrian Arab Republic. The response in the Philippines was downgraded to a Level 2 emergency in January 2014. But there were four new emergencies during the year.

- *Iraq.* The rapid expansion of the Islamic State in Iraq and the Levant (ISIS) in the summer of 2014 caused widespread internal displacement and major humanitarian needs. In August 2014, the IASC declared a Level 3 emergency. The ongoing fighting affects western, north-western and central Iraq, and constrains WFP's ability to deliver food.
- *Libya.* WFP had been providing technical assistance for the Government since 2011, but closed its country office when a new crisis began in June 2014 following parliamentary elections. The subsequent violence caused civilian casualties, displaced large numbers of people, destroyed infrastructure and disrupted social services and protection systems. A system-wide Level 2 emergency was declared in November 2014.
- *Ukraine.* Following a political crisis and escalating violence, WFP started an immediate-response EMOP in August 2014 to provide food assistance for 28,000 people. The worsening crisis and increased needs led to the declaration of a Level 2 emergency in November 2014.
- *Ebola virus disease.* The Ebola outbreak required WFP to adopt unique arrangements for its food assistance and its logistics support for the humanitarian community. The spread of the virus disrupted food markets in the region, particularly in Guinea, Liberia and Sierra Leone, and the livelihoods of many families were affected. WFP's response in 2014 focused mainly on logistics support and preventing the health crisis from becoming a food and nutrition crisis.

**52.** As WFP and the humanitarian community responded to these crises, there were other serious and often protracted emergencies in Afghanistan, DRC, Mali, Myanmar, the State of Palestine, Somalia, the Sudan and Yemen involving conflict, natural disaster, economic shocks and consequent disruption of food systems.

**Box 1. United Nations classification of emergencies, and the implications for WFP**

The United Nations introduced a common classification of emergencies in 2011. Its three levels are mirrored in the following WFP definitions:

- Level 1: emergency operations within the response capacity of the relevant WFP country office, with routine support from the regional bureau.
- Level 2: emergency response operations requiring regional augmentation of country-level response capability.
- Level 3: emergency response operations requiring the mobilization of WFP's global response capabilities in support of the relevant country offices and regional bureaux – a corporate response.

The classification is based on the capacity of the United Nations to respond to an emergency in a given country. It is not a classification of the scale or seriousness of the emergency itself. A rapid-onset emergency may be declared a system-wide Level 3 emergency if United Nations capacity in the country is limited, and may be downgraded as the situation improves; the response to typhoon Haiyan in the Philippines is an example.

Level 2 and Level 3 emergencies require United Nations agencies to shift resources to the country and region concerned. In the short term this can only be achieved by relocating people, and in WFP's case sometimes food, from one area of need to another.

WFP's current emergency preparedness system is based on the ability to address two Level 3 emergencies and one rapid-onset crisis concurrently.

**53.** By the end of 2014, global humanitarian needs had reached USD 17.9 billion for 76 million people in 31 countries<sup>13</sup> – and this at a time when traditional funding sources were already stretched. Appeals for cash and resources 2014 were only 52 percent funded, of which 70 percent was directed to the four system-wide Level 3 emergencies.

***Towards zero hunger – hunger is declining, but 805 million people are chronically undernourished***

**54.** The 2014 *State of Food Insecurity in the World* report<sup>14</sup> showed that global hunger is declining, but that 805 million people were chronically undernourished in 2012–2014. This is a decline of 100 million over the last decade, and 209 million since 1990–1992. Large regional differences persist: there has been insufficient progress towards international hunger targets in Africa as a whole and particularly in the sub-Saharan region, where one in four people are undernourished – the highest regional prevalence in the world. And there are 500 million hungry people in Asia. Middle-income countries are home to most of the world's undernourished people, with China and India accounting for 42.4 percent.

<sup>13</sup> See [www.unocha.org/2014\\_year\\_in\\_review](http://www.unocha.org/2014_year_in_review)

<sup>14</sup> See: [www.fao.org/3/a-i4030e.pdf](http://www.fao.org/3/a-i4030e.pdf)

55. Between 1990 and 2014, the number of people living in extreme poverty was halved, but the number of undernourished people declined by only 20.6 percent. This shows that economic growth and rising incomes do not correlate with improved food security and nutrition, and that the benefits are unevenly distributed may be missed altogether by many. To ensure that social benefits derive from economic growth in the long term, additional resources are needed for investment in improved food and nutrition security for the poorest people.

### *Towards zero hunger – addressing the nutritional challenges*

56. The 2014 *Global Nutrition Report*<sup>15</sup> – the first of its kind – states: “Good nutrition is the bedrock of human well-being. Without good nutrition, people’s lives and livelihoods are built on quicksand.” Inadequate nutrition before and during pregnancy, in the 1,000 days from conception to 2 years of age and during adolescence leads to irreversible impairment in physical growth and brain development. Undernutrition in general and stunting in particular have profound implications for health, cognitive development, education, economic development and productivity.

57. Current rates of child undernutrition are alarming.<sup>16</sup> Among children under 5, 161 million – 25 percent – are stunted, and an estimated 51 million – 8 percent – are wasted. Half of all stunted children live in Asia, and a third live in Africa. Micronutrient deficiencies affect 2 billion people worldwide, with serious public health consequences. Undernutrition is the underlying cause of 3.1 million deaths a year – 45 percent – among children under 5.<sup>17</sup>

58. To address this situation, WFP must prioritize the building of government capacities to enable them to implement nutrition-specific and nutrition-sensitive activities, and a multi-sector approach is essential to meet Sustainable Development Goal (SDG) 2 on food security and nutrition. There are also clear links with the SDGs on health, education, sanitation, hygiene, sustainability, access to resources and women’s empowerment in humanitarian and development contexts.

### *Towards zero hunger – food prices are falling, but they need regular monitoring*

59. The FAO *Food Price Index* – a food basket of cereals, oilseeds, dairy products, meat and sugar – fell by 3.7 percent in 2014 compared with 2013. The main driver was a 12.5 percent fall in cereal prices, reflecting record production levels and abundant stocks. Price indexes for dairy products, oil and sugar fell in 2014, but the meat price index rose by 8.1 percent.<sup>18</sup>

60. Short-term price shocks limit access to food by poor and chronically hungry people, even though there is a steady downward trend in the prevalence of undernourishment. Measures of price volatility such as the Excessive Food Price Variability Early-Warning System of the International Food Policy Research Institute (IFPRI) show that international prices of wheat, maize and rice have been stable for three consecutive years.<sup>19</sup>

---

<sup>15</sup> See: <http://globalnutritionreport.org/2014/11/13/global-nutrition-report-2014/>

<sup>16</sup> See: [data.worldbank.org/child-malnutrition](http://data.worldbank.org/child-malnutrition)

<sup>17</sup> See: [www.thelancet.com/series/maternal-and-child-nutrition](http://www.thelancet.com/series/maternal-and-child-nutrition)

<sup>18</sup> See: <http://www.fao.org/worldfoodsituation/foodpricesindex/en/>

<sup>19</sup> See: <http://www.foodsecurityportal.org/>

61. The way in which international prices affect domestic markets varies from country to country. The countries most vulnerable to price shocks are low-income countries and those that depend on food imports, where poor consumers may allocate 75 percent of their incomes to food and where consumers often shift from more expensive and nutritious foods to cheaper and less nutritious alternatives, thereby increasing the risk of micronutrient deficiency and the irreversible long-term effects.

62. For this reason WFP monitors prices in 1,200 markets in the countries where it operates using the Alert for Price Spikes (ALPS) indicator,<sup>20</sup> which in 2014 helped to identify countries and regions where food prices reached levels significantly above seasonal trends. In the Sudan, for example, ALPS showed that prices for sorghum had reached crisis levels in Darfur, requiring a relief operation.

### *Towards zero hunger – a Sustainable Development Goal to eradicate hunger*

63. The post-2015 development agenda is driven through the open working group of the General Assembly established to develop the SDGs. Its report<sup>21</sup> states that “... poverty eradication is the greatest global challenge facing the world today and an indispensable requirement for sustainable development” and emphasizes that poverty is linked to hunger. It reiterates the commitment to freeing humanity from poverty and hunger.

64. The RBAs worked during 2014 to promote the Zero Hunger Challenge as part of the SDGs. The RBAs and other agencies also worked on targets and indicators for the proposed SDG 2: “End hunger, achieve food security and good nutrition, and promote sustainable agriculture”, for ratification by the Member States. The targets proposed under SDG 2 are based on the Zero Hunger Challenge and reflect the multi-dimensional nature of food security and nutrition. The SDGs for gender equality, health, natural resource management and peaceful societies also depend on food security and nutrition. And the 2014 *Global Nutrition Report* noted that nutrition contributes to 15 of the 17 proposed SDGs.<sup>22</sup>

## WFP Response

### *Five concurrent Level 3 emergencies and six Level 2 emergencies*

65. In January 2014 WFP was responding to four Level 3 emergencies, and had to deal with additional crises as the year progressed. By December, WFP was handling 11 concurrent Level 2 and Level 3 EMOPs. Four years ago, this would probably not have been possible, but new practices developed in the past five years contributed to the success of WFP in dealing with multiple emergencies 2014.

- Increasing use of the cash and voucher transfer modality raised WFP’s capacity to provide food assistance to a new level, providing flexibility and access not imaginable with traditional food aid. An example of this was the facilitation of rapid large-scale access to food in the Syrian emergency, where markets were functioning.

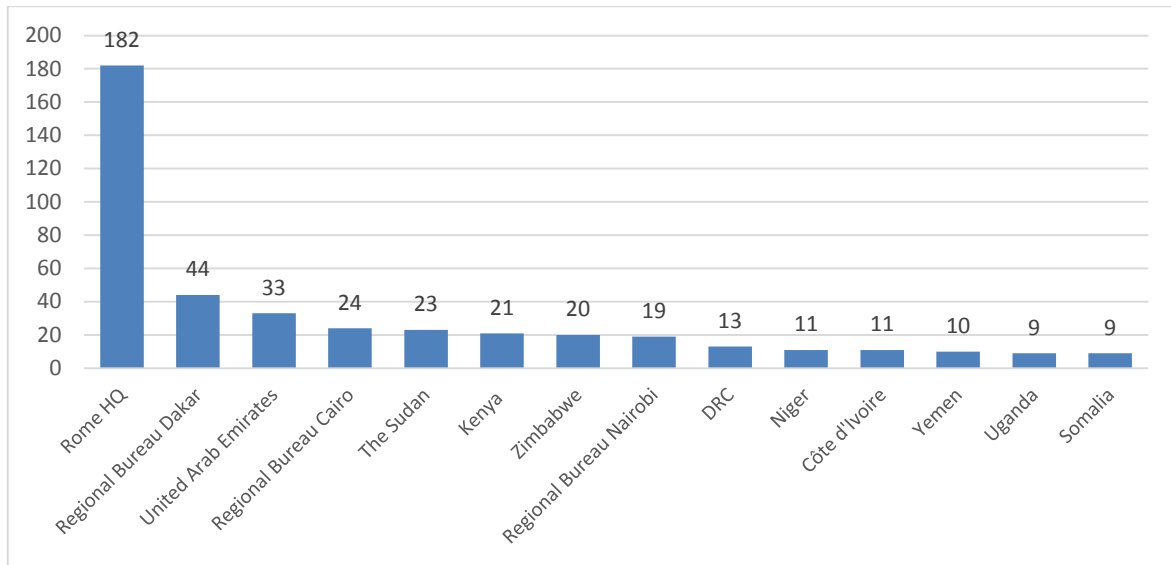
<sup>20</sup> See: <http://foodprices.vam.wfp.org/alps.aspx>

<sup>21</sup> See: <http://undocs.org/A/68/970>

<sup>22</sup> See: [www.ifpri.org/sites/default/files/publications/gnr14.pdf](http://www.ifpri.org/sites/default/files/publications/gnr14.pdf) Table 2.2.

- Improved emergency preparedness measures introduced since 2011 have enhanced WFP's preparedness for Level 3 and level 2 emergency responses. An example of this is the emergency-response roster set up in 2014, which includes provision for training for staff being deployed as first-wave or second-wave responders within three days of the declaration of a Level 3 emergency.
  - The development of corridor-based supply chains and use of the Global Commodity Management Facility (formerly the forward purchasing facility) gives WFP greater flexibility in matching changing demands for food with the supplies available.
  - WFP's leadership of the logistics and emergency telecommunications clusters and its co-leadership of the food security cluster helped to provide significant support for the humanitarian actors responding to crises in 2014. In the Ebola crisis, for example, WFP provided general support for the United Nations system in what is essentially a health emergency.
  - WFP's vulnerability analysis and mapping (VAM) capability has been augmented by a new mobile system using mobile telephones and other remote data-collection approaches known as mVAM. This was used to collect data where access was limited, for example in the DRC and Somalia, and in Liberia, Guinea and Sierra Leone where Ebola infection risks were high.
  - Maturing performance and risk-management systems, the introduction of the SRF and MRF, and a new approach to monitoring and review are improving WFP's ability to design, implement and report on its activities.
  - The enhanced financial framework made it possible to advance USD 1.09 billion internally to individual projects in 2014, two-and-a-half times more than four years ago.
  - Organizational improvements under Fit for Purpose are reflected in the shift of focus to field operations and to support functions such as people management and business systems and processes.
66. The response to 11 concurrent emergencies required high levels of personal commitment from WFP staff, and inevitably affected WFP's non-emergency work.
67. International and national staff from across WFP provided surge capacity to support crises as they unfolded: 2,900 WFP staff – one in five of the workforce – worked on one or more of the Level 3 emergencies during 2014, and 600 staff members were temporarily redeployed from operations, often with only a few days' notice. One in four staff in three of the regional bureaux and one in ten staff at Headquarters were deployed (see Figure 3).

**Figure 3: Deployment of WFP staff to support Level 3 emergencies**

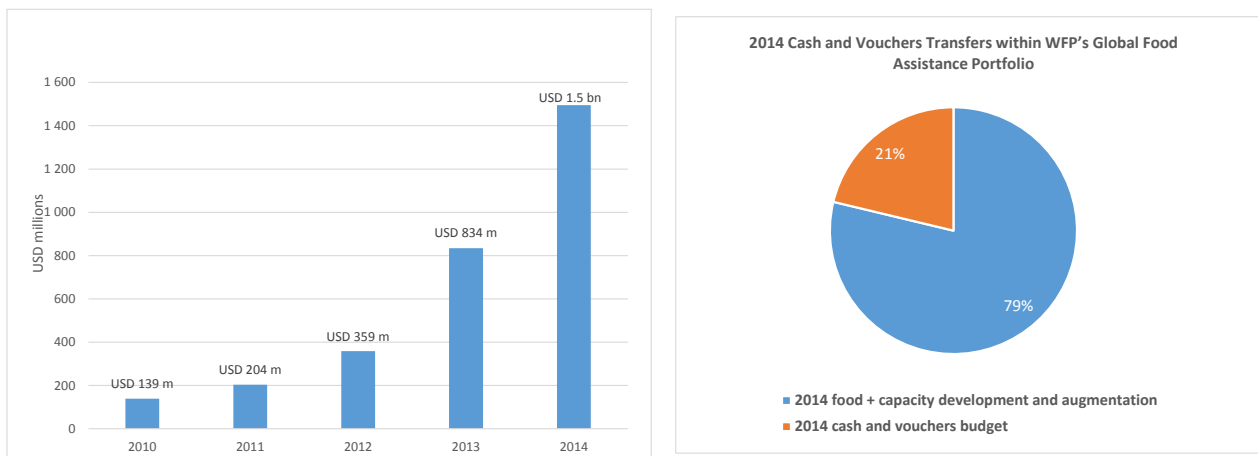


68. WFP is aware of the disruption this has caused in its other work, and constantly seeks to minimize it. The need to deploy staff to Level 3 emergencies left some Headquarters and field units with only skeleton staff, but WFP nonetheless continued its medium-term and long-term initiatives to enable it to address the Zero Hunger Challenge.

***Rising to the Challenge 1 – Moving to scale on cash and vouchers***

69. The option of cash, voucher and food modalities gives WFP the flexibility to adapt its food assistance to the needs of beneficiaries. Cash transfers and vouchers for food-insecure individuals and households expanded in 2014 to reach 8.9 million people by the end of the year. The approved cash and voucher budget increased by 80 percent from the 2013 level to USD 1.49 billion in 2014 – 21 percent of WFP’s operational costs for food assistance.

**Figure 4: Cash and voucher budget, 2010–2014**



70. The largest single operation involving widespread use of cash and voucher modalities was the Level 3 response to the Syrian refugee crisis, which targeted 2.7 million beneficiaries in 2014 with a budget of USD 870 million.

71. The increased delivery of food assistance in the form of cash and vouchers is supported by mechanisms such as physical hand-over at the community level, use of local collection points, payments through bank accounts and transfers using mobile telephones or electronic cards. WFP's EMOPs in particular benefited from its growing experience with these modalities: 91 percent of cash and voucher transfers were provided under Strategic Objective 1.

#### **Box 2. Scaling up voucher transfers in an emergency – the Gaza conflict**

The ability to scale up voucher-based programmes in Gaza was crucial to WFP's response to food-security needs during the hostilities in the summer of 2014. WFP scaled up the number of recipients from the 90,000 in the existing programme to 300,000; the redemption rate was 95 percent. The vouchers supported 30,000 households – 180,000 individuals – at the height of the crisis in August; 50,000 households – 300,000 individuals – were assisted in September.

UNICEF and WFP joined forces at the peak of the emergency to provide a combined voucher for food, water and sanitation – the One Card system. In October 2014 the partnership was expanded to include additional organizations, which used the One Card approach to distribute school uniforms and shoes to displaced households.

### ***Rising to the Challenge 2 – Better emergency preparedness***

72. The Preparedness and Response Enhancement Programme (PREP) was created in 2011 to improve WFP's readiness to respond to emergencies. Following an evaluation in 2014 that identified various successes and areas where further work was needed (see Part IV), PREP has been upgraded to include:

- a greater focus on risk management, including increased access to advance financing;
- improved information management, with more timely, consistent and user-friendly data systems including a new 24/7 operations centre;
- increased coherence and accountability through task forces established to provide oversight and support for decision-making at the corporate and project levels;
- investments in logistics capacity, and the pre-positioning of some ready-to-eat food products;
- a systematic and continuous approach to adopting lessons learned; and
- a new corporate emergency response roster for surge deployments (see Box 3).



**Box 3. The emergency response roster**

The emergency response roster went live in May 2014, with 343 international and national staff; this complement has since been expanded to include short-term staff, consultants and United Nations volunteers to provide a wider range of skills. Process changes include a review of the skill sets required, mandatory simulation-based emergency training and advance authorization of deployment by managers. The roster has helped to address concerns about the timeliness of deployments to Level 3 emergencies. It also makes the pool of experienced national officers available to serve in emergencies, which promotes their professional development.

**73.** WFP continues to focus on emergency preparedness, disaster risk reduction and resilience-building to forestall the effects of crises. In the Philippines, for example, WFP pre-positioned food before typhoon Hagupit in December 2014 to facilitate rapid response.

***Rising to the Challenge 3 – Robust advance financing and supply chain management***

**74.** The changes in WFP's financial framework in the past five years support new assistance tools such as cash and vouchers and capacity development. The changes approved by the Board in 2014: i) established the internal project lending (IPL) system to replace the Working Capital Financing Facility, raising the ceiling from USD 257 million to USD 570 million; ii) the USD 350 million Forward Purchase Facility was renamed the Global Commodity Management Facility (GCMF); and iii) corporate services financing, including the Capital Budgeting Facility, became a separate entity with a ceiling of USD 70 million.

**75.** These changes were critical in 2014:

- IPL increased by 68 percent in value terms from USD 675 million to USD 1.14 billion;
- the GCMF supported the purchase of 810,000 mt of food by country offices, and helped to reduce supply lead times by 73 percent; and
- the Capital Budgeting Facility provided capital for the roll-out of the Logistics Execution Support System (LESS).

***Rising to the Challenge 4 – Improved analysis of food security and vulnerability***

**76.** Food security analyses and market assessments enable WFP to select the optimum transfer modalities for its operations. There were 24 such reviews in 2014: nine focused on markets and economic conditions, seven on crops and food security, three on food security baselines and five on emergency food needs. Features of 2014 include:

- development of an analytical model to estimate the impact of Ebola on food security in Guinea, Liberia, and Sierra Leone, which was necessary in the absence of field-based assessments because it enabled WFP to determine credible beneficiary numbers;
- market studies in Darfur and South Sudan carried out in insecure areas where prices were volatile and production shortfalls triggered adjustments of food assistance interventions, helping to inform the humanitarian community about market opportunities and constraints; and
- two studies in relation to the Syrian emergency providing insights into the economics of the cash and voucher programme, and documenting the direct and indirect effects of the programme on the economies of Jordan and Lebanon.





**Box 4. The mobile vulnerability analysis and mapping project**

The mVAM project uses voice calls, text messages and interactive voice response technology to collect real time information on household food security and markets.

The evidence from pilots in the DRC and Somalia shows that mVAM is cheaper and faster than traditional data collection, and that it is particularly useful in insecure areas. WFP believes that this is the future of food-security and project monitoring.

In September 2014, mVAM was used in the three countries affected by Ebola, where it ensured that data could be collected with reduced risk of virus transmission. The lessons learned from mVAM will be applied in other applications of this technology in WFP and by partners.

***Rising to the Challenge 5 – Evidence-based decision-making***

**77.** In 2014, WFP established a normative framework for monitoring, invested in training and capacity development for staff and extended the use of COMET with a view to enhancing its ability to design, implement and monitor programmes, improve organizational performance and enable more systematic measurement of food-assistance outcomes. The main challenges are to: i) act on evidence of sub-optimal performance; ii) adapt business processes to optimize performance; and iii) generate confidence in the accuracy of data supporting resource-allocation decisions.

***Rising to the Challenge 6 – Fit for Purpose***

**78.** The Fit for Purpose initiative continued in 2014, integrating the improvements into WFP's budgeting and accountability processes. The five priorities – People, Partnerships, Processes and Systems, Programmes, and Accountability and Funding – became the five MRDs against which WFP reports in Part III. Changes launched in 2012 and completed in 2014 include:

- a new Corporate Partnership Strategy, which was endorsed by the Board in June 2014;
- the new People Strategy approved in November 2014; and
- a review of WFP's business processes.

***Ending hunger, achieving food security and improving nutrition***

**79.** WFP cannot allow the attainable goal of a world free from hunger to be lost from view as it focuses on Level 3 and Level 2 emergencies. WFP must continue to act now to achieve zero hunger within a generation.

**80.** The five pillars of the Zero Hunger Challenge, which will define the actions needed to end hunger, will be confirmed when the SDGs are agreed later this year. The following paragraphs describe WFP's work during 2014 in relation to:

- Pillar 1: Zero stunted children under 2
- Pillar 2: 100 percent access to food all year round
- Pillar 3: All food systems are sustainable
- Pillar 4: 100 percent increase in smallholder productivity and income
- Pillar 5: Zero loss or waste of food

## Nutrition

81. Achieving Pillar 1: Zero stunted children under 2 requires a multi-disciplinary approach with partners and stakeholders, and commitment and leadership by governments. This is the aim of the SUN initiative, whose Global Gathering was hosted by WFP in Rome and followed by the Second International Conference on Nutrition, organized by FAO and WHO.

- The Global Gathering convened representatives from 54 SUN countries, the SUN Lead Group and the SUN networks of civil society, the United Nations system, donors and businesses to share results and lessons learned.
- The second International Conference on Nutrition, which sought to create consensus on ways of addressing nutrition challenges, brought together national policy-makers, leaders of United Nation agencies, inter-governmental organizations, civil society and private-sector organizations. The resulting *Rome Declaration on Nutrition and Framework for Action* constitute a flexible policy for addressing nutrition challenges and identify priorities for international cooperation.

82. The first Global Nutrition Report was published in 2014. It provided an overview of undernutrition and overnutrition and highlighted areas for action such as accountability for nutrition and partnerships to manage supply chains for food and health.

83. A multi-donor trust fund supported: i) roll-out of WFP's Nutrition Capacity Strengthening Plan; ii) the establishment of new nutrition indicators in the updated SRF; iii) innovative nutrition programming and learning in Guatemala, Kenya, Madagascar, the Niger, the Sudan and Uganda; and iv) workshops and training to enhance nutrition-related capacities among WFP staff, led by the regional bureaux.

## Access to adequate food

84. A core element of WFP's capacity development work is support for hunger-related safety nets. Its comparative advantages are its analytical capacities, its experience in providing social protection and safety nets, and its ability to deliver at scale. The type and level of WFP's support, which varies according to context, has two dimensions: i) service delivery in support of countries with the capacities and resources to operate safety-net programmes; and ii) technical support, capacity development and policy support for governments establishing safety-net mechanisms of their own. The aim is eventual transition to national ownership.

85. WFP's implementation of full-scale safety net systems reached beneficiaries in 66 countries in 2014. The main safety net intervention – school feeding – was implemented in 63 countries, reaching 16.7 million children.<sup>23</sup>

- WFP adopted a revised school feeding policy,<sup>24</sup> and maintained partnerships with the World Bank and the Partnership for Child Development in the development of programming and analysis tools, and also created a school feeding working group to discuss policy and programme issues with nine partner NGOs.

<sup>23</sup> There are school feeding programmes in 130 countries; they are the most widespread type of social safety net.

<sup>24</sup> Its five objectives are to: i) provide safety nets for food-insecure households; ii) support children's education; iii) reduce micronutrient deficiencies; iv) enhance national capacities for school feeding through policy support and technical assistance; and v) develop links between school feeding and local farmers.

- To support government school feeding programmes, WFP rolled out the Systems Approach for Better Education Results in 12 country offices<sup>25</sup> and trained national staff in its use. The tool helps WFP assess national capacities, identify policy gaps and plan capacity development with governments.
- To evaluate the cost efficiency of school feeding programmes, and to advocate for them as safety nets, WFP uses: i) a cost benchmark – annual calculation of the average cost of a WFP school meal; ii) a government costing tool – analysis of the cost of government school feeding; and iii) an investment case – calculation of the cost-benefit ratio of investing in school feeding programmes.
- In 2014, 32 country offices implemented home-grown school feeding using locally produced food; several governments showed interest in this kind of safety net.

86. In July, WFP issued new guidelines on safety nets for food security and nutrition, reflecting a shift of emphasis from policy development to corporate programming and providing:

- guidance on engaging with governments and partners and on designing and implementing safety-net systems;
- information for WFP staff on programme and policy support at the country, regional and global levels; and
- advocacy materials such as talking points, briefing notes and a safety net toolbox.

87. The guidelines are supported by training courses, which were rolled out in Kyrgyzstan in November, and at the southern Africa regional bureau and in Malawi in December.

### *Sustainable food systems – Disaster risk reduction and climate change*

88. In the last decade, half of WFP's emergency and recovery operations have included responses to climate-related disasters; in the last five years, 40 percent of WFP's operations have included activities to reduce disaster risk, build resilience and help people to adapt to climate change.

89. Given the scale of needs, climate resilience is a priority. New tools based on climate science and financial innovations will complement WFP's food assistance in support of community-level and national-level safety nets. In 2014, WFP promoted the development of large-scale approaches to enable countries and communities to manage climate risks and become food-secure. One of these was the Food Security Climate Resilience Facility (FoodSECuRE), a replenishable fund for supporting communities in building resilience to climate risks. FoodSECuRE will use seasonal climate forecasts to trigger funding and action to build resilience before shocks occur.

---

<sup>25</sup> Benin, Bhutan, the Plurinational State of Bolivia, the Republic of the Congo, The Gambia, Jordan, Madagascar, Mali, Morocco, Namibia, Sierra Leone and Tunisia.

90. WFP's new policy on building resilience for food security and nutrition reflects the need to make resilience a factor in designing programmes, which must be based on sound analysis of situations, risks and gender issues. An element of this policy is the "three-pronged approach" – distinct but interrelated processes involving:<sup>26</sup>

- national-level context analysis combining historical trends of food security and nutrition, shocks and stressors, and risks; it fosters partnerships and supports government-led policy dialogue and strategy development;<sup>27</sup>
- seasonal livelihood programming, which fosters partnerships led by local governments to plan multi-year, multi-sector resilience building that reflects seasonal and gender issues; and
- community-based participatory planning to identify needs and adapt responses to local contexts and priorities with a view to community ownership of the programmes.

### *Support for smallholder farmers*

91. During the course of the pilot, P4P reached 1 million smallholder farmers and facilitated 500 food-supply partnerships in 20 countries. WFP is mainstreaming a number of best practices developed under P4P. Other WFP programmes supporting smallholder farmers include home-grown school feeding and the Rural Resilience Initiative (see Box 5).

92. WFP has to date purchased 366,000 mt of food under P4P, utilizing new procurement modalities that facilitate sales and putting USD 148 million into the hands of smallholder farmers. The farmers' organizations working through P4P, which were not previously selling collectively, sold USD 60 million worth of quality food to buyers other than WFP in 2014. Most P4P contracts established prices lower than those for imported foods, meeting WFP's value-for-money criterion for cost-efficient procurement and generating savings of USD 40 million. The recommendations of an independent evaluation of the pilot in November 2014 focused on engagement with smallholder farmers in the procurement of staple foods.

#### **Box 5. Improving farmers' resilience in Ethiopia – the Rural Resilience Initiative**

WFP and Oxfam America began R4 in 2009 to enable vulnerable rural households to improve their food and income security in the face of climate risks, using the following risk-management approaches: i) improved resource management to reduce risks; ii) insurance to transfer risk; iii) micro-credit for prudent risk-taking; and iv) savings to create risk reserves.

In Ethiopia R4 expanded between 2009 and 2014 from 200 farmers in one village to 25,000 farmers in 89 villages. The first evaluation in Ethiopia found that R4 was helping improve farmers' resilience. It was expanded to Senegal in 2012, and in 2014 work began in Malawi and Zambia.

<sup>26</sup> The three-pronged approach was adopted in 2014 in Bangladesh, Chad, Kyrgyzstan, Malawi, Mali, the Niger, the Philippines, Senegal, Tajikistan and Zimbabwe.

<sup>27</sup> In the Niger this approach supported government leadership at the local level and promoted community ownership in line with *Les Nigériens Nourrissent les Nigériens*.

## Reducing food losses

93. Post-harvest food loss is a major factor in food insecurity. WFP has developed a market-oriented approach through P4P that addresses inefficiencies in supply chains, and trained 800,000 farmers, agricultural technicians, warehouse managers and dealers in farming practices such as post-harvest handling and quality control; it has also helped to distribute materials and equipment to farmers and farmers' organizations on a cost-sharing basis in several countries.<sup>28</sup> This has enabled WFP to understand the causes of the gaps in value chains and to identify ways of avoiding food losses. An example is given in Box 6.

### Box 6. Minimizing post-harvest losses in sub-Saharan Africa

To reduce food losses in sub-Saharan Africa, WFP, FAO and IFAD implemented a six-month trial involving 400 smallholder farmers to validate post-harvest handling and storage practices in Burkina Faso and Uganda. The trial ended in April 2014, having provided evidence that post-harvest losses could be reduced by 98 percent by utilizing inexpensive storage facilities, generating a 68 percent increase in income. A special operation built on this during 2014, supporting 16,000 Ugandan farmers during the 2014/15 harvest. Lack of funding prevented the planned extension to Burkina Faso.

This work built on the relationships developed through the P4P pilot. It has generated considerable interest from donors and from neighbouring countries.

## Cross-Cutting Issues

### Gender

94. WFP's mainstreaming of gender is based on its belief that women, girls, men and boys should have equal access to resources and appropriate roles in making the decisions that shape their future. Actions in 2014 included:

- developing a new gender policy for approval by the Board in 2015;
- establishing a special account to allocate resources to accelerate gender mainstreaming;
- making the IASC gender marker a requirement in new projects; the proportion of WFP projects with a gender marker code 2a or 2b rose from 52 percent in 2013 to 79 percent in 2014;
- developing a system to track resources allocated to the mainstreaming of gender; as set out in the Management Plan (2015–2017), WFP allocates an average 12 percent of its operational resources to gender activities;
- assessing gender capacity in partnership with the United Nations Women's Training Centre; data from 2,000 respondents was used to evaluate the capacities of staff and identify training needs; and
- updating of the *Programme Guidance Manual* to include best practices for gender mainstreaming.

<sup>28</sup> Burkina Faso, Ethiopia, Kenya, Mozambique, Uganda and the United Republic of Tanzania; materials provided included drying cribs, tarpaulins, millet dryers and cleaners, machines for shelling, pallets, bags and labels, moisture testers and blue boxes for aflatoxin detection.

### *Integrating protection into operations*

95. The objective of humanitarian protection is to minimize exposure to violence and coercion, and to ensure equality and accountability. A third of WFP's country offices have integrated protection in their operations: the main lesson learned is that integrating protection into programmes improves the quality, effectiveness and durability of WFP's assistance in development and emergency settings.

96. WFP deployed protection advisers in four of the Level 3 emergencies in 2014<sup>29</sup> to assess risks, recommended mitigation actions, establish feedback mechanisms and train staff in humanitarian principles and protection methods.

### *Capacity development*

97. WFP's capacity development is adapted to reflect the political, economic and institutional context in a given country. In 2014, WFP published guidelines on project design, technical assistance and capacity development that included new tools to assess capacity gaps and a national capacity index (NCI) to provide a measurable indicator. This work will help to develop capacity development indicators for the United Nations development system.

### *Promoting partnering*

98. The Corporate Partnership Strategy endorsed by the Board in June 2014 guides the management of partnerships. It supports excellence in partnering by building on WFP's strengths, and promotes understanding of the significance of partnerships in achieving WFP's goals.

### *Collaboration with the Rome-based agencies*

99. The RBAs continued to work on issues ranging from policy and advocacy to country-level programming and administration. In 2014 the RBAs:

- led the preparation of papers in relation to the SDGs proposing targets and indicators for food security, nutrition and sustainable agriculture;
- continued to provide policy recommendations on food losses and waste for the Committee on World Food Security and published the 2014 *State of Food Insecurity in the World*;
- gave the 2014 Award of Excellence for RBA country-level collaboration to the teams in the DRC for their partnership addressing hunger and malnutrition;
- established a roster of temporary and short-term general-service staff and opened general service vacancies to candidates from the RBAs.

### *South–South and triangular cooperation*

100. South–South and triangular cooperation enables WFP to engage with developing countries to mobilize expertise and innovations. Half of WFP's country offices supported some form of South–South or triangular cooperation during 2014. The WFP Centre of Excellence against Hunger, a partnership between WFP and the Government of Brazil, published its experiences in social protection and home-grown school feeding based on local purchase. It facilitated peer-to-peer learning exchanges, and seven countries developed action plans for sustainable programmes and policies.

---

<sup>29</sup> The Central African Republic, the Philippines, South Sudan and the regional response to the Syrian crisis.



**101.** WFP took part in the seventh United Nations South–South development event in Washington DC, which involved 500 delegates from 50 countries, and in 2014 became a member of the United Nations task team on South–South cooperation under the UNDG Sustainable Development Working Group.

***Was 2014 “the new normal”?***

**102.** WFP rose to the challenge of the concurrent Level 3 and Level 2 emergencies in 2014, but it was clearly stretched. Questions for the future include:

- Is the USD 1 billion increase in voluntary contributions in 2014 a sustainable prospect?
- Can WFP staff and their families continue to cope with the high level of temporary assignments?
- Should WFP change its policy of preparedness for two Level 3 emergencies plus one rapid onset Level 2 emergency?

**103.** These are significant issues for the Board in terms of the Strategic Objectives (see Part II) and the MRDs (see Part III).





## PART II – PERFORMANCE RESULTS BY STRATEGIC OBJECTIVE

**104.** This section presents an annual assessment of WFP's progress in terms of the Strategic Objectives set out in the Strategic Plan (2014–2017). The assessment of WFP's performance is based on monitoring data in Standard Project Reports (SPRs) for projects active in 2014, and on output and outcome-level results for SRF indicators (see Annex II-A).<sup>30</sup> Results analyses – including region-specific examples of challenges and successes – complement the quantitative account of WFP's achievements in 2014.

### Improved Methodology

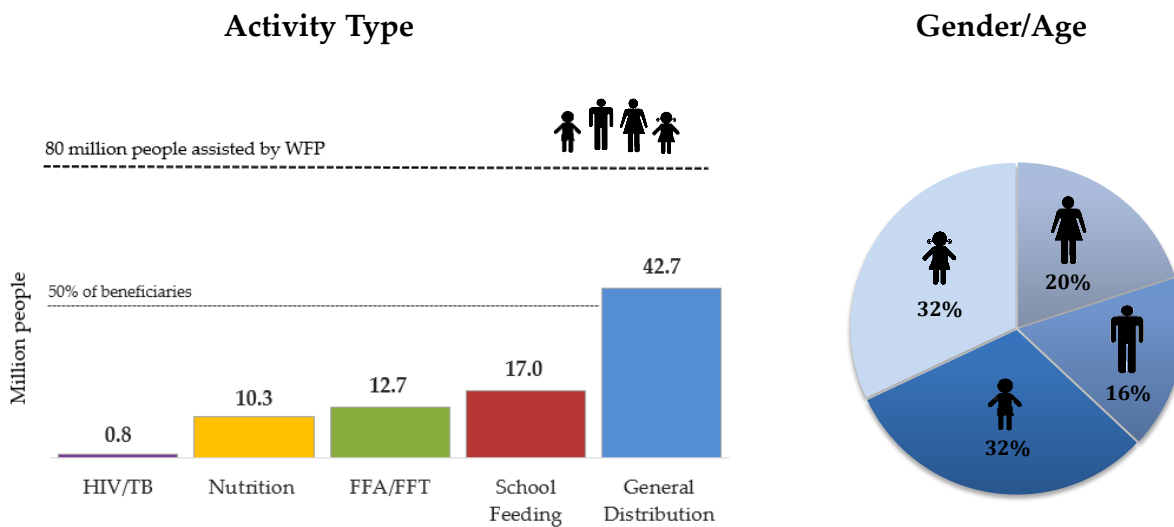
**105.** The methodology for assessing WFP's contribution to humanitarian and development results in 2014 differs from that used in previous APRs in that it allows for deeper and more nuanced analysis of performance and addresses feedback such as findings in the 2013 MOPAN assessment. The following changes have been implemented:

- project-level performance in contributing to outcomes is now assessed against annual milestones or end-of-project targets before aggregation;
- indicators with a more direct or reliable relationship with the results statements they inform are given greater weight in the analysis;
- the adequacy of the evidence base has been assessed to determine whether conclusions on WFP-wide progress towards outcome results can be drawn; and
- causal connections in the results chain are now assessed to show how WFP outputs contribute to shared outcome-level results, and unexpected trends are discussed.

### Overview of WFP Activities

**106.** WFP managed 202 projects in 82 countries in 2014, providing direct assistance for 80 million beneficiaries using cash, vouchers or food (see breakdowns in Figure 5).

<sup>30</sup> These include projects with food, cash or voucher distributions, or work on capacity development or logistics and infrastructure during the reporting period. Activities funded from trust funds are not captured in Part II because they are reported to donors through other channels.

**Figure 5: Disaggregation of beneficiaries by activity type and gender and age**

**107.** Most beneficiaries were assisted through general distributions of food, cash or vouchers; this reflects the scale of WFP's emergency response in 2014. Nutrition-specific activities to supplement relief work and address chronic undernutrition assisted 10.3 million beneficiaries. School feeding, food assistance for assets (FFA) and food assistance for training (FFT) supported 30 million beneficiaries, primarily in post-emergency settings and development contexts. Cash or vouchers supported 8.9 million beneficiaries in various activities.

**108.** Children, the primary focus of WFP's support, accounted for 64 percent of beneficiaries, of whom 25.3 million were boys and 25.7 million were girls. Women, girls and boys together accounted for 84 percent – 66.8 million people.

## Rations

**109.** Rations of food, cash or vouchers are WFP's main inputs for achieving planned outputs and outcomes. The planned rations are adapted to beneficiaries' nutritional needs and dietary habits and according to the rations' storage requirements and ease of use, and can vary considerably for similar interventions. Distributed rations can deviate from planned rations for reasons related to financing, resources, humanitarian access, human and infrastructure capacities, programming decisions and supply-chain performance.









**110.** A complex and detailed analysis involving 17 projects assessed the extent to which rations were delivered as planned in 2014. The focus was on performance by activity type, and sought to identify reasons for variations. The projects included Level 3 emergencies, EMOPs, protracted relief and recovery operations (PRROs) and country programmes (CPs), accounting for 60 percent of WFP's operational expenditures.




**111.** Rations of food, cash or vouchers were defined in terms of energy value (kcal), a measure used in project planning to reflect the scope of nutritional needs.<sup>31</sup> The difference between planned and actual rations was measured to give the proportion of a beneficiary's daily needs that WFP was unable to supply. The difference between the planned and actual number of rations

<sup>31</sup> The macronutrient and micronutrient content, palatability and economic value of the food are also considered.

distributed was considered in relation to beneficiary numbers, duration of assistance and kilocalories provided to show how WFP adjusts operations when resources are limited or full distribution is impeded.

**Table 1: Average delivery of rations by activity in 17 operations in 2014**

Activity	Planned daily ration (kcal)		Actual daily ration (kcal)		Deviations in ration delivery (% actual vs. planned)			
	 Food	 Cash/voucher	 Food	 Cash/voucher	 Beneficiaries	 Assistance days	 Rations provided	 Kcal provided
General distribution	1 710	2 011	1 443	1 846	92	93	87	77
School feeding	619	—	625	535	71	85	66	62
FFA/FFT	1 781	1 967	1 367	1 921	42	70	37	29
Nutrition	791	1 192	644	1 222	22	84	24	20
HIV/TB*	1 045	—	964	—	143	100	127	121

 ≤ 50% achievement     
  > 50% and < 90% achievement     
  ≥ 90% achievement

\* Tuberculosis (TB).

**112.** Table 1 gives the results of the analysis of ration delivery in 320 interventions in the 17 projects, of which 112 were general distributions, 108 were nutrition-related, 43 were FFA or FFT, 47 were school feeding interventions and 10 targeted beneficiaries living with HIV or TB. Of these interventions, 54 delivered rations using cash or vouchers, usually in general distributions and FFA and FFT.

**113.** General distribution interventions were usually prioritized. Beneficiary coverage, length of assistance and number of rations provided were only marginally below planned figures, but on average 23 percent of planned kilocalories had to be cut from rations. Country offices identified lack of funding as the primary cause of shortfalls in 24 percent of the interventions; insufficient transport, storage or processing capacity affected 18 percent of general distributions and under-estimation or over-estimation of needs affected 21 percent.

**114.** Reductions in school feeding rations were moderate. Constraints included earmarking of funds for other activities in 17 percent of cases, funding gaps in 23 percent and late implementation in 23 percent.

**115.** In nutrition interventions, the number of rations distributed met only 24 percent of planned figures, and fewer than 25 percent of targeted beneficiaries were reached; the number of assistance days per beneficiary, however, was largely as planned. Country offices reported that funding shortfalls and delayed contributions affected 40 percent of the nutrition interventions. Supplier delays affected 17 percent of nutrition interventions, largely because the number of suppliers of specialized nutritious products is small and the foods have a short shelf life.

**116.** There were larger reductions in FFA and FFT interventions: 50 percent of planned beneficiaries received only a third of the planned number of rations. Financial shortfalls affected 23 percent of these interventions, 21 percent were delayed, 16 percent had insufficient partners for timely distribution, 16 percent had insufficient transport or infrastructure capacity, and 16 percent were affected by over-estimations or under-estimations in planning figures.

**117.** In contrast, the rations distributed for HIV/TB interventions exceeded planning levels. This was mainly because one project with many HIV/TB interventions reached a larger number of beneficiaries than planned.

**118.** The average daily ration size in this sample of interventions was used to estimate the total number of rations distributed across WFP in 2014; the data are reported under each Strategic Objective. The analysis was also used to develop cost-per-ration figures, which are discussed in Part III.

**119.** WFP recognizes that the analysis of ration inputs may not be representative of overall performance because the sample was not randomly selected. But the analysis revealed some of the causes of reduced ration deliveries and helped to quantify the extent to which constraints affected interventions. Such measures help WFP to improve analyses of its effectiveness in the results chain from inputs to outcomes, as discussed below.

## Results by Strategic Objective<sup>32</sup>

**120.** Table 2 shows WFP's performance by Strategic Objective. The sections that follow provide assessments of the outputs and outcomes that contributed to the overall performance. The analysis of programme results is complemented by an examination of WFP's achievements in the cross-cutting areas of gender, protection and partnerships, concerns which intersect with the outputs and outcomes in the SRF for 2014–2017.

**Table 2: Overall performance by Strategic Objective**

<i>Strategic Objectives</i>	<i>Performance</i>
1 – Save lives and protect livelihoods in emergencies	
2 – Support or restore food security and nutrition and establish or rebuild livelihoods in fragile settings and following emergencies	
3 – Reduce risk and enable people, communities and countries to meet their own food and nutrition needs	
4 – Reduce undernutrition and break the intergenerational cycle of hunger	

<sup>32</sup> In 2014, WFP aligned new projects and re-aligned existing projects with an end date after June 2014 with the 2014–2017 SRF. Of the 202 active projects in 2014, 191 (95 percent) were aligned. This section considers aligned projects only. For non-aligned projects, see Annex XII.

121. The following colour scheme is used to illustrate WFP's programming performance in 2014. For additional information on the assessment methodology please refer to Annex II-B.

<b>Green</b>	Projects have either achieved their target or are on-track to achieving their target.
<b>Amber</b>	Projects have made some progress but desired targets have not been met or progress towards desired targets is deemed slow.
<b>Red</b>	Projects have made very slow progress, no progress at all or have regressed.
<b>Grey</b>	Insufficient data are available to be able to monitor progress throughout WFP.

122. The estimated volume of inputs for WFP's planned activities in a year is based on the assessed needs of targeted beneficiary groups. WFP is aware that only a portion of identified needs will receive a favourable funding response: over the past five years the funding gap has averaged 30 percent to 40 percent of identified needs.


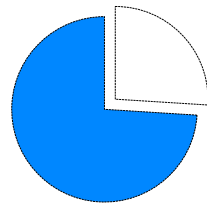
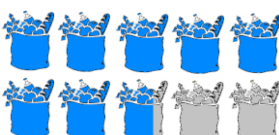
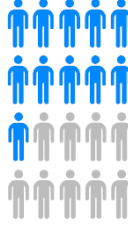
123. WFP has nonetheless achieved significant results. The gap in inputs is not always manifested at the outcome level, for two reasons:

- WFP mitigates resource shortfalls: the kcal content of daily rations can be cut, for example, food substitutions can be made, the length of the assistance period can be shortened and the numbers of beneficiaries can be reduced.
- Although resource needs are estimated on the basis of assessment of entire targeted beneficiary populations, many outcome indicators are measured only among those that actually benefit from WFP assistance. Malnutrition recovery rates, for example, are measured only among treated patients, and school enrolment is measured only in WFP-assisted schools.

124. Hence, despite funding shortfalls WFP can demonstrate results, but with reduced scope, impacting fewer beneficiaries or to a lesser extent than initially planned.

## Strategic Objective 1 – Save lives and protect livelihoods in emergencies

**Table 3: 2014 Expenditures, food distribution, rations and beneficiaries under Strategic Objective 1**

Expenditures	Food distribution	Rations	Beneficiaries
 <b>USD 3.35 billion (79%)</b>	 <b>2.28 million mt (74%)</b>	 <b>9.3 billion (78%)</b>	 <b>42.8 million (55%)</b>

125. WFP's work under Strategic Objective 1 focuses on emergency responses, in which food assistance is rapidly deployed to address urgent needs and undernutrition. It also includes early-recovery programmes to create assets and human capital, and the development of local, national and regional capacities to predict, assess and respond to food-security shocks.

**126.** In 2014, WFP distributed 74 percent of its direct food transfers and 91 percent of cash and voucher transfers under Strategic Objective 1 in support of 55 percent of its beneficiaries. Life-saving interventions – Strategic Objective 1 activities – remained a primary focus.

**127.** Monitoring data show that WFP was effective in saving lives and protecting livelihoods during emergencies in 2014. Strong donor support was essential in enabling it to reach beneficiaries at the right time and provide adequate rations to achieve positive food-security outcomes.

---

**Outcome 1.1 – Stabilized or reduced undernutrition among children aged 6–59 months and pregnant and lactating women**

---

**128.** WFP implemented nutrition activities in 32 operations in 18 countries in 2014 to prevent nutritional deterioration and related mortality and address acute malnutrition, distributing 75 percent of planned nutritious food products, reaching 89 percent of targeted health centres and assisting 4 million beneficiaries. Strong outcome performance was recorded: more than 80 percent of reporting projects met the Sphere standards<sup>33</sup> for treatment of acute malnutrition.

**129.** Partnerships were a significant factor in this work; some country offices noted that shortage of capable and experienced partners resulted in gaps in nutrition screening and referrals to health centres for treatment and prevention of moderate acute malnutrition. A frequently cited factor in the success of nutrition interventions was raising beneficiaries' awareness of suboptimal child feeding practices. WFP will continue its nutrition-related counselling in 2015, and will improve delivery mechanisms, and beneficiary targeting and participation.

**130.** Outcome indicators in bold in the following tables are key outcome indicators in the SRF (2014–2017).

**Table 4: Outcome 1.1 – Stabilized or reduced undernutrition among children aged 6–59 months and pregnant and lactating women**

Outcome indicators	Relevant projects	Projects reporting sufficient data to assess progress		Performance rating	Highlights
<b>1.1.1 Moderate acute malnutrition (MAM) treatment:</b>					
– default rate	26	22	85%		<ul style="list-style-type: none"> <li>Nearly 3 million children and pregnant and lactating women in reporting projects received specialized nutritious foods to treat MAM</li> <li>Among reporting projects, 90% of beneficiaries recovered and were discharged from treatment, 5% abandoned treatment (default rate) and 2% died during treatment</li> </ul>
– mortality rate	26	21	81%		
– non-response rate	26	22	85%		
– recovery rate	26	21	81%		

<sup>33</sup> The Sphere project sets minimum standards in life-saving areas of humanitarian response.

See: <http://www.sphereproject.org>

**Table 4: Outcome 1.1 – Stabilized or reduced undernutrition among children aged 6–59 months and pregnant and lactating women**

Outcome indicators	Relevant projects	Projects reporting sufficient data to assess progress		Performance rating	Highlights
1.1.2 Proportion of target population who participate in an adequate number of distributions	20	11	55%		<ul style="list-style-type: none"> <li>To prevent malnutrition and/or stunting, projects reporting data provided nutrient-dense food for more than 1 million children and pregnant and lactating women</li> <li>79% of beneficiaries participated in more than two-thirds of distributions, well above the corporate target of 66%</li> </ul>
1.1.3 Proportion of eligible population who participate in programme	26	16	62%		<ul style="list-style-type: none"> <li>On average, 60% of the eligible population in the 16 reporting projects participated in WFP's nutrition activities</li> </ul>


**Output A (Nutrition): Food, nutritional products, non-food items, cash transfers and vouchers distributed in sufficient quantity and quality and in a timely manner**

Output indicators	Planned	Actual	Achieved
Number of women, men, boys and girls receiving food assistance (million)	2.4	4.0	166%
Quantity of food distributed (thousand mt)	125	93	75%
Value of cash and voucher transfers to beneficiaries (million USD)	0.24	0.1	40%
Number of institutional sites assisted: health centres	10 062	8 961	89%

**Output K: Messaging and counselling on specialized nutritious foods and infant and young child feeding practices implemented effectively**

Output indicators	Planned	Actual	Achieved
Proportion of women exposed to nutrition messaging supported by WFP against proportion planned	89	70	79%
Proportion of men exposed to nutrition messaging supported by WFP against proportion planned	84	50	60%
Proportion of women receiving nutrition counselling supported by WFP against proportion of planned	85	71	84%
Proportion of men receiving nutrition counselling supported by WFP against proportion of planned	84	47	56%
Proportion of targeted caregivers (male and female) receiving three key messages delivered through WFP-supported messaging and counselling	71	62	87%



### *Outcome 1.2 – Stabilized or improved food consumption over assistance period for targeted households and/or individuals*

**131.** WFP’s operations stabilized or improved the food security of populations affected by emergencies through general distributions of food, cash or vouchers, with most projects contributing to more frequent household food consumption and more varied diets. These results are significant: the volume of outputs under Outcome 1.2 far exceeds that for all other WFP outcomes. The tonnage of food distributed amounted to 70 percent of the WFP total, and the value of cash and vouchers accounted for 87 percent of WFP distributions in 2014.

**132.** But household negative coping strategies are a concern. Half of the assisted refugee households in the five countries hosting Syrian refugees reported reductions in the number of daily meals and taking on debt to purchase food. Analyses suggest that without WFP’s emergency food assistance, such coping mechanisms would be even more common and food security would be compromised in the short and long terms.

**133.** Many operations reported that limited access, for example because of conflict, was a constraint on performance.

**Table 5: Outcome 1.2 – Stabilized or improved food consumption over assistance period for targeted households and/or individuals**

Outcome indicators	Relevant projects	Projects reporting sufficient data to assess progress		Performance rating	Highlights
1.2.1 Food consumption score	52	41	79%		<ul style="list-style-type: none"> <li>40 of 41 reporting projects contributed to reducing the proportion of households with poor or borderline food consumption scores, achieving at least 90% of 2014 targets/milestones</li> </ul>
1.2.2 Diet diversity score	47	31	66%		<ul style="list-style-type: none"> <li>26 of 31 reporting projects contributed to stabilizing or increasing household diet diversity scores, achieving at least 90% of 2014 targets/milestones</li> </ul>



**Table 5: Outcome 1.2 – Stabilized or improved food consumption over assistance period for targeted households and/or individuals**

Outcome indicators	Relevant projects	Projects reporting sufficient data to assess progress		Performance rating	Highlights
1.2.3 Coping strategy index	27	21	78%		<ul style="list-style-type: none"> <li>15 reporting projects contributed to stabilizing or decreasing negative coping strategies, achieving at least 90% of 2014 targets/milestones</li> <li>6 of the reporting projects showed moderate progress or deterioration</li> </ul>


**Output A General food distribution (GFD): Food, nutritional products, non-food items, cash transfers and vouchers distributed in sufficient quantity and quality and in a timely manner**

Output indicator	Planned	Actual	Achieved
Number of women, men, boys and girls receiving food assistance (million)	38.4	37.8	98%
Quantity of food distributed (thousand mt)	2 024	2 152	106%
Value of cash & voucher transfers to beneficiaries (million USD)	1 145	725	63%

**Outcome 1.3 – Restored or stabilized access to basic services and/or community assets**


**134.** In 2014, WFP implemented 11 EMOPs or PRROs in 12 countries involving restoration or stabilization of access to services and community assets. School feeding was a major element in this, because in emergencies and protracted crises it provides a safety net for children and families, encouraging children to go to school in exchange for a household food, cash or voucher transfer. Reports from the projects showed that WFP helped to increase school enrolment and retention; the available disaggregated data show that fewer girls stayed in school than boys, but the average difference was less than 2 percent.

**135.** The West Africa regional bureau worked with UNICEF and the Office for the Coordination of Humanitarian Affairs (OCHA) to develop common M&E indicators for emergency school feeding. Better monitoring data in the region will help further demonstrate WFP's contribution to improving access to education in emergencies.

**Table 6: Outcome 1.3 – Restored or stabilized access to basic services and/or community assets**

Outcome indicators	Relevant projects	Projects reporting sufficient data to assess progress		Performance rating	Highlights
1.3.1 Retention rate of boys and girls in WFP-assisted schools	8	6	75%		<ul style="list-style-type: none"> <li>The 6 reporting projects achieved an average retention rate of 94%, exceeding the corporate target of 70% for children in WFP-assisted schools</li> </ul>
1.3.2 Enrolment rate of boys and girls in WFP-assisted schools	4	4	100%		<ul style="list-style-type: none"> <li>The 4 reporting projects helped to improve enrolment above the corporate target of 6%</li> </ul>
1.3.3 Default rate of clients from anti-retroviral therapy (ART), TB directly observed treatment (DOT) and prevention of mother-to-child transmission (PMTCT) programmes	4	4	100%		<ul style="list-style-type: none"> <li>Defaults by WFP-assisted clients from anti-retroviral therapy in 3 reporting projects were less than 5%; the Sphere standard for operating in emergencies is less than 15%</li> <li>A fourth project reported that some beneficiaries preferred to go to distant HIV care units to avoid stigma, which contributed to their defaulting on nutritional care appointments</li> </ul>
1.3.4 Community asset score	2	1	50%		<ul style="list-style-type: none"> <li>1 project helped communities to increase assets by 20%, but the target was 30%</li> </ul>



**Output A (school feeding, HIV/AIDS and FFA and FFT): Food, nutritional products, non-food items, cash and vouchers distributed in sufficient quantity and quality and in a timely manner**

Output indicator	Planned	Actual	Achieved
Number of women, men, boys and girls receiving food assistance (million)	1.1	1.0	93%
Quantity of food distributed (thousand mt)	57.2	37.3	65%
Value of cash & voucher transfers to beneficiaries (million USD)	18.6	7.7	42%
Number of institutional sites assisted: schools	3 245	2 749	85%

**Output B : Community or livelihood assets built, restored or maintained by targeted households and communities**

Output indicator	Planned	Actual	Achieved
Kilometres of roads built/rehabilitated	1 455	1 454	100%
Hectares of land protected or improved, including forests planted	2 026	2 041	101%
Bridges constructed/rehabilitated	20	20	100%

*Outcome 1.4 – National institutions, regional bodies and the humanitarian community are able to prepare for, assess and respond to emergencies*

136. WFP's ability to save lives and protect livelihoods in emergencies is directly related to the actions of governments, communities and regional organizations in preparing for and responding to shocks. In collaboration with national, regional and local disaster-management organizations, WFP shares expertise in early warning, contingency planning and VAM, and provides support in the form of logistics, emergency telecommunications and engineering.

137. The outcome-level evidence base for assessing WFP's performance in supporting institutional emergency preparedness was limited in 2014 because few projects reported sufficient data. The two main reasons were:

- introduction of the emergency preparedness capacity index (EPCI) for the Strategic Plan (2014–2017): reporting on the EPCI will increase in 2015 when country offices are familiar with the data-collection methodology and have sufficient time to collect baseline and follow-up values; and
- lack of outcome-level results and indicators in the logframes of special operations,<sup>34</sup> whose scope and duration were limited; all of WFP's planned outputs in logistics augmentation, United Nations Humanitarian Air Services (UNHAS) and emergency information technology (IT) services were nonetheless achieved<sup>35</sup> (see output C indicators in Table 7). This suggests that actual outcome-level benefits occurred but were not captured.

<sup>34</sup> These operations included three projects providing UNHAS, logistics and emergency IT support and common logistics services in response to the Ebola outbreak.

<sup>35</sup> See Annex II-B: results are "achieved" when 90 percent or more of the planned value is met.

**Table 7: Outcome 1.4 – National institutions, regional bodies and the humanitarian community are able to prepare for, assess and respond to emergencies**

Outcome indicators	Relevant projects	Projects reporting sufficient data to assess progress		Performance rating	Highlights
1.4.1 EPCI	10	3	30%		<ul style="list-style-type: none"> <li>The value in 1 of the 3 reporting projects reflected progress in building government capacity; 1 reported no change, and the third a slight decline</li> </ul>
1.4.2 User satisfaction rate	1	1	100%		<ul style="list-style-type: none"> <li>The project assessing satisfaction with WFP's logistics, emergency IT and UNHAS reported 100% satisfaction<sup>36</sup></li> </ul>

**Output C: Logistics augmentation, UNHAS or emergency telecommunications services provided**

Output indicator	Planned	Actual	Achieved
Number of United Nations agencies and NGOs provided access to data communications services	64	111	173%
Percentage of operational areas covered by common security telecommunications network (global average)	100	100	100%
Number of agencies and organizations using humanitarian air services, transport services, storage facilities and/or logistics coordination services	1 474	1 618	110%
Number of aircraft made available	34	36	106%
Number of passengers transported (monthly average)	2 142	2 117	99%
Average quantity of cargo transported monthly (mt)	4 020	4 239	105%
Volume (m <sup>3</sup> ) of cargo transported	62 500	61 942	99%
Quantity of humanitarian cargo handled, moved or transported (mt)	25 483	25 779	101%


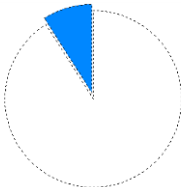


**Output D: Emergency management capacity created and/or supported**

Output indicator	Planned	Actual	Achieved
Government/partner staff receiving technical assistance and training (security, emergency telecommunications, food security monitoring, programme design and implementation, policy development)	3 714	4 399	118%

<sup>36</sup> Customer satisfaction with the logistics, emergency IT and food security coordination clusters is reported in Part III.

## Strategic Objective 2 – Support or restore food security and nutrition and establish or rebuild livelihoods in fragile settings and following emergencies

**Table 8: 2014 expenditures, food distribution, rations and beneficiaries under Strategic Objective 2**

Expenditures	Food distribution	Rations	Beneficiaries
 <p>USD 0.3 billion (7%)</p>	 <p>0.27 million mt (9%)</p>	 <p>0.9 billion (8%)</p>	 <p>11.7 million (15%)</p>

**138.** Under Strategic Objective 2, which targets countries emerging from instability, conflict and natural disaster, WFP provides food assistance for vulnerable populations, refugees and displaced people to support nutrition and food security and promote stability, resilience and self-reliance. WFP also assists governments and communities in rebuilding livelihoods and enhancing capacities to connect to markets and manage food systems.

**139.** Activities under Strategic Objective 2 directly assisted 15 percent of WFP beneficiaries in 2014. Performance was strong in terms of improving beneficiaries' food consumption and addressing undernutrition, but modest in terms of improving access to assets and services. Results in developing national capacities to address food insecurity were inconclusive. This mixed performance reflects an average 57 percent difference between planned and actual distribution of food.

### *Outcome 2.1 – Adequate food consumption reached or maintained over assistance period for targeted households*

**140.** General distributions of food, cash and vouchers were carried out in 28 countries in 2014 to improve the food security of vulnerable households in post-emergency settings. Globally, interventions contributed to improved food consumption, and to reduced use of negative coping behaviours. But pipeline breaks impeded delivery in several countries – Iran, the Sudan and Tajikistan were examples – often because of funding shortfalls that led to reductions in ration size or the number of distributions. In the Democratic People's Republic of Korea (DPRK) and Madagascar, reduced agricultural yields led to deteriorating food security conditions in spite of WFP assistance.

**141.** In 2015, the Latin America and Caribbean regional bureau will investigate the effects in terms of outcomes of transfers of food, cash and vouchers, duration of assistance, composition of the food basket and utilization of assistance over time. Evidence to date in the region indicates that households that redeem their vouchers immediately on receipt are more likely to achieve acceptable food consumption and diet diversity scores in the first week, but may not be able to continue achieving them in subsequent weeks. Households with storage and refrigeration options use their vouchers more gradually and have more stable levels of food consumption.

**Table 9: Outcome 2.1 – Adequate food consumption reached or maintained over assistance period for targeted households**

Outcome indicators	Relevant projects	Projects reporting sufficient data to assess progress		Performance rating	Highlights
2.1.1 Food consumption score	26	17	65%		<ul style="list-style-type: none"> <li>Of the 17 reporting projects, 12 reached 2014 targets/milestones for reducing the proportion of households with poor or borderline food consumption</li> <li>Moderate progress was reported in another 5 projects</li> </ul>
2.1.2 Diet diversity score	27	12	44%		<ul style="list-style-type: none"> <li>Of the 12 reporting projects, 10 increased the diversity of the average household diet</li> </ul>
2.1.3 Coping strategy index	12	8	67%		<ul style="list-style-type: none"> <li>The 8 reporting projects reduced negative coping strategies, achieving 90% of target/milestone values</li> </ul>


**Output A – General distribution: Food, nutritional products, non-food items, cash transfers and vouchers distributed in sufficient quantity and quality and in a timely manner**

Output indicators	Planned	Actual	Achieved
Number of women, men, boys and girls receiving food assistance (million)	1.3	3.1	232%
Quantity of food distributed (thousand mt)	70.4	58	83%
Value of cash & voucher transfers to beneficiaries (million USD)	13.8	5.6	40%

**Outcome 2.2 – Improved access to assets and/or services, including community and market infrastructure**


**142.** WFP provided targeted food assistance for 6.5 million beneficiaries in fragile settings in 2014 to reduce food insecurity by: i) helping to create and safeguard assets that contribute to community resilience; and ii) working to restore educational systems and provide safety nets, helping to return children's lives to normal and increase social cohesion following periods of disruption.

**143.** School feeding assisted 97 percent of targeted schools in post-emergency contexts. The number of roads, wells and dams restored or created through FFA and cash-for-assets programmes exceeded 2014 targets, but the tonnage of food distributed was only 35 percent of the planned figure. This partly explains WFP's mixed outcome-level performance in terms of increased retention of children in schools but limited gains in enrolment. Evidence of asset creation was insufficient to draw conclusions about WFP's progress in building community resilience to shocks.

144. With regard to school feeding and livelihood programming, several country offices reported that cultural barriers limited the participation of girls and women. WFP will further improve and increase gender analysis, especially when designing activities, and promote women's participation in decision-making in food assistance programmes.

**Table 10: Outcome 2.2 – Improved access to assets and/or basic services, including community and market infrastructure**

Outcome indicators	Relevant projects	Projects reporting sufficient data to assess progress		Performance rating	Highlights
2.2.1 Community asset score	25	7	28%		<ul style="list-style-type: none"> <li>Of the 7 reporting projects, 5 surpassed 2014 targets/milestones for increasing community assets</li> </ul>
2.2.2 Retention rate of boys and girls in WFP-assisted schools	14	13	93%		<ul style="list-style-type: none"> <li>The 13 reporting projects exceeded the 70% corporate target for retention: the rates achieved in WFP-assisted schools were on average 96% for girls and 92% for boys</li> </ul>
2.2.3 Enrolment rate of boys and girls in WFP-assisted schools	13	11	85%		<ul style="list-style-type: none"> <li>Of the 11 reporting projects, 9 registered positive growth in enrolment, but only 4 achieved 90% or more of 2014 targets/milestones</li> </ul>



**Output A – School feeding and FFA: Food, nutritional products, non-food items, cash transfers and vouchers distributed in sufficient quantity and quality and in a timely manner**

Output indicators	Planned	Actual	Achieved
Number of women, men, boys and girls receiving food assistance (million)	8.4	6.5	77%
Quantity of food distributed (thousand mt)	445	157	35%
Value of cash & voucher transfers to beneficiaries (million USD)	42	14	34%
Number of institutional sites assisted: schools	12 231	11 878	97%

**Output B: Community or livelihood assets built, restored or maintained by targeted households and communities**

Output indicators	Planned	Actual	Achieved
Kilometres of roads and mountain trails built/rehabilitated	8 205	8 330	102%
Hectares of land protected or improved, including forests planted	166 864	138 527	83%
Bridges constructed/rehabilitated	80	78	98%
Wells constructed	777	565	73%
Volume of dams constructed (m <sup>3</sup> )	274 447	368 400	134%

**Outcome 2.3 – Stabilized or reduced undernutrition, including micronutrient deficiencies among children aged 6–59 months, pregnant and lactating women, and school-aged children**

145. In 2014, WFP provided specialized nutritious foods for 91 percent of targeted health centres and distribution points, reaching 95 percent of planned beneficiaries. But only 48 percent of the planned quantity of food was distributed, with operations in the DPRK, Senegal and Tajikistan citing funding shortfalls as the primary cause.

146. Funding gaps caused some country offices to limit the coverage of nutrition interventions, reduce ration size and duration of assistance and substitute specialized nutritious foods with less expensive alternatives. However, assistance to treat MAM was ensured: nutrition recovery rates among treated beneficiaries were therefore high and mortality rates were low.

**Table 11: Outcome 2.3 – Stabilized or reduced undernutrition, including micronutrient deficiencies among children aged 6–59 months, pregnant and lactating women, and school-aged children**

Outcome indicators	Relevant projects	Projects reporting sufficient data to assess progress		Performance rating	Highlights
<b>2.3.1 MAM treatment:</b>					
– default rate	10	10	100%		<ul style="list-style-type: none"> <li>600,000 children, pregnant and lactating women and ART clients received specialized nutritious foods to treat MAM</li> <li>88% of assisted beneficiaries recovered, fewer than 1% died, 5% did not respond to treatment and 7% defaulted</li> </ul>
– mortality rate	10	10	100%		
– non-response rate	10	10	100%		
– recovery rate	10	10	100%		
<b>2.3.2 Proportion of target population who participate in an adequate number of distributions</b>	13	9	69%		<ul style="list-style-type: none"> <li>In the 9 reporting projects, nutrient-dense food was provided for 1.2 million children to prevent malnutrition and stunting</li> <li>Of these, 71% participated in the target 66% of distributions</li> </ul>
<b>2.3.3 Proportion of eligible population who participate in programme (coverage)</b>	16	10	63%		<ul style="list-style-type: none"> <li>In the 10 reporting projects, 74% of eligible populations participated in WFP's nutrition activities</li> </ul>
<b>2.3.4 Proportion of children consuming a minimum acceptable diet</b>	8	4	50%		<ul style="list-style-type: none"> <li>In the 4 reporting projects, 27% of children consumed an acceptable diet; the 2014 corporate target was 70%</li> </ul>



**Table 11: Outcome 2.3 – Stabilized or reduced undernutrition, including micronutrient deficiencies among children aged 6–59 months, pregnant and lactating women, and school-aged children**

Outcome indicators	Relevant projects	Projects reporting sufficient data to assess progress		Performance rating	Highlights
2.3.5 Average number of school days per month when multi-fortified foods or at least four food groups were provided	2	1	50%		<ul style="list-style-type: none"> <li>The single reporting project provided fortified or diverse foods for schoolchildren on average on 10 of the 16 days planned per month</li> </ul>


**Output A – Nutrition: Food, nutritional products, non-food items, cash transfers and vouchers distributed in sufficient quantity and quality and in a timely manner**

Output indicators	Planned	Actual	% Achieved
Number of women, men, boys and girls receiving food assistance (million)	2.1	2.0	95%
Quantity of food distributed (thousand mt)	109	53	48%
Number of institutional sites assisted: health centres	6 214	5 654	91%

**Output K: Messaging and counselling on specialized nutritious foods and infant and young child feeding practices implemented effectively**

Output indicators	Planned	Actual	% Achieved
Proportion of women exposed to nutrition messaging supported by WFP against proportion planned	93	89	96%
Proportion of men exposed to nutrition messaging supported by WFP against proportion planned	Insufficient data		
Proportion of women receiving nutrition counselling supported by WFP against proportion of planned	Insufficient data		
Proportion of men receiving nutrition counselling supported by WFP against proportion of planned	Insufficient data		
Proportion of targeted caregivers (male and female) receiving 3 key messages delivered through WFP supported messaging and counselling	Insufficient data		

**Outcome 2.4 – Capacity developed to address national food insecurity needs**

147. Conflict and protracted crises often lead to persistent fragility, with reduced access to markets and interrupted food supply. In such cases WFP leverages its expertise – for example in food procurement, logistics and engineering – by working in partnerships with a view to increasing government and community capacities to manage food systems.

148. In 2014, WFP's performance in terms of capacity-development outputs for addressing food insecurity was mixed. All planned national assessments, and 91 percent of planned nutrition training for government staff and technical advisory activities on food-security systems were achieved. Progress in improving national monitoring systems, however, was modest. The evidence base relating to policies and regulatory frameworks was insufficient to draw conclusions on WFP's overall performance.

149. Only 21 percent of projects reported outcome-level data, which was not enough to assess progress in 2014 in building national capacities in fragile settings. This reflects changes in the data-collection methodology for the general national capacity index (NCI) and its thematic variants – nutrition, resilience and school feeding. For instance, as of 2014, projects are reporting NCI indicator values in a two-year cycle because it takes time to build national capacities and detect outcome-level change.

**Table 12: Outcome 2.4 – Capacity developed to address national food insecurity needs**

Outcome indicators	Relevant projects	Projects reporting sufficient data to assess progress		Performance rating	Highlights
<b>2.4.1 NCI</b>					
– General	10	2	20%		<ul style="list-style-type: none"> <li>The 2 projects reporting on the general NCI achieved planned 2014 targets/milestones and demonstrated improved government capacity to address food insecurity needs</li> <li>None of the projects that included the NCI on nutrition or resilience in their logframes reported on these indicators; guidance for these indicators has not yet been formalized</li> <li>The 1 project reporting on school feeding capacity development made only small gains, achieving less than a third of 2014 milestones</li> </ul>
– Nutrition	2	0	0%		
– Resilience	2	0	0%		
– School feeding	3	1	33%		



**Output E: Policy advice and technical support provided to enhance management of food supply chain, food assistance, nutrition and food security systems including food security information systems**

Output indicators	Planned	Actual	Achieved
Number of national assessments/data collection exercises in which food security and nutrition were integrated with WFP support	20	20	100%
Number of technical support activities provided on food security monitoring and food assistance	59	59	100%

**Output F: National systems to monitor trends in food security and nutrition strengthened**

Output indicators	Planned	Actual	Achieved
Number of government counterparts trained in data collection and analysis on food and nutrition security	141	110	78%
Number of food security and nutrition monitoring/surveillance reports produced with WFP support	19	15	79%

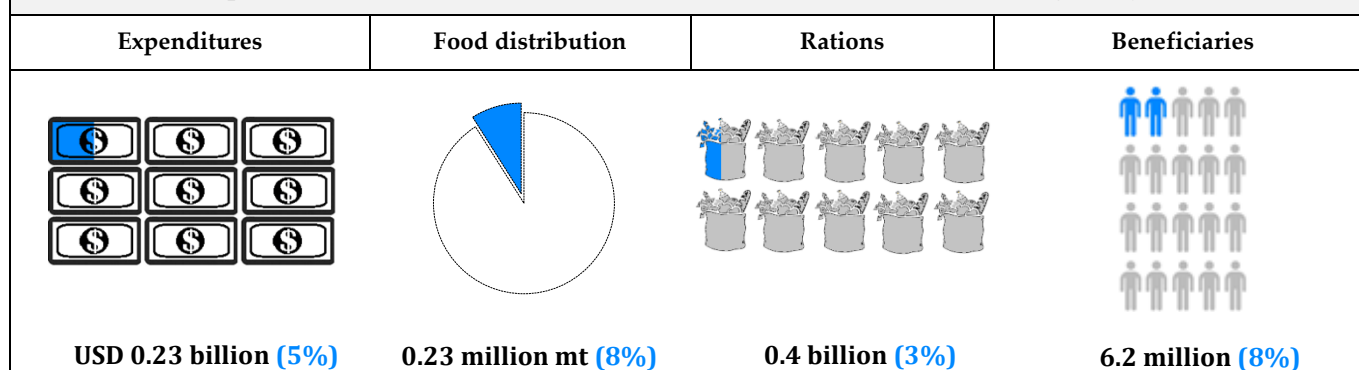
**Output L: Policy advice and technical support provided to enhance management of food security, nutrition and school feeding**

Output indicators	Planned	Actual	Achieved
Number of government staff trained by WFP in nutrition programme design, implementation and other nutrition related areas (technical/strategic/managerial)	2 116	1 930	91%

Output M: National nutrition, school feeding, safety net policies and/or regulatory frameworks in place			
Output indicators	Planned	Actual	% Achieved
Number of national programmes developed with WFP support (nutrition, school feeding, safety net)			<i>Insufficient data</i>
Number of national safety net policies that are nutrition sensitive			<i>Insufficient data</i>

### Strategic Objective 3 – Reduce risk and enable people, communities and countries to meet their own food and nutrition needs

**Table 13: 2014 Expenditures, food distribution, rations and beneficiaries under Strategic Objective 3**



**150.** WFP interventions under Strategic Objective 3 aim to enable poor people to meet their nutrition and food needs by building resilience to shocks and helping to break the cycle of food insecurity and dependence. To do this, WFP uses both advocacy and food assistance: it leverages its purchasing power to connect smallholder farmers to markets, builds local and national capacities to manage disaster risks and increases government capacities to manage and scale up food security and nutrition systems.

**151.** In 2014, Strategic Objective 3 received the least resources: this affected the number of beneficiaries assisted and food distributed. Gaps in outcome-level reporting limited assessment of WFP's performance under this objective.

**Outcome 3.1** – *Improved access to livelihood assets has contributed to enhanced resilience and reduced risks from disaster and shocks faced by targeted food-insecure communities and households*

**152.** WFP used FFA to increase household and community access to assets with a view to enhancing resilience to shocks, reducing disaster risk and promoting adaptation to climate change. Fewer than 50 percent of projects reported on most outcome-level indicators in 2014, not enough to assess performance across WFP at the outcome level.

**153.** Success factors identified by the reporting projects included early involvement of communities and ownership of the interventions, alignment with national programmes and continuity of funding over several years.

154. There was evidence in the Latin America and Caribbean region that the baseline values for beneficiary food consumption influenced rates of progress in that the shift from “poor” food consumption to “borderline” was achieved more quickly than the shift from “borderline” to “acceptable”. The higher the baseline value for food consumption, the harder it is to achieve improvements during a typical project timeframe.

**Table 14: Outcome 3.1 – Improved access to livelihood assets has contributed to enhanced resilience and reduced risks from disaster and shocks faced by targeted food-insecure communities and households**

Outcome indicators	Relevant projects	Projects reporting sufficient data to assess progress		Performance rating	Highlights
3.1.1 Community asset score	35	9	26%		<ul style="list-style-type: none"> <li>The 9 reporting projects contributed to increasing community assets, achieving at least 90% of 2014 targets/milestones</li> </ul>
3.1.2 Food consumption score	38	22	58%		<ul style="list-style-type: none"> <li>15 of the 22 reporting projects contributed to reducing the proportion of households with poor or borderline food consumption, achieving at least 90% of 2014 targets/milestones; a further 6 recorded moderate progress</li> </ul>
3.1.3 Diet diversity score	38	18	47%		<ul style="list-style-type: none"> <li>13 of the 18 reporting projects for improving household dietary diversity achieved <math>\geq 90\%</math> of 2014 targets/milestones</li> </ul>
3.1.4 Coping strategy index	38	16	42%		<ul style="list-style-type: none"> <li>10 of the 16 reporting projects for reducing negative coping strategies achieved <math>\geq 90\%</math> of 2014 targets/milestones</li> </ul>
3.1.5 Retention rate of boys and girls in WFP-assisted schools	0	–	–		<ul style="list-style-type: none"> <li>No project included this indicator in its logframe in 2014</li> </ul>



**Output A – General distributions, school feeding and FFA/FFT: Food, nutritional products, non-food items, cash transfers and vouchers distributed in sufficient quantity and quality and in a timely manner**

Output indicators	Planned	Actual	Achieved
Number of women, men, boys and girls receiving food assistance (million)	8.4	6.2	74%
Quantity of food distributed (thousand mt)	440	230	52%
Value of cash & voucher transfers to beneficiaries (million USD)	111	47.1	42%

<b>Output B : Community or livelihood assets built, restored or maintained by targeted households and communities</b>			
<b>Output indicators</b>	<b>Planned</b>	<b>Actual</b>	<b>Achieved</b>
Kilometres of roads built/rehabilitated, including mountain trails	4 904	4 342	89%
Hectares of land protected or improved, including forests planted	251 935	165 822	66%
Bridges constructed/rehabilitated	25	25	100%
Wells constructed	21 154	32 853	155%
Volume of dams constructed (m <sup>3</sup> )	127 050	40 770	32%
<b>Output I: Increased WFP fortified foods, complementary foods and specialized nutritious products purchased from local suppliers</b>			
<b>Output indicators</b>	<b>Planned</b>	<b>Actual</b>	<b>Achieved</b>
Quantity of fortified foods, complementary foods and specialized nutritious products purchased from local suppliers	<i>Insufficient data</i>		

**Outcome 3.2 – Increased marketing opportunities for producers and traders of agricultural products and food at the regional, national and local levels**

**155.** WFP helps governments and communities to meet food and nutrition needs through programmes that facilitate access to food and support markets. In 2014, WFP helped to increase market opportunities for producers and traders by procuring food and nutrition products from them: 200,000 smallholder farmers were supported in improving crop quality and increasing sales to WFP and other buyers through P4P.

**156.** Five countries in the Southern Africa region – the DRC, Malawi, Mozambique, United Republic of Tanzania and Zambia – participated in P4P and in general achieved targets for procuring food from smallholder farmers and improving their access to markets. Smallholder farmers in the United Republic of Tanzania, for example, gained access to the National Food Reserve Agency market; in Malawi smallholders were included in established markets. In 2015, recommendations from the P4P evaluation will be implemented and smallholder procurement mainstreamed in operations.

**Table 15: Outcome 3.2 – Increased marketing opportunities for producers and traders of agricultural products and food at the regional, national and local levels**

Outcome indicators	Relevant projects	Projects reporting sufficient data to assess progress		Performance rating	Highlights
3.2.1 Food purchased from regional, national and local suppliers, as % of food distributed by WFP in-country	27	20	74%		<ul style="list-style-type: none"> <li>In 12 of the 20 reporting projects, the proportion of food purchased from local, national and regional suppliers met or exceeded 2014 targets/milestones</li> </ul>
3.2.2 Fortified foods purchased from regional, national and local suppliers, as % of fortified food distributed by WFP in-country	5	3	60%		<ul style="list-style-type: none"> <li>In the 3 reporting projects, 100% of fortified foods were purchased from local, national or regional suppliers</li> </ul>
3.2.3 Food purchased from aggregation systems in which smallholders are participating, as % of regional, national and local purchases	23	11	52%		<ul style="list-style-type: none"> <li>6 of the 11 reporting projects surpassed 2014 targets for food purchases from pro-smallholder aggregation systems</li> </ul>



Output H: Increased WFP food purchase from regional, national and local markets and smallholder farmers			
Output indicators	Planned	Actual	Achieved
Quantity of food purchased locally through local and regional purchases (expressed in thousand mt)	40	166	415%
Quantity of food purchased locally from pro-smallholder aggregation systems (expressed in thousand mt)	29	60	207%
Number of farmer organizations trained in market access and post-harvest handling skills	341	359	105%
Number of smallholder farmers supported by WFP	157 059	215 084	137%
Output I : Increased WFP fortified foods, complementary foods and specialized nutritious products produced purchased from local suppliers			
Output indicators	Planned	Actual	Achieved
Quantity of fortified foods, complementary foods and specialized nutritious products purchased from local suppliers	Insufficient data		

### **Outcome 3.3 – Risk reduction capacity of countries, communities and institutions strengthened**

**157.** To facilitate a shift from disaster response to risk management, WFP helps governments to build the capacity to manage disaster risks by integrating tools such as weather-index insurance into risk-management and social-protection schemes and by helping with the development of systems combining early-warning, contingency-planning and finance and risk transfer tools.

158. Outcome-level reporting on WFP's contribution to risk reduction at the community, country and institutional levels was limited even though output-level achievement was generally high, partly because WFP is developing a new methodology for measuring national capacity related to resilience. Reporting will improve when the new methodology is implemented and guidance is issued.

**Table 16: Outcome 3.3 – Risk reduction capacity of countries, communities and institutions strengthened**

Outcome indicators	Relevant projects	Projects reporting sufficient data to assess progress		Performance rating	Highlights
3.3.1 National capacity index: resilience	22	1	5%		<ul style="list-style-type: none"> <li>The reporting project noted a decrease in national resilience capacity since project start in 2012</li> </ul>
3.3.2 Proportion of targeted communities where there is evidence of improved capacity to manage climatic shocks and risks supported by WFP	13	0	0%		<ul style="list-style-type: none"> <li>No project that included this indicator in its logframe reported sufficient data to assess progress in 2014</li> </ul>



**Output F: National systems to monitor trends in food security and nutrition strengthened**

Output indicators	Planned	Actual	Achieved
Number of government counterparts trained in data collection and analysis on food and nutrition security	441	368	83%
Number of food security and nutrition monitoring/surveillance reports produced with WFP support	38	26	68%

**Output G: Human capacity to reduce risk of disasters and shocks developed**

Output indicators	Planned	Actual	Achieved
Number of participants in beneficiary training sessions (literacy, health and nutrition, livelihood support, community preparedness)	302 113	285 782	95%
Number of community members trained in asset management and sustainability	31 331	31 339	100%

**Output J: National safety nets for food security, nutrition, education, community assets, and overall contribution to resilience-building supported**


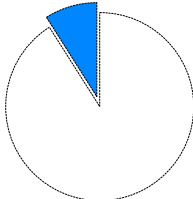


Output indicator	Planned	Actual	Achieved
Government/partner staff receiving technical assistance and training (early-warning systems, contingency planning, disaster risk reduction, food security monitoring, programme design and implementation, policy development)	26 628	34 907	131%

**Output M: National nutrition, school feeding, safety net policies and/or regulatory frameworks in place**

Output indicators	Planned	Actual	Achieved
Number of national programmes developed with WFP support (nutrition, school feeding, safety net)	10	12	120%
Number of national safety net policies that are nutrition-sensitive	Insufficient data		



## Strategic Objective 4 – Reduce undernutrition and break the intergenerational cycle of hunger

Expenditures	Food Distribution	Rations	Beneficiaries
 <p><b>USD 0.37 billion (9%)</b></p>	 <p><b>0.3 million mt (10%)</b></p>	 <p><b>1.3 billion (11%)</b></p>	 <p><b>17.0 million (22%)</b></p>

**159.** Strategic Objective 4 addresses chronic undernutrition and the intergenerational cycle of hunger in countries where wasting, stunting and micronutrient deficiency rates are high. WFP uses its field presence and works through multi-stakeholder projects to enhance local, national and regional capacities to implement nutrition programmes.

**160.** Of WFP's beneficiaries, 22 percent received assistance in 2014 under Strategic Objective 4. Resourcing constraints, however, resulted in partial achievement at the output level; this is reflected in the mixed performance at the outcome level. WFP helped to reduce malnutrition and contributed to moderate improvements in access to education, but results in enhancing local and national capacities to deliver food-assistance programmes were inconclusive.

**Outcome 4.1 – Reduced undernutrition, including micronutrient deficiencies among children aged 6-59 months, pregnant and lactating women, and school-aged children**

**161.** In areas where rates of malnutrition are high, WFP contributes to programmes that prevent stunting, wasting and micronutrient deficiencies and that treat acute malnutrition in vulnerable groups such as women, children and people living with HIV or TB. WFP provides direct food assistance for beneficiaries and also supports governments in developing and scaling up nutrition programmes, with a focus on the first 1,000 days of life to prevent irreversible mental and physical damage.

**162.** Nutrition programming under Strategic Objective 4 was generally effective in providing blanket and targeted supplementary feeding. Fewer projects than planned, however, reported on beneficiaries' participation in an adequate number of distributions or their food consumption; data on the proportion of children consuming a minimum acceptable diet was limited, but evidence from the eight reporting projects showed that an average of only 34 percent of children consumed an adequate diet. To address this, country offices including Ghana, Honduras and the United Republic of Tanzania plan to increase nutrition education in 2015 to promote regular and balanced diets for children.

**163.** Among impediments to programme delivery, funding shortfalls were reported by 15 country offices, 9 suffered from shortages of stocks or late arrival of food and 5 noted gaps in data tracking by government counterparts.



**Table 18: Outcome 4.1 – Reduced undernutrition, including micronutrient deficiencies among children aged 6–59 months, pregnant and lactating women, and school-aged children**

Outcome indicators	Relevant projects	Projects reporting sufficient data to assess progress		Performance rating	Highlights
<b>4.1.1 MAM treatment:</b>					
– default rate	26	22	85%		<ul style="list-style-type: none"> <li>More than 225,000 acutely malnourished children, pregnant and lactating women and ART clients received specialized nutritious foods</li> <li>On average across reporting projects: 85% of beneficiaries recovered nutritionally, fewer than 0.2% died, 2.2% did not meet discharge criteria and 9.5% defaulted</li> </ul>
– mortality rate	25	22	88%		
– non-response rate	26	23	88%		
– recovery rate	25	21	84%		
<b>4.1.2 Proportion of target population who participate in an adequate number of distributions</b>	16	6	38%		<ul style="list-style-type: none"> <li>In the 6 reporting projects, more than 200,000 children received nutrient-dense food to prevent malnutrition and stunting</li> <li>In these 6 projects an average 96% of beneficiaries attended more than two thirds of distributions; the corporate target was 66%</li> </ul>
<b>4.1.3 Proportion of eligible population who participate in programme (coverage)</b>	37	16	62%		<ul style="list-style-type: none"> <li>In the 16 reporting projects an average 61% of targeted beneficiaries participated in WFP's nutrition activities</li> </ul>
<b>4.1.4 Proportion of children consuming a minimum acceptable diet</b>	27	10	37%		<ul style="list-style-type: none"> <li>In the 10 reporting projects, an average of only 34% of children had a minimum level of dietary diversity and meal frequency; the corporate target was 70%</li> </ul>
<b>4.1.5 Food Consumption Score</b>	9	4	44%		<ul style="list-style-type: none"> <li>3 of the 4 reporting projects improved household food consumption, yet only 1 achieved its 2014 target/milestone</li> </ul>
<b>4.1.6 Average number of school days per month when fortified foods or at least four food groups were provided</b>	12	6	50%		<ul style="list-style-type: none"> <li>Of the 6 reporting projects, 4 increased the average number of days per month when fortified or diverse foods were provided to schoolchildren – achieving 90% or more of 2014 targets/milestones.</li> </ul>

**Output A (nutrition) – Food, nutritional products, non-food items, cash transfers and vouchers distributed in sufficient quantity and quality and in a timely manner**

Output indicators	Planned	Actual	Achieved
Number of women, men, boys and girls receiving food assistance (million)	4.8	2.6	54%
Quantity of food distributed (thousand mt)	251	62.4	25%

Value of cash & voucher transfers to beneficiaries (million USD)	8.3	4.1	49%
Number of institutional sites assisted: health centres	16 090	14 824	92%
<b>Output K: Messaging and counselling on specialized nutritious foods and infant and young child feeding practices implemented effectively</b>			
<b>Output indicators</b>	<b>Planned</b>	<b>Actual</b>	<b>Achieved</b>
Proportion of women exposed to nutrition messaging supported by WFP against proportion planned	100	70	70%
Proportion of men exposed to nutrition messaging supported by WFP against proportion planned	<i>Insufficient data</i>		
Proportion of women receiving nutrition counselling supported by WFP against proportion of planned	95	87	92%
Proportion of men receiving nutrition counselling supported by WFP against proportion of planned	<i>Insufficient data</i>		
Proportion of targeted caregivers (men and women) receiving three messages delivered through WFP supported messaging and counselling	89	59	66%

#### *Outcome 4.2 – Increased equitable access to and utilization of education*

**164.** WFP seeks to increase equitable access to education by supporting governments in delivering school feeding programmes for chronically undernourished populations.

**165.** In 2014, WFP assisted 13.8 million children with school feeding under Strategic Objective 4, almost double the planned figure. This helped to improve school retention rates in most of the countries assisted. Enrolment in WFP-supported schools, however, generally fell short of targets because funding constraints reduced the amount of food distributed by 42 percent. Conflict disrupted access in South Sudan, and food insecurity in Uganda led parents to withdraw children from school to contribute to household income-generation.

**166.** WFP continues to expand its home-grown school feeding programmes, focusing on support for government-led and funded programmes with links to local food producers. Examples include Ecuador, Honduras, Lesotho, Malawi, Mozambique, the United Republic of Tanzania and Zambia.

**Table 19: Outcome 4.2 – Increased equitable access to and utilization of education**

Outcome indicators	Relevant projects	Projects reporting sufficient data to assess progress		Performance rating	Highlights
4.2.1 Enrolment rate of boys and girls in WFP-assisted schools	46	42	91%		<ul style="list-style-type: none"> <li>28 of the reporting projects registered positive growth in the enrolment of children in WFP-assisted schools, but progress was generally moderate</li> </ul>
4.2.2 Retention rate of boys and girls in WFP-assisted schools	35	28	66%		<ul style="list-style-type: none"> <li>26 of the 28 reporting projects successfully increased the retention of children in WFP-assisted schools, achieving 90% or more of 2014 targets/milestones</li> </ul>



**Output A – school feeding: Food, nutritional products, non-food items, cash transfers and vouchers distributed in sufficient quantity and quality and in a timely manner**

Output indicators	Planned	Actual	Achieved
Number of women, men, boys and girls receiving food assistance (million)	7.1	13.8	194%
Quantity of food distributed (thousand mt)	375	218	58%
Value of cash and voucher transfers to beneficiaries (million USD)	4.6	2.5	54%
Number of institutional sites assisted: schools	61 733	58 040	94%

**Outcome 4.3 – Ownership and capacity strengthened to reduce undernutrition and increase access to education at regional, national and community levels**

**167.** Building government capacities to develop, manage and scale up nutrition and school feeding programmes is central to reducing vulnerability and achieving lasting resilience. As noted under Outcome 2.4, WFP's indicator for measuring changes in capacity development at the outcome-level is the NCI, applied since 2014 with an increased measurement period of two years.<sup>37</sup> Consequently, 2014 was a baseline year for projects reporting on this indicator; previous values are in many instances no longer comparable. The Plurinational State of Bolivia country office noted that the baseline exercise is an opportunity for national counterparts to identify gaps and develop action plans.

**168.** WFP's outputs for enhancing community, national and regional ownership and capacities to reduce undernutrition and increase access to education did not meet 2014 targets, suggesting that its contribution to outcome-level results would also have been constrained. These results were not systematically captured because of the changes in methodology noted above.

<sup>37</sup> Guidance for the "school feeding" NCI variant was also issued in 2014; guidance on "nutrition" and "resilience" are being developed.

**Table 20: Outcome 4.3 – Ownership and capacity strengthened to reduce undernutrition and increase access to education at regional, national and community levels**

Outcome indicators	Relevant projects	Projects reporting sufficient data to assess progress		Performance rating	Highlights
<b>4.3.1 NCI:</b>					
– general	7	4	100%		<ul style="list-style-type: none"> <li>Of the 4 projects reporting on the general NCI, 3 contributed to enhancement of national food security programmes, achieving 2014 targets/milestones</li> <li>3 projects reported on strengthening nutrition programmes using a pilot methodology; 2 achieved their 2014 targets/milestones</li> <li>Of the 13 projects reporting on school feeding capacity development, 7 achieved 90% or more of the 2014 targets/milestones</li> </ul>
– nutrition	17	3	18%		
– school-feeding	42	13	31%		


**Output E: Policy advice and technical support provided to enhance management of food supply chain, food assistance, nutrition and food security systems including food security information systems**

Output indicators	Planned	Actual	Achieved
Number of national assessments/data collection exercises in which food security and nutrition were integrated with WFP support	3	2	67%
Number of technical support activities provided on food security monitoring and food assistance	Insufficient data		

**Output F: National systems to monitor trends in food security and nutrition strengthened**

Output indicators	Planned	Actual	Achieved
Number of government counterparts trained in data collection and analysis on food and nutrition security	138	31	22%
Number of food security and nutrition monitoring/surveillance reports produced with WFP support	Insufficient data		

**Output L: Policy advice and technical support provided to enhance management of food security, nutrition and school feeding**

Output indicators	Planned	Actual	Achieved
Number of government staff trained by WFP in nutrition programme design, implementation and other nutrition related areas (technical/strategic/managerial)	23 057	19 842	86%

**Output M: National nutrition, school feeding, safety net policies and/or regulatory frameworks in place**

Output indicators	Planned	Actual	% Achieved
Number of national programmes developed with WFP support (nutrition, school feeding, safety net)	20	17	85%
Number of national safety net policies that are nutrition sensitive	10	7	70%

## Cross-Cutting Results

**169.** Achievement of WFP's outputs and outcomes requires the integration of cross-cutting issues into the planning, design, implementation and monitoring of projects. Three issues –gender, protection and accountability to affected populations and partnerships – were included in the 2014–2017 SRF, with indicators for monitoring. In 2014, WFP assessed results by comparing the first monitoring value with the project target; in future years trend analyses will be added for these indicators.

### Gender

**170.** Results in improving gender equality and empowerment capture: i) household decision-making as to the utilization of cash, vouchers or food; ii) gender balance among leaders of project management committees; and iii) equal opportunities for training on distribution modalities (see Table 21).

<b>Table 21: Gender – cross-cutting results and indicators</b>			
<b>Cross-cutting result and indicators</b>	<b>Projects reporting performance data</b>	<b>Projects meeting targets</b>	<b>Highlights</b>
<b>Gender equality and empowerment improved</b>			
Proportion of households where – females make decisions as to the use of cash, vouchers or food within the household	65	86%	<ul style="list-style-type: none"> <li>The target for female decision-making as to the use of food assistance was met in 10 of the 20 countries with the lowest Women's Economic Opportunity Index<sup>38</sup></li> <li>Targets for women's involvement in project management committees were met in 70% of reporting projects</li> </ul>
– males make decisions	54	74%	
– females and males make decisions together	55	44%	
Proportion of women beneficiaries in leadership positions on project management committees	90	72%	
Proportion of women project management committee members trained in distribution modalities	72	70%	

**171.** In many countries where WFP operates, men traditionally make household decisions and have control of finances. To ensure equitable control over food assistance, WFP seeks to increase the participation of women in decision-making.

<sup>38</sup> These countries are among the top 20 identified by the Economist Intelligence Unit as having the lowest Women's Economic Opportunity in its 2012 ranking.

**172.** Of the reporting projects, 86 percent increased the involvement of women and girls in decisions as to the use of food assistance. Notably, this was achieved in ten countries where women's economic opportunities were reported low by the Economist Intelligence Unit: Burkina Faso, Cameroon, Chad, Ethiopia, Iran, the Lao People's Democratic Republic, Madagascar, Senegal, the Sudan and Yemen. In Senegal, for example, where men traditionally support their families financially and women manage the household, WFP's blanket and supplementary feeding programmes provided nutritional products directly to women. In the Plurinational State of Bolivia, women were involved in decisions as to the use of food assistance in 97 percent of households; the figure for the Lao People's Democratic Republic and Liberia was 93 percent, and for Ethiopia 79 percent.

**173.** WFP increased its focus on gender-balanced programming in 2009. Reports for 2014 showed that 44 percent of projects achieved targets for the proportion of households where men and women decided jointly on the use of WFP food assistance. Sensitization for communities and WFP and partner staff contributed to positive results and will continue in 2015.

**174.** WFP aims to ensure that women beneficiaries are equitably represented in project management committees and occupy half of leadership positions. In 2014 this target was met by 72 percent of reporting projects, and another 5 percent are on track to meeting the target in 2015 or 2016. In projects where progress was slow, women were often observed to be reluctant to participate as team leaders.

**175.** In most of the reporting projects at least 60 percent of women beneficiaries were trained in distribution modalities for food, cash or vouchers. To progress further, WFP's partners need to improve the content and quality of training and monitor women's participation.

### *Protection and accountability to affected populations*

**176.** WFP works to ensure that food assistance is delivered and used in safe, accountable and dignified conditions (see Table 22).

<b>Table 22: Protection and accountability to affected populations – Cross-cutting results and indicators</b>			
<b>Cross-cutting result and indicators</b>	<b>Projects reporting performance data</b>	<b>Projects meeting targets</b>	<b>Highlights</b>
<b>WFP assistance delivered and utilized in safe, accountable and dignified conditions</b>			
Proportion of assisted people who do not experience safety problems at WFP programme sites or travelling to and from them	57	<b>100%</b>	<ul style="list-style-type: none"> <li>• Most projects met targets for protection indicators</li> <li>• The proportion of people informed about programmes met the target in more than 75 percent of reporting projects</li> <li>• Further work is needed to ensure that beneficiaries are fully informed about distribution modalities</li> </ul>
– women	66	<b>94%</b>	
– men	67	<b>99%</b>	
Proportion of assisted people informed as to who is included in a programme, what people will receive and where they can complain	49	<b>88%</b>	
– women	66	<b>76%</b>	
– men	65	<b>77%</b>	



177. Monitoring data from most reporting projects show that WFP analysed safety risks to beneficiaries and mitigated them by adjusting programme arrangements. In countries affected by conflict, including Level 3 emergencies and complex settings such as Afghanistan, fewer than 2 percent of beneficiaries reported safety issues connected with WFP programme sites and distributions, compared with the target of 20 percent established for EMOPs. Some country offices noted that beneficiaries' responses to the safety survey were not always candid because of the sensitive nature of the questions asked.

178. In 2014, the main safety risks reported were danger when travelling to project sites, abuse of power and theft of food; women and girls were most at risk. Risks were mitigated by changing the location and timing of activities, implementing safety measures at distribution sites and introducing cash or vouchers. It is important to track performance in this area, because an increase in the proportion of people experiencing safety problems could mean: i) that the security context is deteriorating; ii) that WFP's programmes are not reducing dangers to beneficiaries; or iii) that WFP's programmes are placing people at risk.

179. The proportion of beneficiaries informed about WFP's programmes was adequate in more than 75 percent of reporting projects. Some, however, noted a need to improve WFP's messaging because beneficiaries were not fully informed about distribution modalities. Several projects enhanced their communications with beneficiaries in 2014 and registered subsequent improvements: examples include providing information on ration cards, using culturally appropriate communication channels and increasing engagement with community representatives. Complaint and feedback mechanisms were central to improving communications and obtaining feedback; radio, social media and e-mail were used where possible. Some projects noted difficulties in translating and understanding the questions posed by the new indicators, which may have affected the results reported.

## Partnerships

180. WFP's cross-cutting result for coordination and partnerships captures the link between effective partnerships and achievement of WFP's Strategic Objectives (see Table 23).

<b>Table 23: Partnerships – cross-cutting results and indicators</b>			
<b>Cross-cutting result and indicators</b>	<b>Projects reporting performance data</b>	<b>Projects meeting targets</b>	<b>Highlights</b>
<b>Food assistance interventions coordinated and partnerships developed and maintained</b>			
Proportion of project activities implemented with the engagement of complementary partners	111	91%	<ul style="list-style-type: none"> <li>91% of reporting projects met targets for implementing activities with complementary partners</li> <li>In addition to funds provided, WFP uses access, knowledge and advocacy opportunities as criteria to determine the value of partnerships</li> </ul>
Amount of complementary funds provided to the project by partners	55	60%	
Number of partner organizations that provide complementary inputs and services	111	88%	



**181.** By drawing on the synergies created in complementary partnerships, WFP leverages the effectiveness of its assistance. The intended proportion of activities implemented with partners was achieved in 91 percent of reporting projects in 2014. Ministries were major partners in Asia and Latin America and the Caribbean, where WFP's programmes are increasingly designed in collaboration with public institutions, and in the Plurinational State of Bolivia and the Dominican Republic 100 percent of distributions were made by public-sector agencies.

**182.** WFP's Corporate Partnership Strategy promotes effective and cost-efficient collaborations with partners who can provide complementary inputs and services, leverage resources and exploit their comparative advantages to help governments to support those in need. Targets for complementary funds provided by partners were met in 60 percent of reporting projects in 2014. WFP used criteria other than funds – such as access, knowledge and advocacy opportunities – to determine the value of partnerships.



## PART III – ORGANIZATIONAL PERFORMANCE BY MANAGEMENT RESULT DIMENSION

### Overview

**183.** Part III reports WFP’s performance against the MRDs in the Management Plan (2014–2016). As the strategic results reflect what WFP did, the management results indicate how it was achieved. The MRDs focus on five priority areas – People, Partnerships, Programmes, Processes and Systems, and Accountability and Funding – to ensure that WFP:

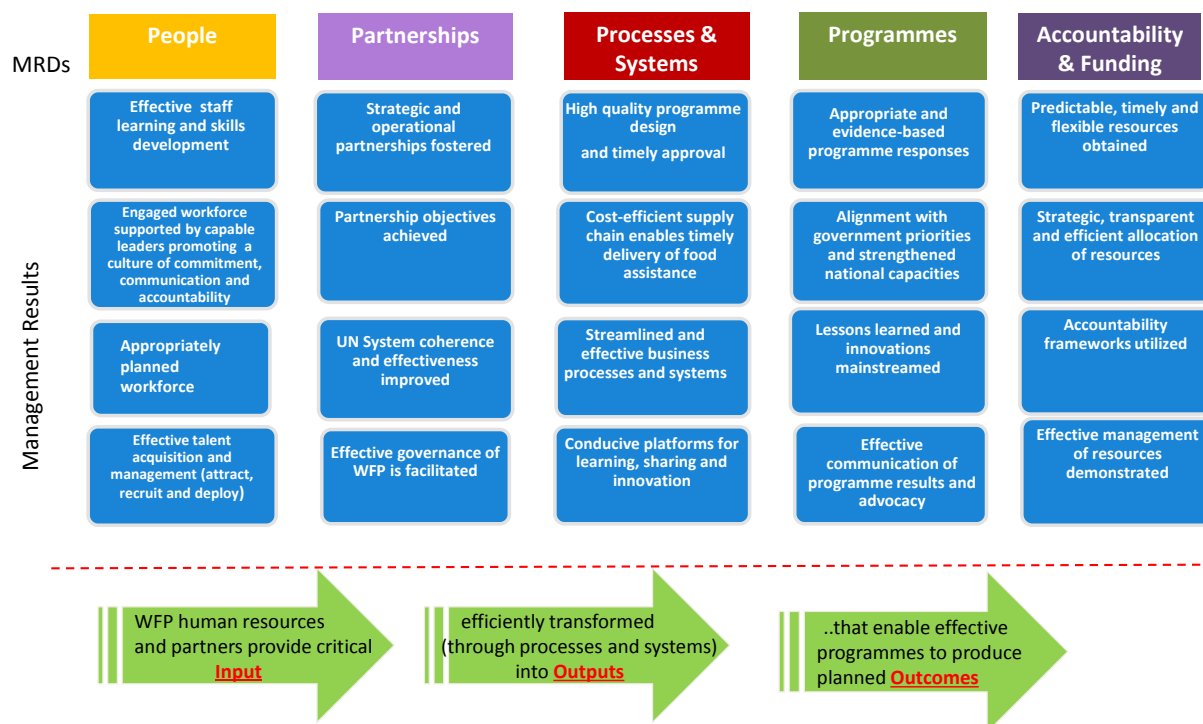
- is people-centred, investing in staff capabilities and learning in a culture of commitment, communication and accountability;
- is a preferred partner for beneficiaries, communities, governments, United Nations agencies, NGOs and the private sector;
- delivers assistance effectively and efficiently to beneficiaries, and builds capacities;
- has efficient systems supporting optimal project design and implementation, supply chains, learning, sharing and innovation; and
- is transparent, providing value for money and accountability for all its resources, and is fully funded.

**184.** The performance expected under each MRD is defined in 20 management results that comprise the MRF (see Figure 6). WFP measures and reports on performance for each management result by comparing KPIs and related targets at the beginning of the year with actual performance at the end of the year. Performance against all the indicators used is shown in Annex III-A.

**185.** This APR sets out WFP’s performance in terms of a robust reporting framework established at the beginning of 2014. Some data have not been included to avoid a “pick-and-mix” approach to annual reporting to the Board on management results; where this was the case, full explanations are given. Where quantitative data for certain Key Performance Indicators (KPIs) are not available, performance information will be provided in qualitative terms.

**186.** This section of the APR uses the same colour code as Part II (see Annex III-B).

Figure 6: WFP's 2014–2017 Management Results Framework



187. WFP's performance in 2014 in the MRDs and the related management results and KPIs was strong overall (see Table 24). In particular:

- there was strong performance in the MRDs for Partnerships, Programmes, and Processes and Systems;
- in the Accountability and Funding MRD, the record level of voluntary income was not matched by positive results for indicators measuring the quality of income generated and certain aspects of accountability; and
- in the People MRD, the global staff survey planned for late 2014 was postponed to April 2015 to align it with the People Strategy and the results will be reported in the 2015 APR; strong performance was reported in the one management result where planned indicators were available.

**Table 24: Overall performance by Management Result Dimension**

<i>Management Result Dimensions</i>	<i>Performance</i>
1 – People	Insufficient data
2 – Partnerships	Strong progress
3 – Processes and Systems	Strong progress
4 – Programmes	Strong progress
5 – Accountability and Funding	Some progress

## Management Result Dimension 1 – People

**Table 25: Overall performance – people**

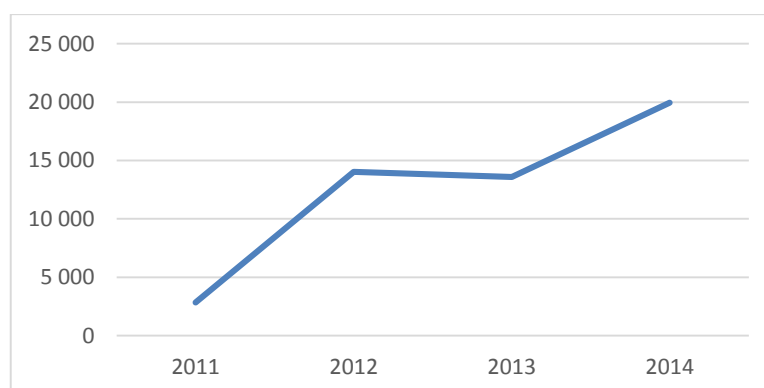
<i>Management Results</i>	<i>Performance</i>
1.1 Skills: Effective staff learning and skills development	■
1.2 Culture: An engaged workforce supported by capable leaders promoting a culture of commitment, communication and accountability	■
1.3 Organization: Appropriately planned workforce	■
1.4 Talent: Effective talent acquisition and management (attract, recruit and deploy)	■

**188.** This dimension reflects WFP's intention to be a people-centred organization investing in staff capabilities and learning in a culture of commitment, communication and accountability. The People Strategy was approved by the Board in November 2014.

**189.** The postponement of the global staff survey affected reporting on three of the management results in Table 25. In the absence of these indicators, additional material is provided on other results from the People Strategy.

### **Management Result 1.1 Skills: Effective staff learning and skills development**

**190.** With the shift of focus to field-based operations under Fit for Purpose, access to learning is a priority. In the last four years, e-learning courses have been made available to staff worldwide through WFP's Learning Management System (LMS); use of the e-learning element grew by 46.9 percent in 2014 (see Figure 7). The upgrade of LMS planned for 2015 will include improved technology to support collaborative and peer-assisted learning.

*Figure 7: Growth in completed eLearning course hours***Box 7: Cash and voucher multi-functional training**

WFP has developed a multi-functional training programme bringing together finance, information technology (IT), vulnerability analysis and mapping (VAM) and procurement expertise to build staff capacities to manage cash transfers and vouchers.

All aspects of the modalities – for example identifying partners to make the transfers – feed into the cost-effectiveness analyses carried out in country offices to determine the optimum approach in terms of beneficiaries' needs. A cost-effective and time-efficient system involving the training-of-trainers approach supports global roll-out.

### *Management Result 1.2 Culture: An engaged workforce supported by capable leaders promoting a culture of commitment, communication and accountability*

#### *Bringing all WFP Staff under a single set of rules and regulations*

**191.** In July 2014, WFP moved 3,374 field-based local staff with permanent and fixed-term contracts to the FAO Staff Rules and Regulations. In preparation for this shift, WFP had reviewed the contractual status of 479 staff on fixed-term contracts who had been serving for more than five years, of whom 453 – 95 percent – were given permanent appointments.

**192.** With effect from 1 January 2015, WFP enhanced the medical and life-insurance coverage of local staff by introducing a new scheme with better benefits but no increase in premiums. Annual savings of USD 2 million have been achieved by including the local staff medical scheme in the insurance policy used by the RBAs.

**193.** The main benefit of having all staff governed by a single set of rules is that WFP can optimize the administration of staff benefits and provide an improved service. The change is part of the harmonization of contractual arrangements in WFP to increase transparency and support more flexible career paths.

### *Gender balance in WFP*

**194.** WFP continues to work towards gender balance in international professional positions. The current proportion of women in these positions is 41 percent, but the proportion of women at P5 and above increased by 2 percent in 2014 to the target 38 percent. Of the individuals recruited to P4 and P5 posts in 2014, 53 percent were women; at the D1 and D2 levels the figure remained 38 percent. This result was affected by the fact that two thirds of recruitments in 2014 were at the P2 and P3 levels in hardship or non-family duty stations.

### *Geographical balance in WFP*

**195.** WFP exceeded its target of 40 percent for international professionals from developing countries; however, the proportion of leadership positions occupied by such staff remained at 29 percent. The representation of international professionals from developing countries will increase with the implementation of WFP's diversity and inclusion strategy. To eliminate bias, indicators will be used to track decisions that determine promotions and reassignments.

---

## *Management Result 1.3 Organization: Appropriately planned workforce*

---

### *New career framework and generic job profiles*

**196.** During 2014, WFP developed a new career framework and changed the generic job profiles that underpin its organizational design.

**197.** The career framework sets out the competencies, skills and experience required for all roles and offers a number of career paths in WFP's 12 functional areas. To date, WFP has placed staff in the career framework in eight functional areas, and has identified: i) 42 sets of capabilities needed for the future to guide talent management and training; ii) 30 possible career paths; and iii) 593 practical experiences that increase the range of skills and competencies and enable staff to achieve career goals; this also links the framework to day-to-day work.

**198.** The generic job profiles provide the terms of reference, requirements and accountabilities for each position in WFP, and govern most decisions related to organizational design, talent attraction, work planning, performance management, promotion and reassignment. Under the People Strategy WFP issued 130 new professional and 64 general service profiles in 2014, covering almost all jobs and providing clearer distinctions of roles in different grades.

---

## *Management Result 1.4 Talent: Effective talent acquisition and management (attract, recruit and deploy)*

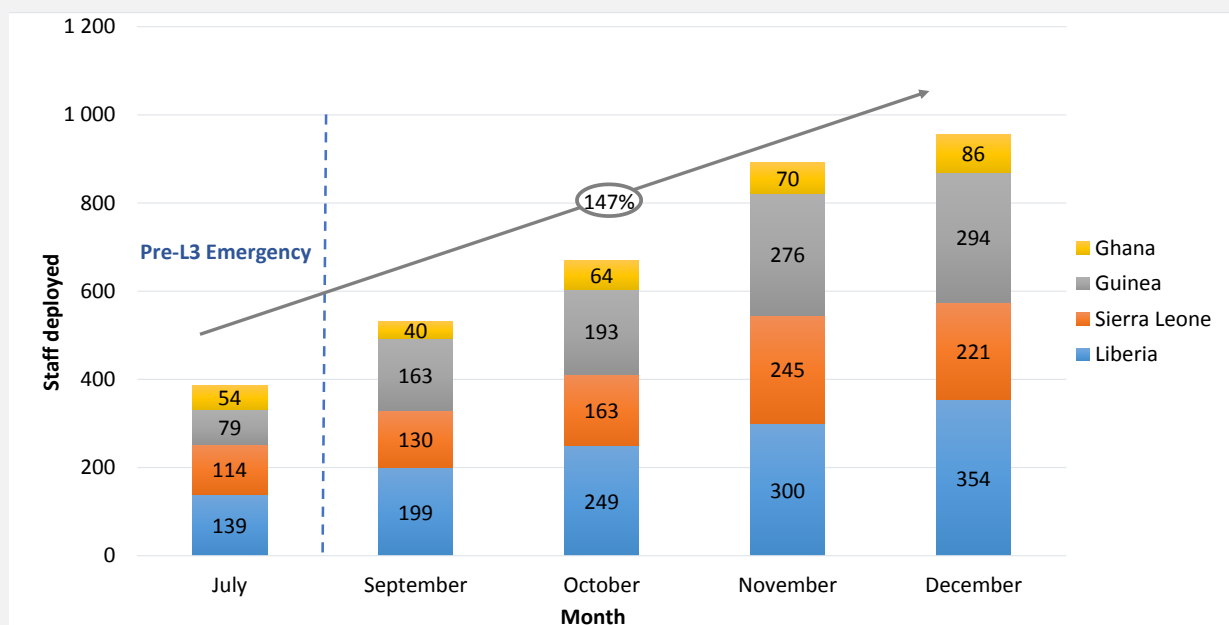
---

### *Talent pools*

**199.** The talent pool initiative gives managers targeted and effective ways of finding people with the skills and motivation required by WFP who can be placed in a pool for up to 12 months with a view to filling short-term and long-term positions. Talent pools have been set up for 11 functional areas, among them nutrition, cash and vouchers, VAM, supply chains, M&E, evaluation and finance, with a focus on attracting high-calibre women applicants. In the first seven weeks after launch in December 2014, WFP received 10,834 applications from 8,569 people.

**Box 8: WFP's surge capacity for the Ebola Level 3 emergency**

WFP's ability to deploy staff quickly in emergencies was a feature of 2014. To support the Level 3 Ebola crisis, for example, WFP increased its staff in the four countries by 147 percent in six months (see graphic), redeploying personnel from all categories and offices. Of the 569 additional staff in place in December 2014, 38 percent had been redeployed and 62 percent directly recruited, of whom 97 percent were short-term local employees.

**WFP Staff deployed to Ghana, Guinea, Sierra Leone and Liberia for the Ebola emergency during 2014****Management Result Dimension 2 – Partnerships****Table 26: Overall performance in partnerships****Strong progress**

<i>Management Results</i>	<i>Performance</i>
2.1 Strategic and operational partnerships fostered	■
2.2 Partnership objectives achieved	■
2.3 United Nations system coherence and effectiveness improved	■
2.4 Effective governance of WFP is facilitated	■

**200.** This MRD reports on WFP's performance during 2014 in becoming a preferred and trusted partner for beneficiaries and stakeholders. The Board approved the Corporate Partnership Strategy "We Deliver Better Together" in June 2014, committing WFP to refine its performance indicators for effectiveness in partnering and perceptions of it as a partner.

## *Management Result 2.1 Strategic and operational partnerships fostered*

### *The Corporate partnership strategy*

**201.** WFP has allocated staff and resources to oversee the implementation of the Corporate Partnership Strategy and provide guidance, training and support to enable staff to manage partnerships, using existing approaches where possible. This will include a needs analysis and mapping of the range of WFP's partners, tools, best practices and technical guidance, and an online partnership resource centre to be launched in 2015.

### *Private-sector partnerships for strong returns on investments*

**202.** Private-sector contributions totalled USD 110.3 million in 2014, of which USD 84 million was identified as sustainable revenue. Of these contributions, 16 percent was allocated to EMOPs.

**203.** WFP secured USD 12.7 million in 2014 in additional contributions from existing donors, of whom 25 percent increased their annual commitment. New donors provided USD 13.5 million, of which 66 percent came from corporate donors and foundations. In 2014 there were more donors contributing more than USD 2 million a year, and fewer whose annual donations were below USD 250,000.

#### **Box 9: Increasing online donations**

DonateAPI is an online platform for individual fundraising that enables people to donate using their preferred method and currency. Online contributions increased by 20 percent following the introduction of DonateAPI late in 2013, and the average amount per contribution increased by 16 percent. DonateAPI enables partners to facilitate contributions to WFP without accessing its website, for example through donations made at shop checkouts. The system reduces the risk of non-compliance by WFP with industry standards, and provides opportunities for high-visibility publicity campaigns.

### *Partnerships with United Nations agencies*

**204.** WFP continues to encourage country offices to partner with United Nations agencies in areas of common interest. In 2014, 93 percent of country offices had established collaboration agreements with other United Nations agencies.

### *South–South and triangular cooperation*

**205.** South–South or triangular cooperation was facilitated by 48 percent of country offices in 2014. WFP also increased its engagements with regional and sub-regional institutions:

- WFP provided technical and field-level support for studies on the cost of hunger in Africa, working with the African Union, the New Partnership for Africa's Development and the Economic Commission for Africa to explore the social and economic implications of child undernutrition and advocate for African governments to invest in nutrition.



- In the Latin America and Caribbean region, WFP enhanced partnerships with providers of South–South cooperation; in Mexico, WFP signed a memorandum of understanding for South–South and triangular cooperation to enhance government capacities to eradicate child malnutrition; new South–South initiatives were developed for P4P and school feeding.

**206.** The WFP Centre of Excellence against Hunger, which completed its third year of operations in 2014, is a partnership between WFP and the Government of Brazil. It engages with 40 countries on South–South cooperation, and has supported 34 developing countries in developing policies and programmes to address hunger and poverty.

**Box 10: Promoting South–South cooperation through the WFP Centre of Excellence in Brazil**

In 2014, the centre shared its model for social protection and home-grown school feeding based on local purchase and facilitated learning on multi-sector approaches at eleven events in which ten countries participated in peer-to-peer learning and seven developed action plans for the development of sustainable national programmes and policies.

The delegation from the Gambia, for example, visited the centre on several occasions to learn from successful school feeding programmes: it left Brazil in February 2014 with an action plan that was validated by the Government in December 2014. The Gambia also hosted a workshop involving Brazil, Ethiopia, Kenya and Mozambique to share experiences and practices in building synergies in social protection programmes.

---

*Management Result 2.2 Partnership objectives achieved*

*Customer satisfaction with surveys of cluster activities*

**207.** WFP leads the logistics and emergency telecommunications clusters, and jointly leads the food security cluster with FAO. Its user-satisfaction surveys to measure the effectiveness of cluster activities showed that:

- in emergency telecommunications operations in the Ebola response and in Iraq and South Sudan, customer satisfaction was recorded at 81 percent with regard to internet services, the helpdesk and radio communications, programming and training, efficiency and quality of services, training and response times;
- 84 percent of respondents were satisfied with services provided by the logistics cluster in the 14 operations it supported, including 5 of the Level 3 responses, to which the 16 staff deployed contributed 1,500 days of service; and
- 82 percent of respondents in the annual food security cluster survey gave positive responses, reflecting the fact that food security coordination increases the effectiveness of participating organizations; it was also evident that coordination protocols need to be operationally focused, and that lead agencies should focus on developing capacity for coordination.



**Box 11: United Nations Humanitarian Response Depots: Cost-efficient responses**

WFP manages the UNHRDs, which hold stocks of food, non-food items and vehicles that are available to United Nations agencies, governments and NGOs for humanitarian purposes.

Pre-positioned stocks of food, equipment and relief items enable WFP to provide assistance within 24 to 48 hours of an emergency. This promotes cost-efficiency because:

- WFP cargo can be combined with other organizations, thereby reducing transport costs;
- economies of scale are made when stock is purchased by WFP and partner organizations; and
- access to stocks and vehicles is easier and quicker in that partners can borrow from each other and use unbranded stocks available for immediate dispatch.

The UNHRDs also enhance effectiveness throughout the humanitarian supply chain by providing immediate support from a central office. In 2014, two UNHRDs introduced barcoding to increase the speed and accuracy of information retrieval with regard to stocks held.

---

### *Management Result 2.3 United Nations system coherence and effectiveness improved*

---

#### *Progress on Quadrennial Comprehensive Policy Review recommendations*

**208.** WFP is implementing the decisions of the Quadrennial Comprehensive Policy Review (QCPR) for 2013–2016 and contributing to United Nations coordination by participating in the relevant fora.

**209.** WFP has applied nine of the 12 common indicators developed with the United Nations Development Programme (UNDP), the United Nations Population Fund (UNFPA), UNICEF, the United Nations Office for Project Services (UNOPS) and the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) to track progress in implementing QCPR recommendations. Application of the remaining three is in progress: country offices are applying common results-based management (RBM) tools, for example, and the gender marker has been integrated into the planning, budgeting and analysis. Other QCPR indicators tracked by WFP include funding from government and NGO partners and WFP's contribution to the Resident Coordinator system, which was USD 1.2 million in 2014.

#### *Aligning United Nations country programmes with United Nations Development Assistance Frameworks*

**210.** All 30 WFP CPs were aligned with United Nations Development Assistance Frameworks (UNDAFs) in 2014; 80 percent of country offices reported that all their activities were included in UNDAFs, and the remainder had at least one included. A new WFP country programme was initiated in Kenya in 2014.<sup>39</sup>

---

<sup>39</sup> Alignment with UNDAF outcomes included devolution and accountability, education, health, water, sanitation and hygiene, nutrition and HIV, social protection, productive service sectors and trade, and community resilience.

**Box 12: WFP and Delivering as One**

In 2014 the United Nations Development Group (UNDG) produced a guidance package, with drafting assistance from WFP, covering the five Delivering as One pillars – programming, leadership, business operations, funding and communications – for country teams implementing its standard operating procedures.

The approach is adaptable to national contexts, and is being adopted in an increasing number of countries. In 2014, 36 WFP country offices – 43 percent – reported that they were applying one or more of the five pillars, of which 27 were in Delivering as One countries. The approach was also implemented in 9 other countries, reflecting WFP’s commitment to this approach.

***WFP’s support for the Resident Coordinator system***

**211.** Sixteen WFP staff – four women and twelve men – are qualified as United Nations Resident Coordinators (RCs), of whom two are available for immediate deployment and six are serving in other assignments but available for deployment. Three women and five men staff members are already deployed as RCs in Armenia, Cuba, Indonesia, Jordan, Lesotho, Madagascar, Pakistan and Zimbabwe. Of WFP’s Country Directors, 60 percent reported that they acted as RC at some point during 2014 for periods ranging from 3 to 150 days.

***Management Result 2.4. Effective governance of WFP is facilitated******Support for the Executive Board***

**212.** Of the 101 items prepared by the Secretariat in 2014 for consideration by the Board, 98 were actually submitted; the target was 75 percent. In 2014, 84 percent of papers for the Board were submitted in all languages by the fourth week prior to each Session, a significant improvement from the 67 percent in 2013.

***Governance and oversight arrangements and reporting***

**213.** The governance of WFP has been enhanced with the publication of internal audit and inspection reports and by improvements to systems for tracking implementation of recommendations by oversight bodies. The Secretariat reports regularly to the Board on actions taken to implement the recommendations of the External Auditor, independent evaluations and the JIU, and the Inspector General and the Audit Committee provide annual reports for consideration at the Board’s Annual Session. The annual report of the Ethics Officer constitutes Annex IV of this APR.

## Management Result Dimension 3 – Processes and Systems

**Table 27: Overall performance in processes and systems**

**Strong progress**

<i>Management Results</i>	<i>Performance</i>
3.1 High-quality programme design and timely approval	■
3.2 Cost-efficient supply chain enables timely delivery of food assistance	■
3.3 Streamlined and effective business processes and systems	■
3.4 Conducive platform for learning, sharing and innovation	■

**214.** This MRD reports on WFP's performance in implementing processes and systems that support project design and implementation, supply chains, learning, sharing and innovation.

### *Management Result 3.1. High-quality programme design and timely approval*

#### *Baselines and Targets for the Strategic Results Framework*

**215.** An indicator of sound design is the extent to which outcome indicators have baseline and target values established within three months of an operation's activity start date. WFP's 2014 target of 65 percent reflects the introduction of the SRF for 2014-2017, with new indicators for which baseline values had not been established. WFP provided guidance and training on the new indicators, but it was not possible to establish baseline values in all locations. In active projects<sup>40</sup> in 2014, 63 percent of outcome indicators had baseline and target values in COMET (see Box 13); the target was 65 percent.

**216.** Factors affecting performance in 2014 performance include:

- high prevalence of baselines and targets for indicators traditionally reported by country offices such as food consumption score and community asset score, indicating a time lag in reporting on new SRF indicators including those for nutrition;
- insufficient human and financial resources in some country offices for the necessary baseline surveys; and
- piloting of the COMET implementation module and the Standard Project Report Intelligent Next Generation (SPRING) in the southern Africa region, which led to an 89 percent increase in the number of inputs of baseline and target data into COMET compared with the 63 percent WFP average, indicating that a higher proportion of baselines and targets may exist in other regions but that there is less incentive to enter the data into COMET without its automatic use to produce SPRs through SPRING (see Box 13).

<sup>40</sup> A project that started before or during 2014 and did not end during 2014.

**Box 13: Transform programme management in country offices**

COMET helps offices to design, implement and report on projects by enabling the collection of accurate evidence on programme activities and outputs to facilitate comparisons of planned and actual achievements, and subsequent programme adjustments, so that frequent operational reports can be provided. All WFP offices have access to the design module. The southern Africa regional bureau is piloting the implementation module, and the monitoring module is under development.

SPRING -- a web-based application for authoring, reviewing and approving SPRs -- uses data from COMET, LESS and the WFP Information Network and Global System (WINGS) to report on performance; it is being piloted in the southern Africa regional bureau.

From 2015 these systems will streamline the production of SPRs and promote sound project design and monitoring.

### *Management Result 3.2 Cost-efficient supply chain enables timely delivery of food assistance*

#### *Improved lead times through advance purchases*

**217.** WFP's USD 350 million Global Commodity Management Facility (GCMF), which is used by country offices to purchase food in advance of need, enabled WFP to manage supply lines for the northern and southern parts of the Horn of Africa, the western, eastern and coastal Sahel, southern Africa and the Middle East during 2014.

**218.** The GCMF inventories were increased by 730,000 mt of food valued at USD 220 million during 2014. This was 20 percent less than the 2013 tonnage, largely because of a reduction in GCMF purchases for the Middle East, where new food-supply agreements (FSAs) are being used (see Box 14). In 2014, country offices purchased 800,000 mt of food valued at USD 290 million through GCMF inventories in active supply lines, and reduced the average lead time by 87 days; the target reduction was 60 days. In the southern Africa supply line, lead times were reduced by 108 days as a result of the large proportion of local and regional purchases. In the ten largest country offices, 66 percent of cash-funded food purchases were made through GCMF; the figure was 75 percent for nutrition products.

**Box 14: Efficiency: food-supply agreements in the Syrian emergency**

WFP piloted FSAs to meet the changing needs of the Syrian crisis. The FSAs – flexible medium-term contracts to provide food for the supply chains – give suppliers three to six months' notice of WFP's requirements, enabling them to obtain supplies at favourable times and prices – resulting in savings that are passed on to WFP.

FSAs enable WFP to order large quantities of food without having to pay in full immediately. Prices are fixed for three to six months, and WFP benefits from bulk discounts and seasonal procurement. Suppliers hold a minimum of one month's stock, reducing lead times and administration. Risk is minimized by an optional clause giving WFP the option to call on the one-month stock in advance. To date FSAs have helped WFP to save USD 14 million, primarily from bulk discounts and advanced market intelligence.

*Advance financing to reduce lead times*

**219.** By using advance financing WFP reduced the time between confirmation of a contribution and delivery of the food to 68 days. This is a 57 percent reduction of the average 120-day lead-time, compared with the 2014 target of 50 percent, and a significant improvement over 2013.

*The perfect order rate indicator*

**220.** In 2014, WFP started to measure supply-chain performance in terms of the perfect order rate (POR), which measures the proportion of food delivered on time and in good condition to the first entry point in the recipient country. Technical problems limiting the collection of POR data for all operations prevented the establishment of baselines, but this issue will be resolved in 2015.

*Emergency responsiveness and scaling-up of operations*

**221.** WFP measures its emergency responsiveness in relation to a target of three days for commencing food distributions. WFP's response time to corporate emergencies was not measured since there were no large-scale sudden-onset emergencies in 2014.

**Box 15: Rapid response to flooding in Serbia and Bosnia-Herzegovina**

In WFP's immediate response (IR)-EMOP launched in response to the May 2014 floods in Serbia and Bosnia-Herzegovina, water tanks and purifiers, generators and boats were airlifted from the Brindisi UNHRD within 36 hours of the request for assistance. WFP was the first United Nations agency to respond to the crisis: it had no operational presence in-country, but it deployed personnel almost immediately to assist the governments' responses.

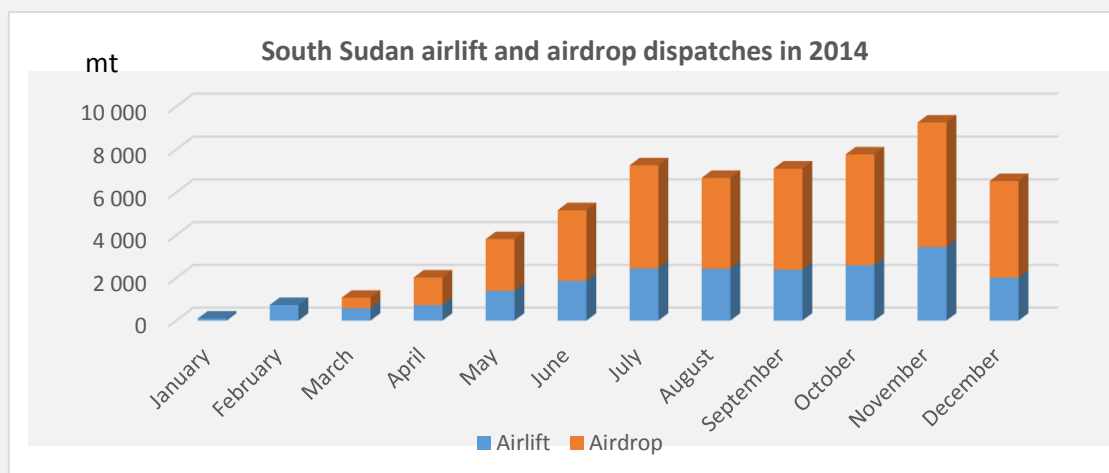
**222.** During 2014, 53 percent of country offices implemented between 80 percent and 100 percent of the minimum preparedness actions required in the Emergency Preparedness and Response Package (EPRP).<sup>41</sup> The focus on Level 2 and Level 3 emergencies during 2014 limited the support available to country offices for carrying out the required simulation exercise component of the preparedness package.

<sup>41</sup> The EPRP guides regional bureaux and country offices in the establishment of emergency preparedness and response capacities and related oversight.

**Box 16: WFP Air operations in South Sudan**

In 2014, the WFP Aviation Service transported personnel and emergency food supplies to 2.5 million beneficiaries in remote communities affected by conflict in three states of South Sudan. This was the only option available when seasonal rains rendered roads impassable. After logistics assessments, a combination of airlifts and airdrops by 20 contracted fixed-wing and rotary-wing aircraft met the food-delivery needs. [In an airlift, the aircraft lands for unloading; in an airdrop, food bags are released in flight.]

Of the 57,500 mt of food delivered in the operation, 20,700 mt was by airlift and 36,800 mt by 1,134 airdrops flown between March and December.

***Food assistance delivered***

**223.** WFP uses the relationship between budgeted and actual expenditure as a performance indicator for each component of food assistance – food, cash and vouchers, and capacity development and augmentation. WFP's 2014 budget utilization was 56.3 percent, compared with 63.4 percent in 2013, mainly because budgeted needs increased by USD 2 billion during 2014 compared with USD 1.3 billion in additional revenue. Budget utilization is constrained by the amount, timing and predictability of contributions: USD 1.7 million of contributions in 2014 was received in the last quarter, leaving WFP with limited time to disburse funds by the end of the year.

***Cost per ration***

**224.** WFP is improving the way it costs its assistance by using a measure of cost per ration to give an accurate account of the cost of assistance provided in the form of food, cash or vouchers at the activity, tool and project levels in alignment with the Management Plan (2015–2017), which requires reporting and information systems to capture actual cost-per-ration values from 2015 onwards.



**225.** As an interim measure, a notional WFP cost per ration was calculated for 2014 on the basis of analysis of rations in 17 operations.<sup>42</sup> This took the average ration size and kilocalorie value by activity type and compared them with the food assistance actually distributed to produce a total number of food rations, which was linked to expenditures by each activity to estimate a cost per ration. The 2014 figure was estimated at USD 0.27.<sup>43</sup> The planned average cost per ration in 2015 is projected to be USD 0.34. WFP will continue to refine its methods of calculating and reporting on cost per ration, particularly the extent to which analysis can be built into performance and financial reporting systems.

---

### *Management Result 3.3 Streamlined and effective business processes and systems*

---

#### *Fit for Purpose workstreams completed as planned*

**226.** The 14 workstreams established in Fit for Purpose address strategy, organizational design, human resource management, business processes, partnerships, management and the culture of commitment, communication and accountability. By the end of 2013, five workstreams had been completed and nine were in progress; the 2014 target of ensuring that all work in progress was completed by the end of the year was achieved. Work on human resources management and the staff transfer project will continue beyond 2014, and results from several workstreams will be mainstreamed into the regular PSA budget.<sup>44</sup>

#### *New change-management arrangements*

**227.** The Fit for Purpose workstreams were tracked to ensure that work was completed and results achieved in the time envisaged. On the basis of the change-management concept, WFP created the Innovation and Change Management Division in 2014 to promote innovation and encourage promising high-impact initiatives, particularly from field offices, and support the coordination and management of organizational change initiatives.

#### **Box 17: Biometrics and point-of-sale devices for social safety net beneficiaries in India**

The Targeted Public Distribution System run by the Government of India is the world's largest food-based social safety net programme. To improve its targeting and transparency, WFP supported a pilot project using multi-modal biometrics and point-of-sale (PoS) devices to ensure that entitlements were only distributed to those in need.

Following endorsement by the Government, the system was rolled out in the states of Odisha and Kerala. Its use generated annual savings of USD 1 million – 10 percent of expenditure – in a single district by reducing inclusion and exclusion errors. The use of PoS devices and an online server helped to improve transparency and accountability.

In view of the results, the Government asked WFP to support a similar upgrade for the entire country, which is expected to result in first-year savings of USD 45 million and break-even on the investment in four to seven months.

---

<sup>42</sup> These 17 operations account for 60 percent of WFP food distributions and 59 percent of overall expenditure in 2014 (see Part II for details of ration assessment).

<sup>43</sup> No cost-per-ration benchmark was set for 2014.

<sup>44</sup> The results of the workstreams are reported under the relevant MRD.

### *Management Result 3.4 Conducive platform for learning, sharing and innovation*

#### *Approaches for sharing information*

228. As of December 2014 all relevant divisions reported the establishment of a knowledge acquisition and sharing platform, exceeding the target of 50 percent. All divisions reported internal document-sharing systems such as common network folders, Teamwork Space pages and file-sharing software. Interfaces developed for training and data visualization include “The Factory” platform for resources, “EPWeb” for emergencies and platforms for P4P, finance, procurement and administration.

#### **Box 18: Efficiency example – Using “the Globally Accessible Services System” to reduce IT support costs**

GLASS is a WFP initiative to control, monitor and automate IT resources. It consists of a set of dashboard applications that present information about IT resources such as servers, users and networks.

GLASS enables WFP to track its IT resources with a view to enhancing transparency and control, improving policy compliance and reducing costs. The system also offers automated solutions for recurring IT support activities to reduce staff inputs and save time. GLASS has achieved initial cost savings of USD 800,000; annual savings of USD 160,000 are expected as redundant resources are discarded and manual support processes are automated. The system has reduced the hours needed for some IT support tasks by 90 percent.

### *Management Result Dimension 4 – Programmes*

**Table 28: Overall performance in programmes**

**Strong progress**

<i>Management Results</i>	<i>Performance</i>
4.1 Appropriate and evidence-based programme responses	■
4.2 Alignment with government priorities and strengthened national capacities	■
4.3 Lessons learned and innovations mainstreamed	■
4.4 Effective communication of programme results and advocacy	■

229. This dimension reports on WFP’s performance in delivering effective and efficient programmes to beneficiaries and in building capacities.

### *Management Result 4.1 Appropriate and evidence-based programme responses*

#### *Progress in achieving outcome results*

230. One of the new SRF business rules requires that all projects set targets for outcome indicators at the design stage to indicate the level of performance expected, and that they report on progress in meeting these targets. In projects closed during 2014, WFP met the targets for 47 percent of outcome indicators, below the 70 percent 2104 benchmark. The main reason was that many projects used the indicative targets suggested in the guidance literature, rather than adjusting them to local contexts where a lower level of performance could be expected – for example, where



country office resourcing capacity was low, access was restricted or assisted populations were mobile and changing, making the targets too ambitious.

**231.** The requirement for target-setting in relation to outcome indicators is a learning process for many country offices: further guidance is needed to ensure that realistic targets are set. During 2015, WFP will assess trends from previous years to determine whether recommended corporate-level indicator targets need to be revised. The regional bureaux will provide more support for country offices to ensure that expected targets for the lifetime of a project are appropriate to its context.

### *An improvement in reliable evidence for reporting on outcome indicators*

**232.** The MRF includes a new corporate indicator to measure the extent to which WFP delivers positive or stable outcome-level results. In closed and ongoing operations, 69 percent of outcome indicator values had positive or stable trends in 2014, a result that WFP will use as a benchmark from 2015 onwards.

**233.** Part II of this APR shows that there were still gaps in outcome-level reporting in 2014. These can be partly explained by the introduction of a new SRF requiring the development of guidance materials for setting and monitoring indicators and related training and support for country office staff. The guidance and training was provided as soon as feasible, but guidance on some of the new SRF indicators – national capacity indexes for nutrition and resilience are an example – was only issued in mid-2014 or is still under development. Operational factors such as restricted access to project sites and capacity constraints also affected outcome reporting. Several WFP initiatives will help to address these issues: these include full roll-out of the Monitoring and Evaluation Learning Programme to address knowledge gaps, development of a sustainable funding mechanism for the assessment and M&E functions, scaling up the use of remote data-collection technology and the roll-out of COMET to all regions.

#### **Box 19: Small-scale investments in country offices to improve outcome monitoring**

In the 2014 Management Plan, USD 900,000 was allocated to improving outcome measurement and reporting at the country level: 25 country offices from all six regions received allocations of between USD 20,000 and USD 60,000 to scale up food security outcome measurement with a view to comparing the food security of beneficiary and non-beneficiary groups, conducting baseline surveys and building the capacity of WFP staff in outcome monitoring.

A grant of USD 56,000 to the Djibouti country office, for example, funded food security outcome monitoring of the general population and WFP's beneficiaries, using tablets and open data technology. This enabled the country office to measure the results of its interventions at the outcome level and comply with WFP requirements for regular monitoring and reporting on mandatory output and outcome indicators. The data were also used to inform programme decisions and improve the targeting of the new PRRO.

These small grants for outcome measurement have improved outcome monitoring by increasing the quality and efficiency of data collection and analysis in the 25 countries.

## *Progress in mainstreaming gender in operations*

**234.** WFP now requires an IASC gender marker code in new projects. Of the 38 new EMOPs, PRROs and country programmes (CPs) approved in 2014, 30 received a gender marker code 2a or 2b, exceeding the 75 percent target. But only two of the ten EMOPs approved in 2014 were given a code 2a or 2b: this reflects a structural problem in that the short timeline for preparing the documentation and the often volatile security situation prevent the acquisition of appropriate gender data to inform project design.

### **Box 20: Gender activity resource tracking**

WFP introduced the Gender Expenditure Analysis resource-tracking mechanism in 2014 to quantify gender activities, planning requirements and actual expenditure, along with a catalogue to identify gender activities in standard WFP operations and ensure consistency and common understanding. The catalogue was also used to present gender requirements in the Management Plan (2015–2017).

The Gender Expenditure Analysis showed that WFP's projects utilized 11 percent to 12 percent of expenditure for gender-related activities in 2014, and it helped to identify various good practices:

- In Afghanistan, FFA and FFT schemes were designed to reflect the needs and priorities of women and men, and cash and voucher distribution sites were designed in a way that ensured the safety of target groups of women and men.
- In Pakistan, resources were invested to apply a safe distribution model to ensure that households headed by women had access to assistance, and to ensure that women participated in livelihood activities.
- In Mali, payment mechanisms were designed to prevent discrimination against women or men, supported by sensitization and training to increase gender equity.

The gender marker is now integrated into WINGS, enabling WFP to track planning and expenditure information by gender marker. WFP is sharing this best practice with other United Nations organizations to support coherence in the utilization and comparison of the gender marker.

## *Implementing the United Nations system-wide action plan for gender*

**235.** In implementing UN SWAP, WFP declared its goal of exceeding the requirements of the 15 indicators by the end of 2016. During 2014 WFP met or exceeded 12 of the indicators for effecting the required changes, and it has action plans in place to address the remaining 3. Factors contributing to this improvement include: i) the creation of a special account to accelerate gender mainstreaming and provide resources for gender-sensitive initiatives; ii) the momentum resulting from the evaluation of the gender policy; and iii) a change model involving the appointment of senior cross-functional leaders for each performance indicator to build a sense of corporate responsibility.

## *Management Result 4.2 Alignment with government priorities and strengthened national capacities*

### *Capacity development in alignment with national plans*

**236.** In 2014, WFP continued to support capacity-development initiatives for preparedness and response in line with priorities identified by governments. Of WFP's country offices, 53 percent had capacity-development plans for preparedness in place targeting national and local actors in line with national plans.

### *Enhancing capacity for disaster risk reduction*

**237.** WFP works through the inter-agency Capacity for Disaster Reduction Initiative to build preparedness capacities among its national partners. With its operational partners, WFP supported capacity augmentation for preparedness and response in Benin, Burundi, Comoros, Ecuador, El Salvador, Ethiopia, Gambia, Guatemala, Honduras, Lesotho, Nicaragua, Nigeria, Pakistan, the State of Palestine, Peru, the Philippines, Rwanda, the United Republic of Tanzania and Zambia. National capacity-development initiatives were implemented with donor support in the Plurinational State of Bolivia, Burundi, Colombia, Ecuador, El Salvador, Guatemala, Honduras, Kyrgyzstan, Nigeria, Paraguay, Peru, Rwanda and Uganda. The Panama regional bureau promoted technical cooperation to enhance emergency preparedness and response capacities through initiatives such as the Caribbean Quadripartite Disaster Risk Reduction Initiative involving Cuba, the Dominican Republic, Haiti and WFP.

**238.** During 2014, WFP initiated a survey of country offices to collect information on QCPR implementation: this included questions on government disaster risk reduction strategies relating, for example, to date of establishment, WFP's contribution, and challenges faced. The survey showed that 72 percent of countries with WFP representation had disaster risk reduction strategies in place, a figure that WFP will use as a baseline for tracking future improvements.

### *Complaints and feedback mechanisms*

**239.** Almost half of WFP's country offices reported functioning complaint and feedback mechanisms that enabled beneficiaries and others to comment on the quality and appropriateness of assistance,<sup>45</sup> in line with WFP's commitment to enhance accountability to the people it serves. This provides a baseline for measuring future progress. WFP is establishing minimum requirements and practical guidance with a view to increasing and monitoring the number of country offices with functioning feedback mechanisms. This should be completed by the end of 2015.

<sup>45</sup> The calculation is based on 36 of 73 operational country offices.

*Difficulties in reporting on the QCPR indicator for capacity development*

**240.** Changes in the WFP financial framework in November 2013 enabled country offices to record expenditure on capacity development and augmentation in a dedicated category. The number of country offices reporting on the category increased in 2014, and expenditure on capacity development and augmentation totalled USD 345 million<sup>46</sup> – a 62 percent increase from 2013. WFP has not yet introduced the QCPR indicator on capacity development because its financial systems do not disaggregate capacity development from capacity augmentation, the latter being primarily focused on augmenting WFP’s delivery capacity.

*Management Result 4.3 Lessons learned and innovations mainstreamed**Regular lessons learned exercises on emergencies*

**241.** In line with its commitment to being a “learning organization” that systematically documents lessons derived from its activities and mainstreams successful innovations, WFP carries out a lessons-learned exercise after each Level 3 emergency, and the regional bureaux do the same after each Level 2 emergency. WFP maintains a database of recommendations from these exercises and uses it to adjust its processes to ensure preparedness for future emergencies.

**Box 21: WFP’s beneficiary and transfer management system**

SCOPE is WFP’s IT system for implementing cash and voucher projects at scale. Its two main elements are beneficiary and transfer management, which can be used for all types of activities, and an electronic voucher system. SCOPE enables WFP and its partners to register beneficiaries for transfers of food, cash or vouchers using photographs and fingerprinting.

A SCOPE-based e-voucher programme to support refugees from Myanmar in two camps in Bangladesh was started in August 2014, enabling the refugees to buy food in a store when they wished. The information about food prices and purchasing trends obtained through SCOPE supported day-to-day decision-making and fostered good relations with refugees by enabling WFP to track their choices and adapt the programme accordingly. Because SCOPE works with other systems, the Office of the United Nations High Commissioner for Refugees (UNHCR)/Government of Bangladesh database can be integrated with WFP’s e-voucher system to ensure that WFP has an up-to-date beneficiary list. The biometric coding for the e-vouchers ensures that the right beneficiaries receive assistance and helps WFP to provide a better service.

*Target for planned independent evaluations exceeded*

**242.** Evaluations are a major source of evidence of learning and improvement in WFP. The target of 100 percent completion of a year’s independent evaluations was exceeded in 2014, when 30 evaluations were completed rather than the 23 planned. This was possible because 20 operational evaluations were completed rather than the 11 planned and the number of complex evaluations – of a policy, strategy or portfolio of operations – was two fewer than planned. Under the leadership of the OCHA, the Office of Evaluation participated in three joint inter-agency humanitarian evaluations in 2014 – the Level 3 responses in the Philippines (completed), South Sudan (ongoing) and the Central African Republic (in preparation).

<sup>46</sup> This includes contributions made through trust funds.

*Peer review of the WFP evaluation function confirms progress*

243. The Organisation for Economic Co-operation and Development (OECD)–Development Assistance Committee and United Nations Evaluation Group peer review of WFP’s evaluation function, policy and products was presented to the Board in June 2014. The review confirmed that significant progress had been made since the 2007 review, which had led to WFP’s current evaluation policy, and confirmed a JIU assessment that WFP’s evaluation function is one of the best in the United Nations. It found, however, that the Office of Evaluation had insufficient capacity for all the functions expected of it in terms of accountability and learning. The shift to centralized evaluations of WFP’s policies, strategies and country portfolios and their effects was commended, but the rating of coverage at the operational level declined to “poor”. Evaluation coverage at the operational level is improving as additional resources are allocated and temporarily managed by the Office of Evaluation, and through the introduction of evaluations of Level 3 emergencies that cover WFP’s work and its contribution in inter-agency frameworks. WFP is addressing the finding that inadequate resources, guidance and support were allocated to the decentralized evaluation function.

**Box 22: The Safe Access to Fuel and Energy (SAFE) Initiative in the Sudan**

Lack of fuel and clean cooking facilities affects the health, safety, livelihoods and environment of a third of the world’s population. In 2010, the Sudan country office started SAFE, a major component of which is helping women to build their own fuel-efficient briquette-burning stoves to reduce the need for firewood to cook WFP rations.

This SAFE programme, which reached 211,850 households in 2014, includes community forestry and agriculture livelihoods activities. An option for sustainable finance through carbon credits is being piloted with 5,000 beneficiaries in North Darfur in partnership with private-sector actors.

*Management Result 4.4 Effective communication of programme results and advocacy**Improvements in WFP’s measurement and communication of programme results*

244. WFP communicates its programme results through:

- an SPR for each operational project, which reports on results at the output and outcome levels against the SRF;
- the APR, which presents aggregated information for WFP as a whole drawn from the SPRs; and
- engagement with the media, governments, the general public, the private sector, decision-makers and opinion leaders.

245. In 2014, WFP used the SRF approved by the Board in October 2013 – a compendium of outcomes and outputs each measured by at least one corporate indicator. The new SRF and weaknesses in WFP’s monitoring system led to a shift to field-based monitoring and a new normative framework for monitoring that was finalized by the end of the first quarter. In line with increased capacities in the regional bureaux, the SRF is being used as the basis for enhancing monitoring and reporting capacities in country offices. These changes made 2014 a benchmark for tracking WFP performance indicators.

### *Continued growth of media outreach*

**246.** WFP used traditional and new media sources to promote WFP's work and reputation, and increased its use of digital media.

- WFP's work was referenced in 103,001 news clips in 2014, 28 percent more than in 2013. Coverage was positive in 89 percent of cases as measured each quarter by an independent analysis of articles in mainstream media.<sup>47</sup> Favourable coverage ranged from 85 percent to 92 percent; unfavourable coverage, mainly reports of attacks on staff, looting, cuts in rations and shortages of funds, ranged from 1 percent to 6 percent.
- WFP increased its online social presence by a record 871 percent, generating 22.5 million followers on Facebook, Twitter, YouTube, Google+ and Pinterest and reachable users on the Freerice online game.
- Online visits to the official website totalled 7.6 million – a 45 percent increase over 2013.
- WFP launched online campaigns such as CAR Can't Wait, the 72-hour #ADollarALifetime for Syrian refugees, and a Shakira music video targeting followers of the 2014 soccer World Cup in Brazil.
- In the United States of America, WFP received its highest visibility with the CBS special programme *The War on Hunger*, focusing on the men and women of WFP who risk their lives to save Syrians from starvation.
- Media coverage of WFP activities combined with pro-bono advertising in mainstream media, cinemas, airport e-boards, metro screens and other public advertising spaces is worth millions of dollars; the known value of pro-bono advertising in 2014 was USD 26 million.

### *A new advocacy function*

**247.** Much of WFP's advocacy work in 2014 in collaboration with FAO and IFAD focused on preparation of the food security and nutrition goal in the new Sustainable Development Goals (SDGs) and the 2016 World Humanitarian Summit. The work was reinforced by organizational restructuring starting on 1 January 2015, which established a strategic advocacy function in the enlarged Partnership, Governance and Advocacy Department that now includes the Communications Division.

---





<sup>47</sup> This included a special report on WFP's media coverage on the Ebola emergency in the fourth quarter.



## Management Result Dimension 5 – Accountability and Funding

**Table 29: Overall performance in accountability and funding**

Some progress

<i>Management Results</i>	<i>Performance</i>
5.1 Predictable, timely and flexible resources obtained	
5.2 Strategic, transparent and efficient allocation of resources	
5.3 Accountability frameworks utilized	
5.4 Effective management of resources demonstrated	

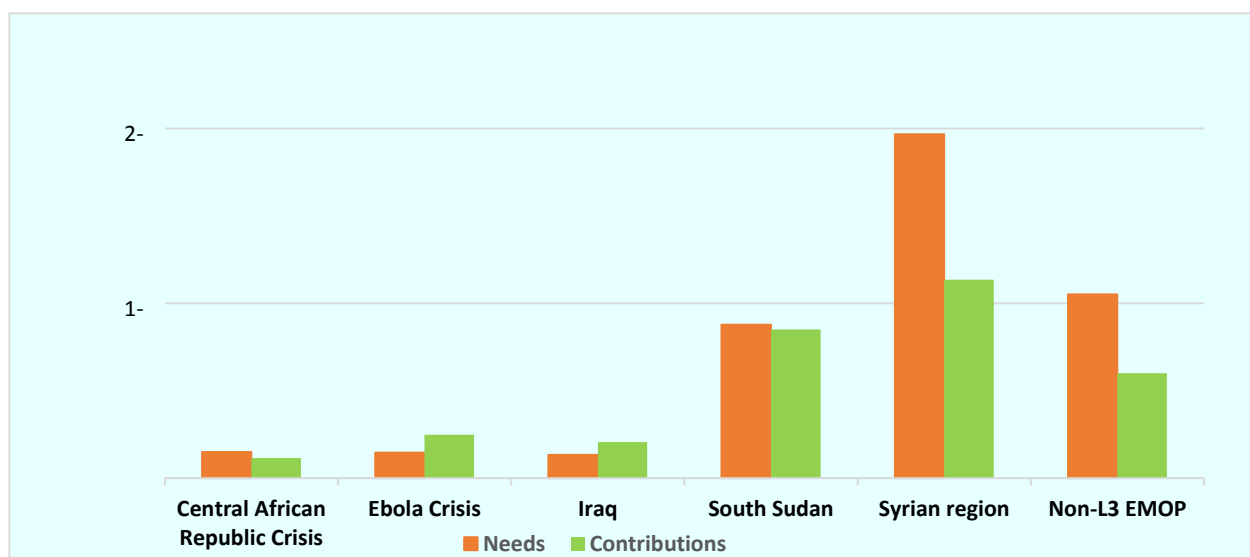
**248.** This MRD focuses on WFP's performance in terms of transparency, value for money, accountability for resources and fully-funded status.

### *Management Result 5.1 Predictable, timely and flexible resources obtained*

#### *Record voluntary contributions, with a focus on Level 3 emergencies*

**249.** In 2014, WFP obtained USD 5.38 billion in voluntary contributions – a record – in response to a 26 percent increase in programme needs. WFP recognizes the generosity of donors at a time of financial stringency, particularly with regard to the Level 3 responses that generated much of the additional need. Their generosity resulted in a small increase to 66 percent in the proportion of gross needs met.

**250.** The Level 3 emergencies were 78 percent funded in 2014, and donors' contributions to the Ebola and Iraq emergencies later in the year exceeded expectations and enabled continuation of activities into 2015. Funding was not always constant, however, and not always flexible: WFP's operations in the Syrian Arab Republic received only 58 percent of the funding required, and the timing of contributions resulted in inconsistencies in the support provided. The Level 3 responses accounted for 40 percent of WFP's programme of work in 2014, and received 46 percent of overall funding. When these are excluded, WFP's programmes were 57 percent funded, in line with historical trends. But the USD 2 billion of needs for other emergencies was only 49 percent funded, suggesting a significant shift in donor support (see Figure 8).

**Figure 8: Needs and contributions for WFP L3 emergencies and EMOPs in 2014 (USD billions)**

### *Fall in multilateral contributions for the fourth consecutive year*

**251.** WFP continues to seek flexible long-term funding, which is central to good humanitarian donorship.

- Eight of the top ten multilateral donors increased their contributions in 2014, and multilateral contributions increased in absolute terms by 17 percent from 2013. As a proportion of the record level of funding in 2014, however, multilateral contributions fell for the fourth year running – from 9 percent to 8 percent. To increase its multilateral funding, WFP must increase the proportion of emergency responses that are supported through the multilateral funding window.
- WFP secured a record level of multi-year contributions in 2014 – USD 630 million
- WFP received record cash contributions in absolute and relative terms – USD 4.1 billion, 75 percent of all such contributions. Donors made a third of these contributions available to repay advances to projects, thereby helping WFP to make effective use of its working capital and supporting the use of advance financing. WFP continues to encourage donors to allow such uses of cash contributions.

### **Management Result 5.2 Strategic, transparent and efficient allocation of resources**

**252.** WFP is increasing the transparency and efficiency of resource allocations by:

- establishing rigorous internal processes for allocation of multilateral resources by the Strategic Resource Allocation Committee (SRAC);
- using common MRD and results in the PSA budget in the Management Plan and APR; and
- increasing the efficiency of internal project approval processes and improving expenditure prioritization in project budgets as part of the Business Process Review.



**253.** WFP achieved its 2014 target whereby the SRAC reviews all multilateral allocations to WFP projects for approval by the SRAC chair. In 2014, USD 262 million in multilateral resources was allocated to WFP projects: USD 93 million to EMOPs, USD 129.9 million to PRROs, USD 35.9 million to development projects (DEVs) and USD 3.2 million to special operations (SOs). The allocation to DEVs was in line with the Board's policy that 90 percent of such funds are allocated to concentration<sup>48</sup> countries.

---

### *Management Result 5.3 Accountability frameworks utilized*

#### *Internal controls and risk management*

**254.** WFP is a United Nations leader in internal control and risk-management systems that maximize accountability. All managers completed an assurance statement at the end of 2014 with regard to the effectiveness of internal controls and financial management in the business unit or country office for which they were responsible. This enabled the Executive Director to sign a statement affirming the effectiveness of internal controls along with the annual Financial Statements. WFP is one of the few United Nations organizations providing this added assurance for its stakeholders.<sup>49</sup>

**255.** In line with the internal assurance process, WFP developed a new indicator to measure the extent to which country offices have an annual performance plan, a risk register and an emergency preparedness and response plan in place. In 2014, 83 percent of country offices achieved this target, demonstrating WFP's continued commitment to sound financial and managerial control.<sup>50</sup> The main reason why some country offices did not meet this target was the transfers of staff to work on the Level 3 emergencies.

#### *Personal performance and competency assessments*

**256.** The Performance and Competency Enhancement programme (PACE), launched in 2004, is a major performance-assessment tool and a driver in many career decisions. In 2011, WFP reported that only 50 percent of staff had completed PACE by the due date, but actions in the past three years to improve the timeliness and quality of PACE led to a record 94 percent completion rate by the end of February 2014. In terms of timeliness, this distinguishes WFP as one of the top performing United Nations organizations.

#### *Addressing oversight recommendations*

**257.** WFP addresses all recommendations made by oversight bodies as promptly as possible, and reports to the Board on the action taken to implement the recommendations made by the External Auditor, the Office of Evaluation and the JIU.

**258.** The target for action on internal audit recommendations is to reduce the number outstanding at the end of a year in comparison with the previous year. WFP failed to meet this target in 2014,<sup>51</sup> even though managers continued to close recommendations at a rate similar to previous years. In

---

<sup>48</sup> Refers to the Board's 2003 decision to provide at least 90 percent of WFP's development assistance to low-income food-deficit countries, confirmed in subsequent documents.

<sup>49</sup> WFP/EB.A/2015/6-A/1

<sup>50</sup> Risk register compliance in country offices reached 98 percent as a result of support for the Level 3 and Level 2 emergencies; comprehensive risk assessments are integrated into all project documents.

<sup>51</sup> The number of internal audit recommendations outstanding at 31 December 2014 was 166, above the 106 outstanding at 31 December 2013.

their annual reports for 2014, the Office of the Inspector General and the Audit Committee commended WFP on work done to implement internal audit recommendations. The main reasons for not meeting the target were:

- a significant increase in the recommendations logged during the year; management received more than three times as many recommendations as in 2013 as the Inspector General and Oversight Office (OIG) finalized audits carried over from previous years; and
- the inability of country offices to respond to recommendations because of staff shortages caused by deployments to Level 3 emergencies.

---

### *Management Result 5.4 Effective management of resources demonstrated*

---

#### *Low levels of unspent project balances*

**259.** A major indicator of effective management of resources in WFP projects is the extent to which projects have significant unspent balances at closure, which must be returned to donors or re-programmed. In projects closed during 2014, unspent balances amounted to 0.2 percent of the budgets, below historical levels but above the 0.05 percent achieved in 2013.

#### *Post-delivery food losses*

**260.** In 2014, post-delivery losses were well below the 2 percent target. Of the 4.5 million mt of food handled, 18,921 mt – 0.49 percent – was recorded as post-delivery losses in 2014, a decrease of 0.24 percent from 2013.

#### *Continued progress on reducing greenhouse gas emissions*

**261.** WFP's greenhouse gas emission reduction strategy was introduced in January 2012, one of the first in the United Nations. The goal is to reduce greenhouse gas levels by 10 percent from 2008 levels. WFP continues to lead on environmental sustainability in the United Nations, achieving a 9.4 percent reduction in greenhouse gases between 2008 and 2014, a reduction of 1.1 percent from 2013 and slightly short of the 10 percent target.<sup>52</sup> This is a significant achievement in a year marked by a large increase in operations and Level 3 emergencies, which required more United Nations Humanitarian Air Service (UNHAS) operations (see Box 16 on air operations in South Sudan).

## **Conclusions**

**262.** WFP's strong performance on its Strategic Plan in 2014 was assisted by cross-cutting support from the MRDs.

---

<sup>52</sup> WFP's new goal is an 18 percent reduction over 2008 emissions by 2017 – 2 percent per year – in line with the Strategic Plan.

## PART IV – LOOKING FORWARD

**263.** The year ahead will be one of hope and concern for the world’s hungry people. There is hope because a world without hunger is the goal of the new Sustainable Development Goals, which provide the focus for action to achieve zero hunger within a generation. But there is intense concern because the major emergencies that currently endanger 50 million people show no sign of diminishing. The number of concurrent Level 3 emergencies puts WFP, its partners and donors under immense pressure because they have to meet these demands and address “forgotten” emergencies lower on the list of priorities.

### Making 2015 a Turning Point for Zero Hunger

**264.** WFP views 2015 as a turning point in addressing zero hunger in view of a number of key events taking place during the year – but there is still work to be done to establish common understanding of the actions required: WFP recognizes that it cannot do this work alone and that it must continue to invest in partnerships. Major organizational changes were implemented from January 2015, and WFP’s nutritional capabilities and its support for governments were enhanced. WFP is preparing to implement the new People Strategy and will make further changes in its financial framework.

### Strategic Partnerships for Zero Hunger

**265.** In 2015, WFP will implement the new Corporate Partnership Strategy to promote partnerships at the strategic and operational levels and will, with FAO and IFAD, consolidate support for the proposed SDG of ending hunger as part of the sustainable development agenda.

**266.** WFP will contribute to inter-governmental and inter-agency events to promote zero hunger in 2015, in line with the Corporate Partnership Strategy:

- In March, the Third World Conference on Disaster Risk Reduction in Sendai will endorse a post-2015 framework for disaster risk reduction: WFP, FAO and others are working to ensure that it recognizes the risks related to food insecurity and malnutrition affecting poor people and communities.
- In May, the RBAs will use Expo Milano 2015 to make the case to the world for ending hunger.
- In July, at the Third International Conference on Financing for Development, WFP will highlight the cost-of-hunger evidence base: that investments in social protection and safety nets to prevent undernutrition are cost-effective investments that have far-reaching effects. WFP will also promote its innovations and tools during 2015, particularly FoodSECuRE – a multi-year investment to support resilience-building and nutrition.
- At the special summit of the United Nations General Assembly in New York in September, WFP will contribute to the finalization of the SDGs, building on its Delivering Zero Hunger campaign. The RBAs will host a side event to reiterate their commitment to zero hunger and launch their programmes in support of the SDGs.

- At the United Nations Climate Change Conference in Paris in December, WFP will support the UNFCCC parties in addressing the effects of climate change on food security and nutrition, positioning itself as a leading innovator and implementer of climate-change adaptation and risk-management programmes related to nutrition.

**267.** The United Nations Secretary-General will convene the first global humanitarian summit in Istanbul in 2016, which will be a catalyst for change in the humanitarian system with a view to augmenting current strengths and adapting to the complexity, scale and duration of major crises. In alignment with the four themes of the summit – humanitarian effectiveness, reducing vulnerability and managing risk, transformation through innovation, and serving the needs of people in conflict – WFP is, in concert with FAO and IFAD, leveraging its comparative advantages with regard to operational effectiveness and the provision of common services for the humanitarian community.

## Organizational Changes to Promote Zero Hunger and Emergency Responsiveness

**268.** Organizational changes in 2015 derived from Fit for Purpose with a view to promoting zero hunger and effective emergency responsiveness will include:

- temporary transfer of an ASG post to New York to manage WFP's contributions to the post-2015 SDGs, sustainable development financing, the 2016 World Humanitarian Summit and One UN;
- reduction of the chain of command from the Executive Director to the regional bureaux to enhance accountability;
- improved public outreach by locating the communications function in the expanded Partnership, Governance and Advocacy Department, particularly to enhance advocacy in support of revenue-raising;
- a new Innovation and Change Management Division reporting to the Executive Director that will develop a corporate agenda for innovation and for promoting promising high-impact initiatives, particularly from field offices;
- location of the Information Technology Division in the Resource Management Department to improve management information by aligning the IT, finance and performance management functions; and
- re-organization of the Operations Services Department to include emergency preparedness and a new supply chain division, with a focus on support for field units.

## Enhancing WFP's Nutritional Capabilities and National Capacities

**269.** WFP's value proposition for nutrition-specific actions is that it can have the greatest impact in four areas:

- implementing programmes and activities that treat moderate acute malnutrition and prevent acute malnutrition (severe acute malnutrition is addressed by UNICEF);
- maximizing the availability and accessibility of nutritious complementary foods for children aged 6–24 months;

- ensuring nutrition and food support for women, especially during the last trimester of pregnancy in collaboration with health systems, and during the first six months of lactation; and
- addressing micronutrient deficiencies, particularly among adolescent girls.

**270.** The new Nutrition Division will build staff capacities and tools to enhance WFP's capabilities in line with its nutrition value proposition, will support WFP's engagement in nutrition conferences and will collaborate with stakeholders on nutrition issues. In 2015, the aims will be to chart the future of SUN on the basis of the independent evaluation, and to enhance WFP's nutrition outcomes at the country level.

**271.** Most hungry people now live in middle-income countries, where inequity of opportunity often creates vulnerability. To make positive contributions in this context, WFP needs to: i) help governments of middle-income countries to develop national policies and systems for capacity development and working in partnership; and ii) find innovative ways to leverage its comparative advantages to assist the governments in providing the food security and nutritional support needed to reach zero hunger.

**272.** To promote the development of national capacities, WFP will further develop a "portfolio" approach to country-level engagement providing a direct link with the Strategic Plan. The two elements of the portfolio approach are:

- *Review of the challenges of achieving zero hunger.* Country-led reviews have been completed in Cambodia, China and Indonesia and are ongoing in Ecuador, India and Zimbabwe. Feedback indicates that they have enhanced understanding of the challenges and the options available for eradicating hunger.
- *Country strategic plans.* These are based on the country-led reviews: they set out WFP's programme plans and their alignment with national priorities and international aims. Planning is under way in Cambodia and Indonesia.

## Staff Capabilities and Skill Sets

**273.** To ensure that its workforce is engaged, in the right roles and with the right skills, WFP will:

- continue to nurture talent, skills and experience at all staff levels;
- implement the diversity and inclusion strategy and the women's leadership development and career programme to establish a competent, diverse and results-oriented workforce;
- enhance the emergency response roster with additional skilled staff and draw on lessons learned in 2014;
- to enable on-the-job training, increase the use of the emergency response roster to substitute staff who have been deployed;
- ensure, at the application stage, that emergency deployments are not a burden on staff and their families;
- use the career framework for national and international general service and professional staff to build the skills required by WFP and support staff in managing their careers;
- use the talent pools to find qualified candidates available for deployment as required;

- implement the Leading for Zero Hunger programme to equip leaders with the skills and experience to manage their teams effectively in support of WFP and its beneficiaries; and
- train 2,000 staff in the cash and voucher modalities.

## Decision-Making Processes and Systems

274. WFP's financial framework has been adapted over the years to leverage confirmed donor contributions to provide loans for projects and advance food purchases, but it must make stronger links between funding and results clearer to encourage flexible and predictable funding for country offices.

275. Reform of WFP's financial architecture will continue in 2015 with a view to improving the management of WFP's resources to meet increasing demands for food assistance and common services. In consultation with the Board, the Secretariat will propose ways of increasing the certainty and predictability of country office resources, increasing the operational resource-management options available to Country Directors, and maximize accountability and transparency in measuring performance and impacts.

## WFP's Capacity to Respond to Emergencies

276. WFP's approach to emergency responsiveness was initially based on an ability to respond concurrently to two Level 3 emergencies and one rapid-onset emergency. But as WFP responds to five concurrent Level 3 emergencies, there is a question as to how effectively it could cope with a further emergency.

277. During 2015, WFP will review the assumptions on which its emergency preparedness is based and consider the recommendations of the recent evaluation of PREP, which commended the effectiveness of recent changes but showed that more work is needed in some areas. WFP will therefore:

- mainstream emergency preparedness and response activities, establishing boundaries between functional areas, ensuring sound oversight and establishing regular funding;
- enhance its functional and support training for emergency response by including pre-emergency and post-emergency training and increasing the number of participants;
- roll out a mandatory "Getting Ready for Emergencies" e-learning course for all WFP staff;
- clarify the role of the Emergency Preparedness and Response Support Division as part of the re-organization of the Operational Support Department;
- finalize and approve the Corporate Response Facility; and
- simplify the emergency preparedness response package for use by country offices.

## Excellence in Programme and Performance Management

278. The Annual Performance report is an accountability document that reports on WFP's performance in the delivery of food assistance to those who need it. In previous years it was essentially a snapshot of WFP's performance taken once a year to meet accountability requirements, with more qualitative than hard data on what WFP had achieved.



**279.** WFP seeks excellence in its management of programmes and performance by developing robust evidence-based systems to define, measure and report on performance and lead reporting on outputs. In achieving this, WFP will need to put in place all the systems and procedures required to reinforce performance reporting at all levels as a fundamental element of its day-to-day work. Significant progress is being made.

**280.** The maxim “what gets measured gets done” is crucial in achieving zero hunger. In 2015, WFP will continue to gather robust evidence of its outputs and outcomes with a view to maximizing efficiency and effectiveness, establishing baselines and setting stretch targets where possible. It will seek to fill the evidence gaps this report clearly identifies as quickly as possible: the roll-out of COMET and SPRING will support this process. WFP’s goal is to put optimum performance data into the hands of managers in the field so that they can make lasting difference in the lives of the world’s hungry people.





<b>ANNEXES</b>	<b>page</b>
<b>I.</b> WFP'S CONTRIBUTION TO THE MILLENNIUM DEVELOPMENT GOALS	105
<b>II.</b> A – WFP STRATEGIC RESULTS FRAMEWORK (STRATEGIC PLAN 2014–2017)	107
B – METHODOLOGY FOR ASSESSING CORPORATE PERFORMANCE BY STRATEGIC OBJECTIVE	121
<b>III.</b> A –KEY PERFORMANCE INDICATORS 2014 (MANAGEMENT RESULT DIMENSIONS)	125
B – METHODOLOGY FOR ASSESSING ORGANIZATIONAL PERFORMANCE BY MANAGEMENT RESULT DIMENSIONS	129
<b>IV.</b> ACTIVITIES OF THE ETHICS OFFICE – ANNUAL REPORT 2014	131
<b>V.</b> WFP EMPLOYEES WITH CONTRACTS OF ONE YEAR OR LONGER	140
<b>VI.</b> GLOBAL FOOD AID PROFILE	141
<b>VII.</b> WFP FOOD PROCUREMENT IN 2014	142
<b>VIII.</b> TOTAL CONFIRMED CONTRIBUTIONS IN 2014	146
<b>IX.</b> A – DIRECT EXPENDITURES BY REGION AND CATEGORY, 2011–2014	150
B – DIRECT EXPENDITURES BY COUNTRY, REGION AND PROGRAMME CATEGORY, 2011–2014	152
C – DIRECT EXPENDITURES BY COUNTRY, SPECIAL STATUS CATEGORY AND REGION, 2011–2014	155
<b>X.</b> A – UNITED NATIONS AND INTERNATIONAL ORGANIZATION PARTNERSHIPS	156
B – 2014 COLLABORATION WITH NGOs AND OTHER PARTNERS	157
<b>XI.</b> WFP INDICATORS ON IMPLEMENTATION OF THE QUADRENNIAL COMPREHENSIVE POLICY REVIEW	158
<b>XII.</b> RESULTS OVERVIEW: PROJECTS NOT ALIGNED TO STRATEGIC PLAN (2014–2017)	160
<b>ACRONYMS USED IN THE DOCUMENT</b>	161



**ANNEX I: WFP'S CONTRIBUTION TO THE MILLENNIUM DEVELOPMENT GOALS****KEY FIGURES**

2012	2013	2014	
<b>MDG 1 Eradicate extreme poverty and hunger</b>			
<b>BENEFICIARIES</b>			
97.2	80.9	80.0	million hungry people in 82 countries (75 countries in 2011 and 80 in 2012)
82.1	67.9	66.8	million women and children
2.4	4.2	6.7	million refugees
6.5	8.9	14.8	million internally displaced persons
0.7	0.5	0.8	million returnees
6.0	7.9	8.9	million cash and vouchers beneficiaries
<b>QUANTITY OF FOOD AID</b>			
3.5	3.1	3.2	million mt of food distributed
2.1	2.1	2.2	million mt of food procured
<b>DEVELOPING COUNTRIES AND WFP ASSISTANCE</b>			
90	90	90	percent of development multilateral resources reaching concentration criteria countries
77.5	74	57	percent of development resources reaching least-developed countries
86	85.9	81	percent of food procured, by tonnage in developing countries
67.7	48	49	percent of WFP's resources reaching sub-Saharan African countries
<b>MDG 2 Achieve universal primary education</b>			
17.5	18.5	17.0	million schoolchildren received school meals/take-home rations <sup>1</sup>
49	49	49	percent were girls
<b>MDG 3 Promote gender equality and empower women</b>			
51.7	52.2	51.9	percent of beneficiaries were women or girls
<b>MDG 4 Reduce child mortality</b>			
63.7	51.8	51.0	million children were assisted in WFP operations
9.8	7.8	7.3	million malnourished children received special nutritional support
<b>MDG 5 Improve maternal health</b>			
2.9	3.0	3.0	million vulnerable women received additional nutritional support

<sup>1</sup> In addition, 1.2 million school children benefitted from a WFP-managed trust fund in Honduras.

**ANNEX I: WFP'S CONTRIBUTION TO THE MILLENNIUM DEVELOPMENT GOALS****KEY FIGURES**

2012	2013	2014	
<b>MDG 6 Combat HIV/AIDS, malaria and other diseases</b>			
14	15	14	of the 25 highest HIV and AIDS prevalence countries received WFP assistance <sup>2</sup>
1.6	1.3	0.7	million people affected by HIV and AIDS received WFP food assistance
33	31	29	countries received assistance for TB and HIV and AIDS prevention activities
<b>MDG 7 Ensure environmental sustainability</b>			
15.1	15.1	12.7	million people received WFP food as an incentive to build assets, attend training to build resilience to shocks and preserve livelihoods
<b>MDG 8 Develop a global partnership for development</b>			
20	20	19	standby partners
3	3	7	FAO/WFP crop and food security assessment missions conducted
11	13	12	UNHCR/WFP joint assessment missions conducted
64.4	88.4	110.3	USD million support provided by corporate and private entities donating cash and in-kind gifts
1 447	1 340	1 122	non-governmental organizations worked with WFP

<sup>2</sup> In 2014, WFP had HIV programmes in 14 out of 25 countries (56 percent) with the highest HIV prevalence rates. WFP coverage increases when not considering the countries without WFP operations (Angola, Bahamas, Botswana, Gabon, Namibia, Nigeria and South Africa). Source: UNAIDS. 2014. *The Gap Report*, Geneva.

---

**ANNEX II-A: WFP STRATEGIC RESULTS FRAMEWORK (STRATEGIC PLAN 2014–2017)**

---

Please note:

The framework pertains to all results obtained with WFP assistance and support (for households, communities, governments and other entities such as schools).

**ANNEX II-A: WFP STRATEGIC RESULTS FRAMEWORK (STRATEGIC PLAN 2014–2017)**

**CROSS-CUTTING RESULTS AND INDICATORS**

Full achievement of the outcomes and outputs included in the SRF is not possible without integration of gender, protection, accountability to affected populations and partnership considerations during project planning, design, implementation and monitoring. Gender, protection, accountability to affected populations and partnership intersect with the full range of SRF outputs and outcomes; they are included below as cross-cutting results of relevance to all projects, all outcomes and all outputs. A set of indicators considered mandatory whenever applicable is also included.

Results	Indicators	Targets
<p><b>Gender</b> Gender equality and empowerment improved</p> <p><b>Protection and accountability to affected populations</b> WFP assistance delivered and utilized in safe, accountable and dignified conditions</p> <p><b>Partnership</b> Food assistance interventions coordinated and partnerships developed and maintained</p>	<p>Proportion of assisted women, men or both women and men who make decisions over the use of cash, vouchers or food within the household</p> <p>Proportion of women beneficiaries in leadership positions of project management committees</p> <p>Proportion of women project management committee members trained on modalities of food, cash or voucher distribution</p> <p>Proportion of assisted people who do not experience safety problems travelling to, from and/or at WFP programme sites</p> <p>Proportion of assisted people informed about the programme (who is included, what people will receive, where people can complain)</p> <p>Proportion of project activities implemented with the engagement of complementary partners</p> <p>Amount of complementary funds provided to the project by partners (including NGOs, civil society, private sector organizations, international financial institutions and regional development banks)</p> <p>Number of partner organizations that provide complementary inputs and services</p>	<p>Target: Project-specific</p> <p>Target: &gt; 50%</p> <p>Target: &gt; 60%</p> <p>Targets: 80% for emergency operations (EMOPs), 90% for protracted relief and recovery operations (PRROs), 100% for country programmes/development projects (CPs/DEVs)</p> <p>Targets: 70% for EMOPs, 80% for PRROs, 90% for CPs/DEVs</p> <p>Target: Project-specific</p> <p>Target: Project-specific</p> <p>Target: Project-specific</p>





<b>Strategic Objective 1: Save lives and protect livelihoods in emergencies</b> <b>Goals</b> <ol style="list-style-type: none"> <li>1. Meet urgent food and nutrition needs of vulnerable people and communities and reduce undernutrition to below emergency levels</li> <li>2. Protect lives and livelihoods while enabling safe access to food and nutrition for women and men</li> <li>3. Strengthen the capacity of governments and regional organizations, and enable the international community to prepare for, assess and respond to shocks</li> </ol>		<b>Impact</b>  Contributions to: Eradication of extreme hunger (MDG 1/Sustainable Development Goal [SDG]) Achievement of universal primary education (MDG2/SDG) Reduction in child mortality (MDG 4/SDG)
<b>Outcomes</b>	<b>Indicators<sup>1</sup></b>	<b>Project targets and data sources</b>
<b>Outcome 1.1: Stabilized or reduced undernutrition among children aged 6–59 months and pregnant and lactating women<sup>2</sup></b>  <b>Linked outputs: A and K</b>	<b>1.1.1 Moderate acute malnutrition (MAM) treatment performance: recovery, mortality, default and non-response rates</b>  <b>1.1.2 Proportion of target population who participate in an adequate number of distributions<sup>3</sup></b>  <b>1.1.3 Proportion of eligible population who participate in programme (coverage)</b>	Targets: Mortality rate < 3%; recovery rate > 75%; non-response rate < 15%; default rate < 15%  Data sources: Ministry of Health/WFP patient register; monthly cooperating partner reports  Target: > 66% Data source: post-distribution monitoring (PDM)  Targets: MAM treatment coverage > 50% in rural areas, > 70% in urban areas, > 90% in camps; prevention coverage > 70% Data sources: semi-quantitative evaluation of access and coverage (SQUEAC) method, surveys

<sup>1</sup> Indicators in bold are key outcome indicators.

<sup>2</sup> For treatment of MAM, indicators 1.1.1 and 1.1.3 will be measured; for prevention of acute malnutrition, indicators 1.1.2 and 1.1.3; and for addressing micronutrient deficiencies in children aged 6–59 months, indicators 1.1.2 and 1.1.3.

<sup>3</sup> Measures programme participation, particularly the number of distributions an individual participates in as part of a nutrition intervention. The target of 66 percent measures whether adequate specialized nutritious food (SNF) was delivered over time.





Strategic Objective 1: Save lives and protect livelihoods in emergencies		Impact
<b>Goals</b> <ol style="list-style-type: none"> <li>1. Meet urgent food and nutrition needs of vulnerable people and communities and reduce undernutrition to below emergency levels</li> <li>2. Protect lives and livelihoods while enabling safe access to food and nutrition for women and men</li> <li>3. Strengthen the capacity of governments and regional organizations, and enable the international community to prepare for, assess and respond to shocks</li> </ol>		<b>Contributions to:</b> Eradication of extreme hunger (MDG 1/Sustainable Development Goal [SDG]) Achievement of universal primary education (MDG2/SDG) Reduction in child mortality (MDG 4/SDG)
Outcomes	Indicators <sup>1</sup>	Project targets and data sources
<b>Outcome 1.2: Stabilized or improved food consumption over assistance period for targeted households and/or individuals</b>  <b>Linked output: A</b>	<b>1.2.1 Food consumption score,<sup>4</sup> disaggregated by sex of household head</b>	Target: Reduced prevalence of poor food consumption of targeted households/individuals by 80%  Data sources: emergency food security assessment (EFSA), PDM, food security and outcome monitoring (FSOM)
	<b>1.2.2 Diet diversity score, disaggregated by sex of household head</b>	Target: Increased diet diversity score of targeted households Data sources: EFSA, PDM, FSOM
	<b>1.2.3 Coping strategy index, disaggregated by sex of household head</b>	Target: Coping strategy index of 80% of targeted households is reduced or stabilized Data sources: EFSA, PDM, FSOM
<b>Outcome 1.3: Restored or stabilized access to basic services and/or community assets<sup>5</sup></b>  <b>Linked outputs: A and B</b>	<b>1.3.1 Retention rate of boys and girls</b>	Target: 70% Data sources: Education management information system (EMIS), school records, surveys
	<b>1.3.2 Enrolment rate of girls and boys</b>	Target: annual increase of 6% Data sources: EMIS, school records
	<b>1.3.3 Default rate of clients from anti-retroviral therapy, tuberculosis directly observed treatment (TB-DOTS) and prevention of mother-to-child transmission (PMTCT) of HIV programmes</b>	Target: < 15% Data sources: Cooperating partner reports

<sup>4</sup> Food consumption score (FCS)  $\leq 21$  = poor food consumption; FCS 21.5– 35 = borderline food consumption; FCS > 35 = acceptable food consumption.

<sup>5</sup> Outputs related to FFA addressing this outcome refer to the repair or maintenance of physical and natural assets that facilitate targeted communities' access to humanitarian assistance, critical infrastructure and services (e.g. roads to markets), and reduce risk (e.g. drainage of canals before the rainy season to reduce the risk of floods).



<b>Strategic Objective 1: Save lives and protect livelihoods in emergencies</b> <b>Goals</b> <ol style="list-style-type: none"> <li>1. Meet urgent food and nutrition needs of vulnerable people and communities and reduce undernutrition to below emergency levels</li> <li>2. Protect lives and livelihoods while enabling safe access to food and nutrition for women and men</li> <li>3. Strengthen the capacity of governments and regional organizations, and enable the international community to prepare for, assess and respond to shocks</li> </ol>		<b>Impact</b>  Contributions to: Eradication of extreme hunger (MDG 1/Sustainable Development Goal [SDG]) Achievement of universal primary education (MDG2/SDG) Reduction in child mortality (MDG 4/SDG)
<b>Outcomes</b>	<b>Indicators<sup>1</sup></b>	<b>Project targets and data sources</b>
	1.3.4 Community asset score	Target: 50% of assets damaged or destroyed during the emergency are restored Data sources: EFSA, PDM, FSOM
<b>Outcome 1.4: National institutions, regional bodies and the humanitarian community are able to prepare for, assess and respond to emergencies</b> <b>Linked outputs: C and D</b>	1.4.1 Emergency preparedness and response capacity index (EPCI) <sup>6</sup> 1.4.2 User satisfaction rate	Target: Increased index, based on initial assessment Data source: Capacity analysis  Target: Project-specific Data source: User satisfaction survey

<sup>6</sup> WFP provides emergency preparedness and response (EPR) capacity development to the six areas of the Emergency Preparedness and Response Index (EPCI): food security and vulnerability analysis; food assistance planning; humanitarian supply chain management; emergency telecommunications; hazard analysis and early warning in support of food security; and support for national disaster-response planning.

<b>Strategic Objective 2: Support or restore food security and nutrition and establish or rebuild livelihoods in fragile settings and following emergencies</b> <b>Goals</b> 1. Support or restore food security and nutrition of people and communities and contribute to stability, resilience and self-reliance 2. Assist governments and communities to establish or rebuild livelihoods, connect to markets and manage food systems 3. Through food and nutrition assistance, support the safe, voluntary return, reintegration or resettlement of refugees and internally displaced persons (IDPs) <sup>7</sup> 4. Ensure equitable access to and control over food and nutrition assistance for women and men		<b>Impact</b>  Contributions to: Eradication of extreme hunger (MDG 1/SDG) Achievement of universal primary education (MDG 2/SDG) Reduction in child mortality (MDG 4/SDG)
Outcomes	Indicators	Project targets and data sources
<b>Outcome 2.1: Adequate food consumption reached or maintained over assistance period for targeted households</b>  <b>Linked output: A</b>	<b>2.1.1 Food consumption score, disaggregated by sex of household head</b>  <b>2.1.2 Diet diversity score, disaggregated by sex of household head</b>  2.1.3 Coping strategy index, disaggregated by sex of household head	Target: Reduced prevalence of poor and borderline food consumption of targeted households by 80% Data sources: EFSA, PDM, FSOM  Target: Increased diet diversity score of targeted households Data sources: EFSA, PDM, FSOM  Target: Coping strategy index of 80% of targeted households is reduced or stabilized
<b>Outcome 2.2: Improved access to assets and/or basic services, including community and market infrastructure</b>  <b>Linked outputs: A and B</b>	2.2.1 Community asset score  2.2.2 Retention rate of boys and girls  2.2.3 Enrolment rate of girls and boys	Target: 80% of targeted communities have community assets over baseline Data sources: EFSA, PDM, FSOM  Target: 70% Data sources: EMIS, school records, surveys  Target: annual increase of 6% Data sources: EMIS, school records



<sup>7</sup> Outcomes 2.1, 2.2 and 2.3 include refugees, returnees and IDPs.



<p><b>Strategic Objective 2: Support or restore food security and nutrition and establish or rebuild livelihoods in fragile settings and following emergencies</b></p> <p><b>Goals</b></p> <ol style="list-style-type: none"> <li>1. Support or restore food security and nutrition of people and communities and contribute to stability, resilience and self-reliance</li> <li>2. Assist governments and communities to establish or rebuild livelihoods, connect to markets and manage food systems</li> <li>3. Through food and nutrition assistance, support the safe, voluntary return, reintegration or resettlement of refugees and internally displaced persons (IDPs)</li> <li>4. Ensure equitable access to and control over food and nutrition assistance for women and men</li> </ol>		<p><b>Impact</b></p> <p>Contributions to:</p> <ul style="list-style-type: none"> <li>Eradication of extreme hunger (MDG 1/SDG)</li> <li>Achievement of universal primary education (MDG 2/SDG)</li> <li>Reduction in child mortality (MDG 4/SDG)</li> </ul>
Outcomes	Indicators	Project targets and data sources
<p><b>Outcome 2.3: Stabilized or reduced undernutrition, including micronutrient deficiencies among children aged 6–59 months, pregnant and lactating women, and school-aged children<sup>8</sup></b></p> <p><b>Linked outputs: A and K</b></p>	<p><b>2.3.1 MAM treatment performance: recovery,<sup>9</sup> mortality, default and non-response rates</b></p> <p><b>2.3.2 Proportion of target population who participate in an adequate number of distributions</b></p> <p><b>2.3.3 Proportion of eligible population who participate in programme (coverage)</b></p> <p><b>2.3.4 Proportion of children who consume a minimum acceptable diet<sup>10</sup></b></p> <p>2.3.5 Average number of schooldays per month on which multi-fortified foods or at least 4 food groups were provided</p>	<p>Targets: Mortality &lt; 3%; recovery &gt; 75%; default &lt; 15%; non-response &lt; 15%</p> <p>Data sources: Ministry of Health/WFP patient register; monthly cooperating partner reports</p> <p>Target: &gt; 66% Data source: PDM</p> <p>Target: MAM treatment coverage &gt; 50% in rural areas, &gt; 70% in urban areas, and &gt; 90% in camps; prevention coverage &gt; 70%</p> <p>Data sources: SQUEAC method, surveys</p> <p>Target: &gt; 70% Data source: PDM</p> <p>Target: 16 days (80% of 20 school feeding days per month)</p> <p>Data sources: School reports, school stock reports</p>

<sup>8</sup> For treatment of MAM, indicators 2.3.1 and 2.3.3 will be measured; for prevention of acute malnutrition, indicators 2.3.2 and 2.3.3; for prevention of chronic malnutrition (stunting), indicators 2.3.3 and 2.3.4; and for addressing micronutrient deficiencies in children aged 6–59 months, indicators 2.3.2 and 2.3.3.

<sup>9</sup> Including nutritional recovery rates of ART, TB-DOTS and PMTCT patients, where applicable.

<sup>10</sup> Developed by UNICEF and WHO, “minimum acceptable diet” is part of a compendium of indicators used to measure infant and young child feeding practices. It is widely used in health and nutrition surveys to identify the proportion of children aged 6–24 months who consume a minimum acceptable diet, not counting their consumption of breastmilk.

<p><b>Strategic Objective 2: Support or restore food security and nutrition and establish or rebuild livelihoods in fragile settings and following emergencies</b></p> <p><b>Goals</b></p> <ol style="list-style-type: none"> <li>1. Support or restore food security and nutrition of people and communities and contribute to stability, resilience and self-reliance</li> <li>2. Assist governments and communities to establish or rebuild livelihoods, connect to markets and manage food systems</li> <li>3. Through food and nutrition assistance, support the safe, voluntary return, reintegration or resettlement of refugees and internally displaced persons (IDPs)</li> <li>4. Ensure equitable access to and control over food and nutrition assistance for women and men</li> </ol>		<p><b>Impact</b></p> <p>Contributions to:</p> <ul style="list-style-type: none"> <li>Eradication of extreme hunger (MDG 1/SDG)</li> <li>Achievement of universal primary education (MDG 2/SDG)</li> <li>Reduction in child mortality (MDG 4/SDG)</li> </ul>
<p><b>Outcome 2.4: Capacity developed to address national food insecurity needs</b></p> <p><b>Linked outputs: E, F, L and M</b></p>	<p><b>2.4.1 National capacity index (NCI)<sup>11</sup></b></p>	<p>Target: Increase of index compared with initial assessment</p> <p>Data source: Capacity analysis</p>



<sup>11</sup> The NCI can be adapted to capture specific national capacities in school feeding, resilience, nutrition, etc.



<p><b>Strategic Objective 3: Reduce risk and enable people, communities and countries to meet their own food and nutrition needs</b></p> <p><b>Goals</b></p> <ol style="list-style-type: none"> <li>1. Support people, communities and countries to strengthen resilience to shocks, reduce disaster risks and adapt to climate change through food and nutrition assistance</li> <li>2. Leverage purchasing power to connect smallholder farmers to markets, reduce post-harvest losses, support economic empowerment of women and men and transform food assistance into a productive investment in local communities</li> <li>3. Strengthen the capacity of governments and communities to establish, manage and scale up sustainable, effective and equitable food security and nutrition institutions, infrastructure, and safety-net systems, including systems linked to local agricultural supply chains</li> </ol>		<p><b>Impact</b></p> <p>Contributions to:</p> <ul style="list-style-type: none"> <li>Eradication of extreme hunger (MDG 1/SDG)</li> <li>Achievement of universal primary education (MDG 2/SDG)</li> <li>Reduction in child mortality (MDG 4/SDG)</li> </ul>
<b>Outcomes</b>	<b>Indicators</b>	<b>Project targets and data sources</b>
<p><b>Outcome 3.1: Improved access to livelihood assets has contributed to enhanced resilience<sup>12</sup> and reduced risks from disaster and shocks faced by targeted food-insecure communities and households<sup>13</sup></b></p> <p><b>Linked outputs: A, B and I</b></p>	<p><b>3.1.1 Community asset score</b></p> <p><b>3.1.2 Food consumption score, disaggregated by sex of household head</b></p> <p><b>3.1.3 Diet diversity score, disaggregated by sex of household head</b></p> <p><b>3.1.4 Coping strategy index, disaggregated by sex of household head<sup>14</sup></b></p> <p>3.1.5 Retention rate of boys and girls</p>	<p>Target: 80% of targeted communities have community assets over baseline Data sources: PDM, FSOM</p> <p>Target: Reduced prevalence of poor and borderline food consumption of targeted households by 80% Data sources: PDM, FSOM</p> <p>Target: Increased diet diversity score of targeted households Data sources: PDM, FSOM</p> <p>Target: Coping strategy index of 100% of targeted households is reduced or stabilized Data sources: PDM, FSOM</p> <p>Target: 70% Data sources: EMIS, school records, surveys</p>

<sup>12</sup> WFP's resilience work is governed by its Policy on Disaster Risk Reduction and Management: Building Food Security and Resilience (WFP, 2011), which adheres to the United Nations Office for Disaster Risk Reduction (UNISDR) definition of resilience as "the ability of a system, community or society exposed to hazards to resist, absorb, accommodate to and recover from the effects of a hazard in a timely and efficient manner, including through the preservation and restoration of its essential basic structures and functions (UNISDR, 2009. *Terminology on Disaster Risk Reduction*). Resilience is measured by the combined properties of indicators 3.1.1, 3.1.2, 3.1.3 and 3.1.4.

<sup>13</sup> Assets refer to the five categories of capital: natural, physical, financial, social and human.

<sup>14</sup> The coping strategy index (CSI) includes both coping strategies for food and for assets.

<b>Strategic Objective 3: Reduce risk and enable people, communities and countries to meet their own food and nutrition needs</b> <b>Goals</b> 1. <i>Support people, communities and countries to strengthen resilience to shocks, reduce disaster risks and adapt to climate change through food and nutrition assistance</i> 2. <i>Leverage purchasing power to connect smallholder farmers to markets, reduce post-harvest losses, support economic empowerment of women and men and transform food assistance into a productive investment in local communities</i> 3. <i>Strengthen the capacity of governments and communities to establish, manage and scale up sustainable, effective and equitable food security and nutrition institutions, infrastructure, and safety-net systems, including systems linked to local agricultural supply chains</i>		<b>Impact</b>  Contributions to: Eradication of extreme hunger (MDG 1/SDG) Achievement of universal primary education (MDG 2/SDG) Reduction in child mortality (MDG 4/SDG)
Outcomes	Indicators	Project targets and data sources
<b>Outcome 3.2: Increased marketing opportunities for producers and traders of agricultural products and food at the regional, national and local levels</b>  <b>Linked outputs: H and I</b>	<b>3.2.1 Food purchased from regional, national and local suppliers, as % of food distributed by WFP in-country</b>  3.2.2 Fortified foods purchased from regional, national and local suppliers, as % of fortified food distributed by WFP in-country  <b>3.2.3 Food purchased from aggregation systems in which smallholders are participating, as % of regional, national and local purchases</b>	Target: Project-specific Data sources: Food Procurement Tracking System (FPTS) and the WFP Information Network and Global System (WINGS)  Target: Project-specific Data sources: FPTS and WINGS  Target: 10% of local and regional purchase volume is procured from pro-smallholder aggregation systems Data sources: FPTS and WINGS
<b>Outcome 3.3: Risk reduction capacity of countries, communities and institutions strengthened</b>  <b>Linked outputs: B, F, G, J and M</b>	3.3.1 National capacity index  3.3.2 Proportion of targeted communities where there is evidence of improved capacity to manage climatic shocks and risks supported by WFP	Target: Increase of index based on initial assessment Data source: Capacity analysis  Target: 60% of targeted communities report improved capacity to prepare for and manage climatic shocks and risks Data sources: PDM, FSOM





<b>Strategic Objective 4: Reduce undernutrition and break the intergenerational cycle of hunger</b> <b>Goals</b> 1. Prevent stunting and wasting, treat moderate acute malnutrition and address micronutrient deficiencies, particularly among young children, pregnant and lactating women and people infected with HIV, TB and malaria by providing access to appropriate food and nutrition assistance 2. Increase access to education and health services, contribute to learning and improve nutrition and health for children, adolescent girls and their families 3. Strengthen the capacity of governments and communities to design, manage and scale up nutrition programmes and create an enabling environment that promotes gender equality		<b>Impact</b>  Contributions to: Eradication of extreme hunger (MDG 1/SDG) Achievement of universal primary education (MDG 2/SDG) Reduction in child mortality (MDG 4/SDG)
Outcomes	Indicators	Project targets and data sources
<b>Outcome 4.1: Reduced undernutrition, including micronutrient deficiencies among children aged 6–59 months, pregnant and lactating women, and school-aged children<sup>15</sup></b>  <b>Linked outputs: A and K</b>	<b>4.1.1 MAM treatment performance: recovery,<sup>16</sup> mortality, default and non-response rates</b>  <b>4.1.2 Proportion of target population who participate in an adequate number of distributions</b>  <b>4.1.3 Proportion of eligible population who participate in programme (coverage)</b>  <b>4.1.4 Proportion of children who consume a minimum acceptable diet</b>  <b>4.1.5 Food consumption score,<sup>17</sup> disaggregated by sex of household head</b>	Target: Mortality rate < 3%; recovery rate > 75%; default rate < 15%; non-response rate < 15% Data sources: Ministry of Health/WFP patient register; monthly cooperating partner reports  Target: > 66% Data source: PDM  Target: MAM treatment coverage: > 50% in rural areas, > 70% in urban areas, and > 90% in camps; prevention coverage: >70% Data sources: SQUEAC method/survey  Target: > 70% Data source: PDM  Target: Reduced prevalence of poor and borderline food consumption of targeted households/individuals by 80% Data sources: PDM, FSOM

<sup>15</sup> For treatment of MAM, indicators 4.1.1 and 4.1.3 will be measured; for prevention of acute malnutrition, indicators 4.1.2 and 4.1.3; for prevention of chronic malnutrition (stunting), indicators 4.1.3 and 4.1.4; and for addressing micronutrient deficiencies in children aged 6–59 months, indicators 4.1.2 and 4.1.3.

<sup>16</sup> Includes nutritional recovery rate for ART, TB-DOTS and PMTCT clients, where applicable.

<sup>17</sup> Individuals' FCS tracked where the project targets individuals such as ART, TB-DOTS and PMTCT clients and/or pregnant and lactating women (PLW).





<b>Strategic Objective 4: Reduce undernutrition and break the intergenerational cycle of hunger</b> <b>Goals</b> 1. Prevent stunting and wasting, treat moderate acute malnutrition and address micronutrient deficiencies, particularly among young children, pregnant and lactating women and people infected with HIV, TB and malaria by providing access to appropriate food and nutrition assistance 2. Increase access to education and health services, contribute to learning and improve nutrition and health for children, adolescent girls and their families 3. Strengthen the capacity of governments and communities to design, manage and scale up nutrition programmes and create an enabling environment that promotes gender equality		<b>Impact</b>  Contributions to: Eradication of extreme hunger (MDG 1/SDG) Achievement of universal primary education (MDG 2/SDG) Reduction in child mortality (MDG 4/SDG)
<b>Outcomes</b>	<b>Indicators</b>	<b>Project targets and data sources</b>
	4.1.6 Average number of schooldays per month when multi-fortified foods or at least 4 food groups were provided	Target: 80% of schooldays Data sources: school reports, school stock report
<b>Outcome 4.2: Increased equitable access to and utilization of education</b>  <b>Linked output: A</b>	4.2.1 Enrolment rate of girls and boys  4.2.2 Retention rate of boys and girls	Target: Annual increase of 6% Data source: EMIS, school records  Target: 85% retention of boys and girls Data source: EMIS, school records, surveys
<b>Outcome 4.3: Ownership and capacity strengthened to reduce undernutrition and increase access to education at regional, national and community levels</b>  <b>Linked outputs: E, F, L and M</b>	<b>4.3.1 National capacity index</b>	Target: Increase of index based on initial assessment Data source: capacity analysis



Outputs	Indicators
<b>Output A:</b> Food, nutritional products, non-food items, cash transfers and vouchers distributed in sufficient quantity and quality and in a timely manner to targeted beneficiaries	A.1 Number of women, men, boys and girls receiving food assistance, disaggregated by activity, beneficiary category, sex, food, non-food items, cash transfers and vouchers, as % of planned A.2 Quantity of food assistance distributed, disaggregated by type, as % of planned A.3 Quantity of non-food items distributed, disaggregated by type, as % of planned A.4 Total amount of cash transferred to targeted beneficiaries, disaggregated by sex and beneficiary category, as % of planned A.5 Total value of vouchers distributed (expressed in food/cash) transferred to targeted beneficiaries, disaggregated by sex and beneficiary category, as % of planned A.6 Number of institutional sites assisted (e.g. schools, health centres), as % of planned
<b>Output B:</b> Community or livelihood assets built, restored or maintained by targeted households and communities	B.1 Number of assets built restored or maintained by targeted households and communities, by type and unit of measure
<b>Output C:</b> Augmented logistics, United Nations Humanitarian Air Service (UNHAS) or emergency telecommunications services provided	C.1 United Nations Humanitarian Response Depot (UNHRD) items provided against requests, by type C.2 Number of goods and services provided, by type C.3 Number of passengers transported C.4 Metric tons/cubic meters of cargo transported
<b>Output D:</b> Emergency management capacity created and/or supported	D.1 Number of technical assistance activities provided, by type <sup>18</sup> D.2 Number of people trained, disaggregated by sex and type of training
<b>Output E:</b> Policy advice and technical support provided to enhance management of food supply chain, food assistance, nutrition and food security systems, including food security information systems	E.1 Number of national assessments/data collection exercises in which food security and nutrition were integrated with WFP support E.2 Number of technical support activities <sup>19</sup> provided on food security monitoring and food assistance, by type
<b>Output F:</b> National systems for monitoring trends in food security and nutrition strengthened	F.1 Number of government counterparts trained in collection and analysis of food and nutrition security data F.2 Number of food security and nutrition monitoring/surveillance reports produced with WFP support
<b>Output G:</b> Human capacity to reduce risk of disasters and shocks developed	G.1 Number of people trained, disaggregated by sex and type of training
<b>Output H:</b> Increased WFP food purchase from regional, national and local markets and smallholder farmers	H.1 Quantity of food purchased locally through local and regional purchases (in mt) H.2 Quantity of food purchased locally from pro-smallholder aggregation systems (in mt) H.3 Number of farmers' organizations trained in market access and post-harvest handling skills H.4 Number of smallholder farmers supported

<sup>18</sup> Include early warning information systems, response activation and coordination mechanisms, response framework, food security and vulnerability analysis, humanitarian supply chain management, emergency telecommunications, hazard analysis and early warning, and support to national disaster response planning.

<sup>19</sup> Include policy workshops, training events, secondments, guidance materials and information products produced by WFP or to which WFP has contributed.



Outputs	Indicators
<b>Output I:</b> Increased WFP fortified foods, complementary foods and specialized nutritious products purchased from local suppliers	I.1 Quantity of fortified foods, complementary foods and specialized nutritious products purchased from local suppliers
<b>Output J:</b> National safety nets for food security, nutrition, education, community assets and overall contribution to resilience-building supported	J.1 Number of technical assistance activities provided, <sup>20</sup> by type J.2 Number of people trained, disaggregated by sex and type of training
<b>Output K:</b> Messaging and counselling on specialized nutritious foods and infant and young child feeding (IYCF) practices implemented effectively	K.1 Proportion of women/men beneficiaries exposed to nutrition messaging supported by WFP, against proportion planned K.2 Proportion of women/men receiving nutrition counselling supported by WFP, against proportion planned K.3 Proportion of targeted caregivers (male and female) receiving 3 key messages delivered through WFP-supported messaging and counselling
<b>Output L:</b> Policy advice and technical support provided to enhance management of food security, nutrition and school feeding	L.1 Number of government staff trained by WFP in nutrition programme design, implementation and other nutrition-related areas – technical/strategic/managerial – disaggregated by sex and type of training L.2 Number of technical assistance activities provided, by type <sup>21</sup>
<b>Output M:</b> National nutrition, school feeding, safety net policies and/or regulatory frameworks in place	M.1 Number of national programmes developed with WFP support – nutrition, school feeding, safety net M.2 Number of national safety net policies that are nutrition-sensitive M.3 Number of technical assistance activities provided, by type

<sup>20</sup> Include collecting, analysing and disseminating information and data on risk, vulnerability, food security and nutrition; designing and supporting community-based and government-led safety net strategies, policies and programmes that provide food assistance and technical support for food and nutrition security – targeting, conditionality, transfer selection, M&E, graduation criteria, etc.; evaluating and generating evidence on safety nets; and cross-cutting technical and analytical activities aiming to enhance ownership, raise awareness and influence policy-making in safety nets for food assistance.

<sup>21</sup> Include secondments to national governments; provision of expertise to draft policy guidance; provision of expertise in institutional strengthening; continuous engagement with national institutions; and provision of expertise in project design, management and monitoring.

## ANNEX II-B: METHODOLOGY FOR ASSESSING CORPORATE PERFORMANCE BY STRATEGIC OBJECTIVE

### Evidence base

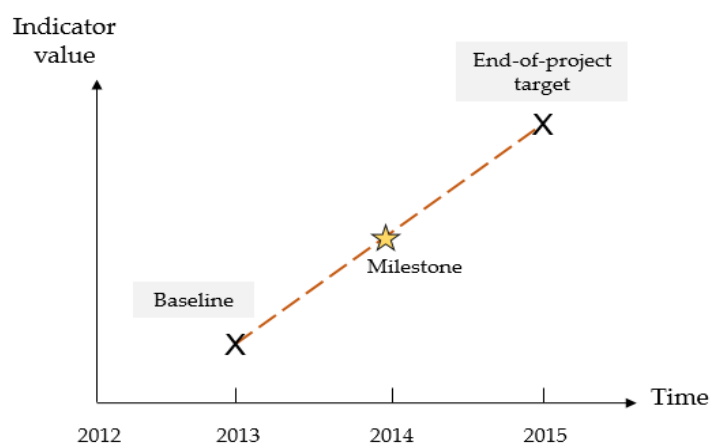
The assessment of WFP's contribution to humanitarian and development results is based on monitoring data presented in the 2014 SPRs for country and regional operations.<sup>1</sup> Results from projects active for six months or less by the end of 2014 are not included because the timeframe is too short to yield substantial outcome-level change or to collect reliable baselines with follow-up monitoring values.<sup>2</sup>

### Procedure for Assessing WFP's Programme Performance

#### STEP 1 – ASSESSING OUTCOME INDICATOR PERFORMANCE AT THE PROJECT LEVEL

A two-pronged approach is used to analyse outcome indicator performance at the project level:

- The performance of closed projects is assessed against the indicator targets established for the project endpoint, which are set out in the project logframes.
- For ongoing projects, the assessment considers progress in terms of annual milestones. As shown below, milestones have been calculated for 2014 based on a linear interpolation between baseline and end-of-project target values.<sup>3</sup>



For closed projects, the outcome indicator values collected in 2014 are compared with the end-of-project targets to determine the extent to which results have been achieved. For ongoing projects, the latest values are compared with annual milestones to determine progress in 2014 and indicate whether a project is on track towards target achievement (i.e. performing as expected).

<sup>1</sup> This includes all categories of operations: EMOPs, PRROs, CPs, development projects and special operations.

<sup>2</sup> Of WFP's 202 ongoing operations, 28 are excluded – 14 percent – because they were active for six months or less as of December 2014. The analysis also excludes 10 projects that ended before July 2014 and were not aligned to the Strategic Plan (2014–2017). The excluded projects account for 5 percent of 2014 operational expenditures.

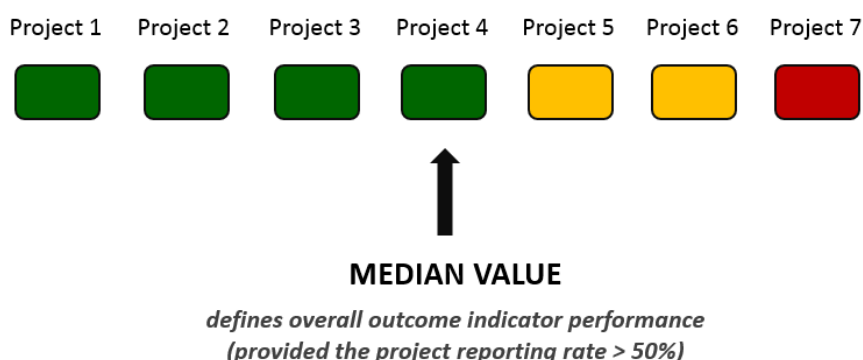
<sup>3</sup> For indicators that measure an average rate of change such as average annual enrolment or nutritional recovery, there is no need for milestones to be established; the 2014 targeted value for an ongoing project is taken to be equivalent to the end-of-project target presented in the project logframe.

The rating scale for outcome indicator performance by project uses green, amber, red and grey as shown below:

RATING	DESCRIPTION	REQUIREMENT
Green	The project has achieved its target, or is on track to achieving its target.	Closed projects: the indicator value is within 10% of the end-of-project target Ongoing projects: the indicator value is within 10% of the 2014 milestone
Amber	The project has made some progress, but the target has not been met or progress is slow.	Closed projects: the indicator value is between 50% and 90% of the end-of-project target Ongoing projects: the indicator value is between 50% and 90% of the 2014 milestone
Red	The project has made very slow or no progress, or has regressed.	Closed projects: the indicator value is equal to or less than 50% of the end-of-project target Ongoing projects: the indicator value is equal to or less than 50% of the 2014 milestone
Grey	Insufficient data are available to monitor progress.	No project indicator value is reported for 2014, or baseline and target values are missing

## STEP 2 – ASSESSING OUTCOME INDICATOR PERFORMANCE AT THE CORPORATE LEVEL

For each outcome indicator, the median of project scores is calculated to determine an overall rating on WFP-wide performance.<sup>4</sup> If data are unavailable for more than half of projects meant to report on a given outcome indicator,<sup>5</sup> the overall rating is “grey” to signify that the evidence base is insufficient to draw conclusions on WFP-wide performance.







## STEP 3 – ASSESSING OUTCOME PERFORMANCE AT THE CORPORATE LEVEL

The reliability and representativeness of an indicator is considered when aggregating scores to the corporate outcome level. The key outcome indicators in the 2014–2017 SRF (presented in bolds see Annex II-A) are given double weight in the analysis because they are considered to bear a more direct and reliable relationship with the result statements they inform.






<sup>4</sup> Given that the rating scale applies to ordinal-level data, the mean would not be an appropriate measure of central tendency.

<sup>5</sup> A project is expected to report on the indicators included in its logframe.

Outcome 2.1 – Adequate food consumption reached or maintained over assistance period for targeted households		
<b>Indicator 2.1.1 Food consumption score</b>		Key outcome indicators (in bold) are weighted double in the calculation of the overall outcome result performance rating.
Indicator 2.1.2 Diet diversity score		
Indicator 2.1.3 Coping strategy index		

## STEP 4 – ASSESSING CORPORATE PERFORMANCE IN RELATION TO THE STRATEGIC OBJECTIVES

The performance rating of the four Strategic Objectives is computed as the median of corporate outcome-level scores.

<b>Strategic Objective 2: Support or restore food security and nutrition and establish or rebuild livelihoods in fragile settings and following emergencies</b>	
<b>Outcome 2.1</b> – Adequate food consumption reached or maintained over assistance period for targeted households	
<b>Outcome 2.2</b> – Improved access to assets and/or basic services, including community and market infrastructure	
<b>Outcome 2.3</b> – Stabilized or reduced undernutrition, including micronutrient deficiencies among children aged 6–59 months, pregnant and lactating women, and school-aged children	
<b>Outcome 2.4</b> – Capacity developed to address national food insecurity needs	

### Improvements from the Previous Assessment Methodology

- 1) Clearer performance measures and thresholds.** The performance of completed projects is now assessed against the targets in their logframes. In ongoing projects, performance is measured against the annual milestones to show the likelihood of achieving the end-of-project target. In terms of accountability, assessing performance on the basis of clear measures – milestones and targets – is more rigorous than the previous approach, which involved a looser assessment of positive and negative trends.
- 2) Changed performance rating system.** The previous corporate rating system was based on a purely quantitative assessment of the number of projects showing progress: “strong progress”, for example, was defined as at least 65 percent of projects showing positive outcome trends. The revised system is more flexible in allowing for consideration of additional quantitative and qualitative variables – such as reporting rates and indicator representativeness – that enrich the analysis, inform the rating and provide a more nuanced assessment of performance.
- 3) More attention to the results chain.** There is a closer focus on the causal connections in the WFP results chain; that is, on examining how outputs – results attributable to WFP – are contributing to shared, outcome-level results. This helps inform reflections on the strength/plausibility of the connections between results levels.

## Limitations of the Reporting Methodology

### *Variable quality of the collected data*

- A range of data sources are used to monitor WFP project performance, including data collected by others such as governments and peer international organizations. WFP therefore has limited control over the quality of some of the data.
- Even in instances where WFP is directly responsible for collecting data, the accuracy and representativeness of the data vary. WFP often works in challenging and volatile environments where access is restricted, which limits data collection, and where population movements can lead to information becoming out of date very quickly.<sup>6</sup>

### *Data coherence and comparability*

- Methodological guidance notes have been issued for indicators in the 2014–2017 SRF to help ensure consistency of measurement across operations and to allow meaningful aggregation of results. However, for certain indicators, alternative calculation options such as desk-based techniques or alternate sampling techniques were permitted if project resources were inadequate for using the recommended method. This affects data comparability because alternate methods produce less reliable measurements.
- Projects that provided information on output results did not always report corresponding data at the outcome level because collecting data for outcome indicators can be more challenging. This has led to differences in the evidence base available on WFP-wide results at the output and outcome levels; therefore patterns observed in performance across the results chain must be interpreted with caution.

Given the limitations in the quality, reliability and completeness of the project-level data described above, aggregated WFP-wide results presented in Part II are estimates.

---

<sup>6</sup> The 2014 ALNAP study “Insufficient Evidence? The Quality and Use of Evidence in Humanitarian Action” describes other factors that pose challenges to collecting good monitoring data, which are relevant to WFP.

**ANNEX III-A: KEY PERFORMANCE INDICATORS 2014 (MANAGEMENT RESULT DIMENSIONS)**

	Target 2014	KPI 2014	KPI 2013	KPI 2012
<b>People<sup>1</sup></b>				
<b>1.2. Culture: An engaged workforce supported by capable leaders promoting a culture of commitment, communication and accountability</b>				
Gender representation: International professionals (%) <sup>2</sup>	50	41	42	41
Gender representation - Senior staff (%) <sup>3</sup>	36	38	36	36
Geographic representation - Senior staff (%) <sup>4</sup>	29	29	29	29
<b>Partnerships</b>				
<b>2.1 Strategic and operational partnerships fostered</b>				
Value of contributions received from other non-government partners (million USD)	71	110.3	N/A	N/A
% of countries that have established planned collaboration agreements with relevant agencies	100	93	N/A	N/A
% of countries that have engaged in South-South or triangular cooperation supported by WFP [QCPR]	Increase from previous year	48	N/A	N/A
<b>2.2 Partnership objectives achieved</b>				
Proportion of cluster user survey targets achieved	100	100	N/A	N/A
<b>2.3 United Nations System coherence and effectiveness improved</b>				
Proportion of common QCPR indicators that WFP has reported on during a reference year	100	75	N/A	N/A
% of WFP project outcomes (new country programmes) consistent with United Nations Development Assistance Framework (UNDAF)	100	100	100	N/A

<sup>1</sup> Key results under the People Dimension were to be measured from a global staff survey planned for late 2014 which was postponed to align it with People Strategy implementation; results will be reported in the 2015 APR.

<sup>2</sup> Measurement formula: "Total number of international professional staff that are women" divided by "total number of international professional staff", multiplied by 100.

<sup>3</sup> Measurement formula: "Total number of national staff that are women" divided by "total number of national staff", multiplied by 100.

<sup>4</sup> Measurement formula: "Number of senior staff (P5 and above) that are from developing countries" divided by "total number of senior staff (P5 and above)", multiplied by 100. Developing countries are defined in Appendix A to the General Regulations and General Rules of WFP.



**ANNEX III-A: KEY PERFORMANCE INDICATORS 2014 (MANAGEMENT RESULT DIMENSIONS)**

	Target 2014	KPI 2014	KPI 2013	KPI 2012
<b>2.4 Effective governance of WFP is facilitated</b>				
% accomplishment of the approved Biennial Programme of Work of the WFP Executive Board	75	97	N/A	N/A
<b>Processes and Systems</b>				
<b>3.1 High-quality programme design and timely approval</b>				
% of project logframe indicators with baseline data and target set within three months of the activity start date	65	63	N/A	N/A
<b>3.2 Cost-efficient supply chain enables timely delivery of food assistance</b>				
% of emergency responses to sudden-onset emergencies in which the first round of food distributions commences within three calendar days	100	0	96	72
% of requested food that arrived on time and of good quality <sup>5</sup>	N/A	N/A	N/A	N/A
% achievement of planned food assistance (food, cash and vouchers, and capacity development)	100	56	63	N/A
Average cost per ration	Baseline	0.37	N/A	N/A
% lead time reduction as a result of Forward Purchase Facility utilization	50	73	71	70
% lead time reduction related to advanced financing mechanism utilization	50	57	48	37
<b>3.3 Streamlined and effective business processes and systems</b>				
% of organizational strengthening/Fit for Purpose work streams completed	100	100	N/A	N/A
<b>3.4 Conducive platform for learning, sharing and innovation</b>				
All core divisions have functional learning and sharing platforms	50	100	N/A	N/A

<sup>5</sup> Technical and methodological problems limited WFP's ability to collect data for all WFP's operations and it was not possible to establish baselines.

**ANNEX III-A: KEY PERFORMANCE INDICATORS 2014 (MANAGEMENT RESULT DIMENSIONS)**

	Target 2014	KPI 2014	KPI 2013	KPI 2012
<b>Programmes</b>				
<b>4.1 Appropriate and evidence-based programme responses</b>				
% of project outcome indicators with a positive (or stabilized) value measure	65	69	N/A	N/A
% of outcome indicators meeting their targets for closed projects	70	47	N/A	N/A
% achievement of the 15 Gender Mainstreaming and Accountability Framework (GMAF) performance indicators for gender equality and women's empowerment	100	80	47	27
Projects with gender marker code 2a or 2b (as per QCPR)	75	79	50	24
% of countries with an up-to-date disaster risk reduction strategy [QCPR]	Baseline	72	N/A	N/A
<b>4.2 Alignment with government priorities and strengthened national capacities</b>				
% of country offices with a functioning complaints and feedback mechanism for affected populations	Baseline	49	N/A	N/A
% of countries where all WFP capacity development for preparedness of national and local actors is aligned with national plans	50	53	N/A	N/A
% of programme funds dedicated to strengthening national capacities [QCPR]	Baseline	N/A	N/A	N/A
<b>4.3 Lessons learned and innovations mainstreamed</b>				
% completion of the WFP's evaluation work plan approved by the Executive Board	100	130	100	N/A
<b>4.4 Effective communication of programme results and advocacy</b>				
% of favourable mainstream media coverage of WFP	Baseline	89	N/A	N/A

**ANNEX III-A: KEY PERFORMANCE INDICATORS 2014 (MANAGEMENT RESULT DIMENSIONS)**

	Target 2014	KPI 2014	KPI 2013	KPI 2012
<b>Accountability and Funding</b>				
<b>5.1 Predictable, timely and flexible resources obtained</b>				
% Gross needs met	100	66	65	58
% of multilateral confirmed contributions	30	8	9	11
% of trust fund expenditures compared to trust fund allocation	100	82	N/A	N/A
<b>5.2 Strategic, transparent and efficient allocation of resources</b>				
% of multilateral allocations that are based on the Strategic Resources Allocation Committee prioritization process	100	100	N/A	N/A
<b>5.3 Accountability frameworks utilized</b>				
Number of internal audit recommendations outstanding	106	166	106	271
% of offices that answered "yes" to key control-related assurances in the Assurance Statement	100	83	N/A	N/A
% PACE compliance rate	100	95	91	81
<b>5.4 Effective management of resources demonstrated</b>				
% total unspent balance at project financial closure against total received by the projects	0	0.2	0.05	0.5
% change in CO <sub>2</sub> emission rate against 2008 baseline	-10	-9.4	-8.3	-6.6
% post-delivery losses	2	0.49	0.66	0.74

---

**ANNEX III-B: METHODOLOGY FOR ASSESSING ORGANIZATIONAL PERFORMANCE BY MANAGEMENT RESULT DIMENSIONS**


---

**Step 1:** Calculate achievement of Key Performance Indicator against its target and define the level of improvement, or “**traffic light**”.

Traffic Light	
<b>Strong progress</b>	Actual value on or with minimal deviation from target
<b>Some progress</b>	Actual value with some deviation from target
<b>No progress</b>	Actual value with deviation from target above acceptable range

For example: percent of countries that have established planned collaboration agreements with relevant agencies, Target = 100 and Actual = 93.

The score is:  $93/100 \times 100 = 93$

93 percent of the Target was achieved, corresponding to “**Strong progress**”.

**Step 2:** Assign an Index value for each KPI traffic light

Traffic Light	Index
<b>Strong progress</b>	3
<b>Some progress</b>	2
<b>No progress</b>	1

Having scored “**Strong progress**”, percent of countries that have established planned collaboration agreements with relevant agencies gets an Index of 3.

**Step 3:** Calculate the average of KPI Indices to assess the achievement of the management result

For example: “**Strategic and operational partnerships fostered**” is measured by three KPIs:

KPI	Index
Value of contributions received from other non-government partners (million USD)	2
% of countries that have established planned collaboration agreements with relevant agencies	3
% of countries that have engaged in South–South cooperation or triangular cooperation supported by WFP	3

The average is calculated. In above case, average =  $(2+3+3)/3 = 2.6$

**Step 4:** Assign a traffic light for the management result Index value

Index	Traffic Light
> or = 2.5	<b>Strong progress</b>
> or = 1.5	<b>Some progress</b>
< 1.5	<b>No progress</b>

Having scored 2.6, “**Strategic and operational partnerships fostered**” is assessed as “**Strong progress**”.

**Step 5:** Repeat the same methodology from Step 2 to 4 to assess the Management Result Dimensions based on the achievements of the management result.

---

**ANNEX IV: ACTIVITIES OF THE ETHICS OFFICE – ANNUAL REPORT 2014**


---

**Summary**

This annual report is submitted to the Executive Board at its Annual Session in 2015, pursuant to paragraph 7 of the Joint Inspection Unit Report on “Ethics in the United Nations System” 2010/3<sup>1</sup>. This report has been reviewed by the Ethics Panel of the United Nations, in accordance with Section 5.4 of the Secretary-General’s Bulletin entitled “United Nations system-wide application of ethics: separately administered organs and programmes” (ST/SGB/2007/11, as amended), and has been provided to the Executive Director pursuant to paragraph 6.2 of Executive Director’s Circular ED2008/002 entitled “Establishment of the Ethics Office in WFP.”

This report provides a summary of the activities of the Ethics Office during the period from 1 January to 31 December 2014, and includes observations as related to the work of the Ethics Office and ethics within WFP within the greater context of the United Nations system.

**I. Introduction**

1. This report is the first report from the new Director, Ethics Office, who joined WFP in April 2014. Since the inception of the Ethics Office in 2008, there has been one full-time director followed most recently by a part-time *ad interim* director. This report reflects the work of the Ethics Office to date, focusing on 2014, plus some information about activities of the Ethics Office in 2015.

**II. Background**

2. The Ethics Office was established in January 2008 by Executive Director Circular 2008/002 “WFP Ethics Office” as a result of Secretary-General’s Bulletin ST/SGB/2007/11 “United Nations system-wide application of ethics: separately administered organs and programmes.” The overall objective of the Ethics Office is to assist the Executive Director in ensuring that all WFP personnel (which includes all employment contract types and volunteers) observe and perform their functions with the highest standards of integrity as required by the Charter of the United Nations, the Standards of Conduct for the International Civil Service, 2013 (UN Standards of Conduct)<sup>2</sup> and other applicable policies and practices relevant to standards of conduct for WFP personnel which, as of October 2014, includes the WFP Code of Conduct.

3. This report covers the activities of the Ethics Office, categorized as follows:

- A. Advice and Guidance
- B. Annual Financial and Conflicts of Interest Disclosure Programme
- C. Protection Against Retaliation – Whistleblower Protection Policy
- D. Standard Setting and Policy Support
- E. Training, Education and Outreach
- F. Ethical Leadership, Culture and Metrics

---

<sup>1</sup> Recommendation 7 to the Joint Inspection Unit Report on “Ethics in the United Nations System” (JIU2010/3).

<sup>2</sup> Standards of Conduct for the International Civil Service, International Civil Service Commission, 2013.

4. This report has been prepared pursuant to Section 5.4 of ST/SGB/2007/11 which requires the ethics offices in the United Nations Secretariat and the separately administered organs and programmes to prepare annual reports for review by the United Nations Ethics Committee, renamed the Ethics Panel of the United Nations (Ethics Panel). This report has been reviewed by the Ethics Panel and is hereby submitted to the Executive Board of WFP.

5. This report provides an overview of the activities undertaken by the Ethics Office during the period 1 January–31 December 2014. This report includes year over year statistics to the extent available.

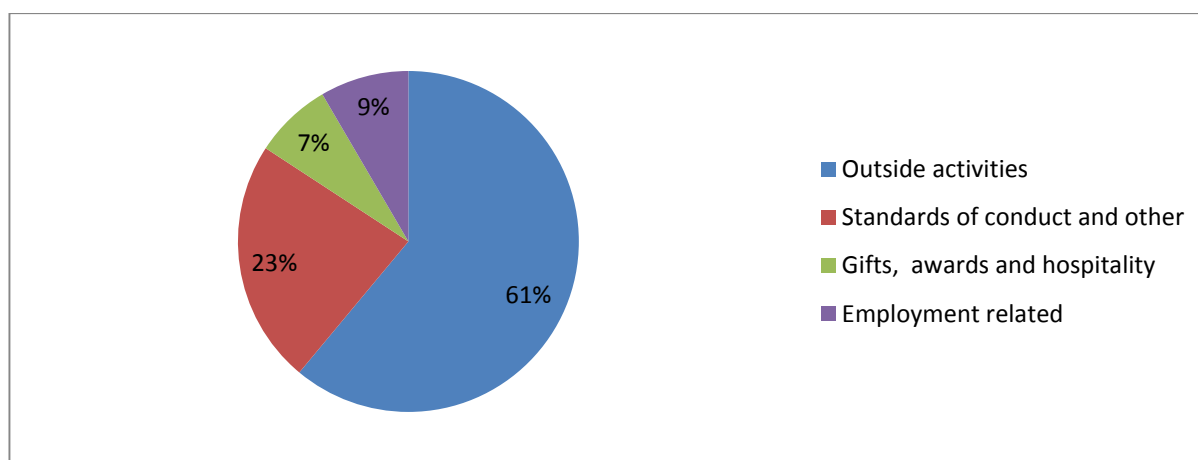
### III. Activities of the Ethics Office

6. Following is an overview of the activities of the Ethics Office<sup>3</sup> by category: Advice and Guidance (160 separate queries); Annual Financial and Conflicts of Interest Disclosure Programme (FDP) (1,600 emails); Protection Against Retaliation – Whistleblower Protection Policy (4 reviews); Standard Setting and Policy Support (19 separate reviews plus the WFP Code of Conduct); Training, Education and Outreach (9 separate events with new training materials); Ethics Panel/Ethics Network of Multilateral Organizations (Ethics Network) (12 conference calls/meetings). Note: These numbers represent various activities by instance, not by time or number of people impacted. The sections below contain more information on each area.

#### A. Advice and guidance

7. The Ethics Office provided advice and guidance to WFP employees and management. The Ethics Office registered 160 requests for advice and guidance on issues unrelated to the FDP and Protection Against Retaliation – Whistleblower Protection Policy. This represented a 60 percent increase in requests for advice and guidance from 2013, which totalled 102. The nature of these requests (Figure 1) was advice on: outside activities (61 percent); gifts, awards, hospitality, etc. (7 percent); employment and post-employment (9 percent); and other, including the UN Standards of Conduct (23 percent). These are in addition to advice and guidance for Protection Against Retaliation - Whistleblower Protection Policy, and the FDP included in the summary above and noted in Sections C and B, respectively.

Figure 1: Requests for advice – categories



<sup>3</sup> Executive Director Circular ED2008/002, *Establishment of Ethics Office in WFP* and Executive Director Circular ED2008/004, *Disclosure of Financial Interests, Outside Activities and Honours, Decorations, Favours, Gifts or Remuneration*.

8. The Ethics Office has initiated an expanded dialogue with senior management with respect to the support the Ethics Office can provide in terms of advice and guidance to management – in particular, when management should reach out for advice and guidance from the Ethics Office on specific individual matters and broader institutional matters.

### *B. Annual Financial and Conflicts of Interest Disclosure Programme (FDP)*

9. WFP's policy on the FDP was adopted in April 2008,<sup>3</sup> the FDP was first implemented in 2009. The policy is a key component of WFP's commitment to transparency and public confidence-building. The FDP acts as a safeguard and risk management tool for WFP employees and the organization as a whole. The Ethics Office is mandated to administer the FDP in order to assist WFP in identifying personal conflicts of interest for the purpose of mitigation in the best interests of WFP.

10. The Ethics Office implemented its sixth annual FDP (2014 FDP) for the period 1 January–31 December 2013. Required participants were D-1 and D-2 levels, all Country Directors, whatever their grades, heads of office/sub-office, and heads of area office, and those whose occupational duties included procurement authority to release purchase orders of any type; oversight (audit/investigations, inspections), investment (Treasury), Legal – with the exception of the Administrative and Employment Law Branch – and procurement officers, as well as others who were members of a vendor management contract committee or had regular access to confidential procurement information.

11. The Ethics Office, with data feeds from Human Resources (HR), created an initial list of participants based on the policy criteria, as outlined in the immediately preceding paragraph. The Ethics Office then divided this list by division/office head, sending lists to the respective division/office heads for confirmation of the participants identified according to the same policy criteria. This is a labour intensive yet critical step in identifying participants who cannot be identified through HR data feeds. For example, the decentralized nature of the establishment of vendor management contract committees necessitates senior management identifying committee members as participants in the FDP. Senior management input has been essential to properly identifying the FDP population and has been fulfilling this responsibility diligently.

12. Some 1,086 WFP personnel out of 14,599 – representing 7.4 percent of the total WFP population – were confirmed by senior management for participation in the FDP. This total represents a slight increase (1.2 percent) over the previous year as indicated in Figure 2 below.

**Figure 2: Financial and conflict of interest disclosure participation by calendar year (2009–2014)**





13. The FDP was comprised of three parts: the conflict of interest (COI) questionnaire, the eligibility questionnaire and the financial disclosure statement.
14. The eligibility questionnaire had a filtering effect, reducing the number of participants by 207 to 879. This represented 20 percent of the total population confirmed by management. The size of this filtering effect was consistent with past years. The Ethics Office is reviewing this effect for the purpose of better understanding this substantial percentage differentiation with the intention to modify this process in future years to the extent appropriate, based on the results of this review.
15. The COI questionnaire inquired about relationships of WFP personnel and their dependent family members with any WFP vendors, partners and governments, and required disclosures of any outside activities, receipt of gifts or awards, family relations in the United Nations, landlord/tenant relations, etc. Completion of the questionnaire was designed to elicit or uncover potential conflicts of interest that may damage the reputation of WFP for the purpose of addressing or mitigating.
16. The completion of the financial disclosure statement was likewise for the purpose of eliciting or uncovering potential conflicts of interest that could damage the reputation of WFP for the purpose of addressing or mitigating.
17. In implementing the 2014 FDP, the Ethics Office responded, as always, to a large number (in excess of 1,600) of e-mail messages, telephone calls and direct office visits regarding the FDP.
18. Some 1,086 WFP employees were identified as eligible to participate in the FDP; 1,073 completed the COI questionnaire with 803 having also completed the financial statement; 207 self-identified ineligible; 58 were required to complete the financial statement nonetheless; the remainder were exempted.
19. The FDP was launched on April 7, 2014 with a requested completion date of May 6, 2014; subsequent routine extensions were accorded.
20. The compliance rate for the 2014 FDP was 100 percent, the first time since the FDP was implemented. Unfortunately, the FDP was not completed until February 2015 – more than ten months following its launching and with a significant resource impact. From November 2014 through February 2015, the Ethics Office sent an additional 120 plus emails to achieve the 100 percent compliance.
21. The submissions were reviewed by an external consultant under the direction of the WFP Ethics Office. Any potential, apparent and actual COIs were addressed directly by the Ethics Office. Out of the financial statements reviewed, 28 responses were flagged as possible COIs. The FDP reviewer requested additional information and otherwise reviewed all 28 responses and determined the 28 not to be actual COIs. The Ethics Office reviewed and cleared an additional 9 directly; 4 COIs were identified through the responses to the COI questionnaire and addressed. Out of the questionnaires reviewed, 231 were flagged for potential conflicts of interest. One COI was identified through responses to the financial statement and addressed.
22. The review process necessitated a sizeable number of requests by the FDP reviewer and the Ethics Office directly for more information, for example, the names and locations of assets and other details regarding other income, profits, liabilities and supplements. Companies and organizations disclosed by WFP employees were reviewed against the WFP vendor list, consisting of more than 2,000 companies.

23. The FDP reviewer provided statistical information breakdowns as follows: status of findings of the submissions; analysis of COIs identified and addressed; breakdown of possible COIs identified and reviewed; results of COI questionnaire and statement submissions, separately, by grade/category; and submissions with no financial information reported.

24. The number of submissions with no financial information reported increased dramatically, more than doubling in number from last year from 50 to 105, as illustrated in Figure 3 below. The Ethics Office is reviewing this data for the purpose of better understanding this substantial increase with the intention to address in future years, to the extent appropriate, based on the results of this review.

**Figure 3: Summary of submissions with no financial transactions reported**

FDP Year (covering previous calendar year)	2011	2012	2013	2014
Number of submissions	37	28	50	105

25. The Ethics Office initiated the creation of a revised database for the FDP. In addition, the Ethics Office has updated several related communications. The work on the database and the supporting documentation will continue in 2015.

### ***C. Protection against retaliation – Whistleblower protection policy***

26. It is the duty of all WFP personnel to report any breach of WFP's regulations and rules to those whose responsibility is to take appropriate action and to cooperate with WFP's oversight functions. An individual who makes such a report in good faith has the right to be protected against retaliation. Among the key responsibilities of the Ethics Office is to provide assistance with Protection Against Retaliation for individuals as a result of having reported misconduct, provided information in good faith on wrongdoing by one or more employees, or cooperated with a duly authorized audit or investigation. The main objective of the policy is to ensure that WFP personnel report misconduct and cooperate with audits and investigations without being subject to retaliation.<sup>4</sup>

27. The Ethics Office received four requests for protection against retaliation. One case was completed with a finding that there was no prima facie case of retaliation; three cases remained outstanding. One individual was provided retaliation protection. One individual requested the review remain pending the provision of additional information. One matter was being reviewed.

28. The Ethics Office, with its coordination with the Ethics Panel (as more fully described in Section IV below), continues to monitor the activity as related to the Protection Against Retaliation – Whistleblower Protection Policy in order to ensure WFP's Whistleblower Protection Policy remains in alignment with the United Nations system and to enhance the understanding of WFP personnel of the scope of the Policy.

### ***D. Standard setting and policy support***

29. Fostering a corporate culture of ethics, transparency and accountability requires frequent and consistent advocacy. The Ethics Office provided guidance to management on the incorporation of ethical standards in organizational practices and processes.

<sup>4</sup> Protection against retaliation (ref. ED Circular 2008/003).

**30.** The Ethics Office provided input on 19 policies in various forms – circulars, policies, guidance, etc., excluding the work on the WFP Code of Conduct and corresponding circular. Some of the input required review of extensive documentation and multiple drafts. In addition, the inclusion of the Ethics Office in the review of a broad breadth of policies (for example, policies that implicate privacy considerations) reflects WFP’s appreciation of including the ethical lens in its governance. The input from the Ethics Office was received overwhelmingly positively. The Ethics Office does not have statistics on the number of policies reviewed in past years; based on experience in the Ethics Office, however, the number and extent of input by the Ethics Office seemed to have increased rather substantially.

**31.** In October 2014, the WFP Code of Conduct was adopted. The WFP Code of Conduct was created through collaborative efforts with HR and Legal. Drafts were distributed to and input received from a broad range of interested parties within WFP. The WFP Code of Conduct evolved from interviews conducted by the WFP Internal Justice Review Panel of 2014.<sup>5</sup> The purpose of the WFP Code of Conduct is to support WFP personnel in fulfilling their duties with integrity. It is comprised of 11 bulleted points of high-level conduct expectations of WFP; applicable to all WFP personnel – all contract types, all levels; structured to help WFP employees to more easily understand and, consequently, adhere to the high standards and policies of WFP and the United Nations. It is comprised of policies essential to helping WFP personnel to represent the ideals of WFP and the United Nations, and display standards of competence, integrity, impartiality, independence and discretion.

**32.** The Ethics Office conducted an awareness and communications campaign around the WFP Code of Conduct. The Director, Ethics Office, sent 192 initial emails and more than 260 personal emails total to heads of offices, directors and above with sample communications and talking points on the WFP Code of Conduct, requesting senior management engage directly with all WFP personnel in their respective divisions/offices. The Ethics Office received approximately 91 emails in response to the personal emails, representing an approximate 47 percent acknowledgement rate with confirmation of a total of 44 instances of direct engagement via email, all staff meetings or otherwise. This means a confirmed follow up rate of approximately 25 percent out of the total number of senior management contacted, representing approximately 21 percent of the Regional Directors/Country Directors contacted and 36 percent of Heads of Office/Directors and above at Headquarters/Liaison Offices contacted.

### *E. Training, education and outreach*

**33.** Training, education and outreach activities are key functions of the Ethics Office.<sup>6</sup> Based on experience in the Ethics Office, the activities in this area seemed to have increased substantially in 2014 from 2013.

**34.** The Ethics Office created new training for the Respectful Workplace Advisors (RWAs) who, since 2012, have also been designated as “Ethics Ambassadors for WFP”. Twenty-three RWAs were trained in July, 2014 for a total of 123 trained since 2012. In addition, the Ethics Office briefed approximately 30 RWAs via a series of conference calls on the WFP Code of Conduct, adopted in October 2014.

**35.** The Ethics Office created and conducted several other new training sessions reaching an additional approximately 125 WFP employees through live presentations and an additional

<sup>5</sup> In 2014, an independent panel convened by WFP conducted a review of the Internal Justice System of WFP. The result was a report with several recommendations impacting the work of the Ethics Office.

<sup>6</sup> Training, education and outreach (ref. ED Circular 2008/002)

400 through revised training materials through the Ombudsman. Other events included interviews and forums.

36. The Director, Ethics Office worked with the Director, Procurement, to create a communication to all 12,000 suppliers on WFP's expectations of conduct. The Ethics Office and Procurement plan to continue to work together on ethics matters in 2015 and beyond.

37. An independent panel reviewed the internal justice system of WFP in 2014. That review resulted in an Internal Justice Review Report with several recommendations impacting the Ethics Office. One recommendation was the requirement for the creation of a mandatory on line ethics training (Ethics E-Learning).

38. Although the Ethics Office has not had any amounts budgeted in the ordinary for Education and Outreach, the Ethics Office was successful in securing funds for the Ethics E-Learning to be created in 2015.

#### *F. Ethical leadership, culture and metrics*

39. Within the first 90 days of the tenure of the incoming Director, Ethics Office, the Director interviewed all but one member of the Executive Management Group (who was unavailable because of regional emergencies, yet subsequently interviewed) plus many others for their current impressions of the Ethics Office and their future expectations. The feedback has been instrumental in helping to shape the direction of the Ethics Office and helping senior management understand the Ethics Office and how a strong ethical culture can help WFP be more efficient and effective.

40. The Ethics Office has partnered with senior management for messaging so as to reflect 'tone from the top'.

41. The Ethics Office has initiated several additional tracking mechanisms in order to provide metrics for activities conducted by the Ethics Office.

#### **IV. Ethics Panel of the United Nations and the Ethics Network for Multilateral Organizations; Rome-Based Agencies**

42. The Ethics Panel was originally established in 2007 and renamed in April 2013. The Ethics Panel is mandated to establish a unified set of ethical standards and policies of the United Nations Secretariat and of the separately administered organs and programmes, and for consultation on certain important and particularly complex cases and issues having United Nations system-wide implications. For example, the Ethics Panel reviewed various ethics queries as related to the revised UN Standards of Conduct and the state of protection against retaliation policies in the United Nations and its funds and programmes.

43. The membership of the Ethics Panel was comprised of the heads of the Ethics Offices of the separately administered organs and programmes of the United Nations and the Ethics Office of the United Nations Secretariat. The Ethics Panel remained the same as last year, consisting of the heads of the ethics offices of: the United Nations Secretariat (chair), UNDP, UNICEF, UNFPA, UNOPS, WFP, the UNRWA and UNHCR.<sup>7</sup>

44. The Ethics Panel addressed a number of issues of common interest including harmonization and coherence on ethics advice, state of the respective financial disclosure programmes, review of the annual reports of Ethics Panel members, protection against retaliation policies and practices,

<sup>7</sup> Participation in the Ethics Panel of the United Nations and the Ethics Network for Multilateral Organizations (ref. ED Circular 2008/002; ST/SGB/2007/11).

plus real-time interactions on ethical considerations. The Ethics Office participated in all 11 conference calls/meetings. The work of the Ethics Panel is reflected in the Report of the Secretary-General to the 69th Session of the General Assembly “Activities of the Ethics Office” (doc. A/69/332).

45. In support of the Secretary-General’s promotion of system-wide collaboration on ethics-related issues within the United Nations family, an Ethics Network of Multilateral Organizations was established on 21 June 2010 within the framework of the Chief Executives Board for Coordination. Members of the Network include ethics officers and related professionals from the United Nations Secretariat, United Nations funds, programmes and specialized agencies, international financial institutions, including the World Bank, the International Monetary Fund and other multilateral entities. As a result of the exchange of experience and materials within the Ethics Network, the Director, Ethics Office was able to more readily create additional training materials for the RWAs.

46. The Ethics Panel has proved itself to be a useful mechanism for ensuring a coherent application of ethics standards and for enhancing synergy within the United Nations. Collegial exchange within this community of practice has enabled the new Director, Ethics Office to expedite learning the legal and policy framework of the United Nations system. The Ethics Panel has also proved itself to also be a resource for insights into ethical issues unique to the United Nations and with respect to workings within the other ethics offices in the United Nations.

47. The ethics officers of the three Rome-based agencies coordinate periodically, sharing best practices.

## V. Observations

48. The Ethics Office observed a substantial increase in the number of requests for advice and guidance in 2014 from 2013. The Director, Ethics Office, believes this increase is due to three factors: once again having a full-time ethics officer; increased visibility of the Ethics Office directly and through the support of senior management; and the creation of additional tracking.

49. From a high level, during its first five years, the Ethics Office has been successful in establishing policies to support its mandate and in maintaining these initial efforts. The Ethics Office, with endorsement from the Executive Director, has initiated review of existing policies for the purpose of revising to reflect current structural considerations and “lessons learned” over the years since the adoption of the policies.

50. During its first five years and through the past two years, the Ethics Office seems to have been focused largely on individual integrity risks with limited involvement with broader risks, which could pose a more impactful risk to WFP. While advice and guidance is regularly reactionary in nature, the Ethics Office has reached out to senior management to support engaging in proactive ethical considerations in operational and strategic decision-making. The Ethics Office will continue to dialogue and act in coordination with senior management in this regard in 2015.

51. The Ethics Office has presented an integrated, holistic approach to ethics. This approach seems to be well received. The Ethics Office will continue to develop this approach in 2015.

52. The Ethics Office, through interactions with the Ethics Panel, continued to monitor the activity as related to the Protection Against Retaliation – Whistleblower Protection Policy in order to ensure WFP’s Whistleblower Protection Policy remained in alignment with the United Nations and to strengthen understanding of the scope of the Policy – by WFP personnel, senior management and leadership.



## VI. Conclusions

53. Past annual reports note the challenges in operating such a small office. In 2014, the Ethics Office attempted to address these limitations with existing resources by hiring interns. This has helped the Ethics Office to resurrect the auction, which is an internal auction of gifts received or otherwise not appropriate to refuse, then disclosed to the Ethics Office, in accordance with WFP policy. The proceeds of the auction were donated to the Home Grown School Feeding programme in Kenya and Syrian refugees. The auction was supported by the Deputy Executive Director, and various communication tools were created or updated, for example, posters, FAQs, emails, etc. The auction was well received and considered a successful tool for raising awareness on WFP policies and practices with respect to gifts. The interns have also been able to support the Ethics Office by conducting research supporting: specific requests by the Executive Director, senior management and others; review, analysis and input of policies and practices; and advice and guidance to individuals and management. The Ethics Office has also created various additional templates to support the work of the Ethics Office.

54. In 2012, WFP initiated a journey to be “Fit for Purpose” and has, subsequently, initiated performance management and other initiatives to support this journey in support of the Management Plan, the Strategic Plan and the Management Results Dimensions. The Ethics Office has and will continue to position its work to join and enrich this journey – from infrastructure and operational standpoints.

**ANNEX V: WFP EMPLOYEES WITH CONTRACTS OF ONE YEAR OR LONGER<sup>1</sup>**

<b>CATEGORY</b>	<b>TOTAL</b>	<b>NO. OF WOMEN</b>	<b>% OF WOMEN</b>
Higher categories (D-2 and above)	43	12	28
International professionals (P-1 to D-1)	1 333	548	41
Junior professional officers	52	32	62
<b>TOTAL INTERNATIONALLY RECRUITED</b>	<b>1 428</b>	<b>592</b>	<b>41</b>
National professional officers	766	282	37
General service	3 140	1 155	37
Service contracts	6 033	1 490	25
<b>TOTAL LOCALLY RECRUITED</b>	<b>9 939</b>	<b>2 927</b>	<b>29</b>
<b>TOTAL WFP EMPLOYEES<sup>2</sup></b>	<b>11 367</b>	<b>3 519</b>	<b>31</b>

<sup>1</sup> At 31 December 2014, this excludes temporary contracts of 11 months or less such as those for short-term international professionals, consultants, short-term general service, special service agreements, interns, author's contract, fellowship, United Nations and WFP volunteers and casual labourers.

<sup>2</sup> Data extracted on 12 January 2015 from WINGS II.

**ANNEX VI: GLOBAL FOOD AID PROFILE**

	2010	2011	2012	2013*	2014*
<b>Food aid deliveries (million mt)</b>					
Global food aid deliveries	6.9	5.0	5.0	3.9	3.6
of which WFP	4.3	3.3	2.9	3.3	3.2
<b>Food aid deliveries by commodity</b>					
Cereals	5.9	4.1	4.3	3.1	2.9
Non-cereals	1.0	0.9	0.7	0.8	0.7
<b>Global food aid deliveries (%)</b>					
<b>Deliveries by channel</b>					
Bilateral	5	6	11	2	0
Multilateral	63	69	60	76	77
NGOs	32	25	29	22	23
<b>Food aid deliveries by category</b>					
Emergency	76	71	70	77	84
Project	20	26	27	23	16
Programme	4	3	3	-	-
<b>Food aid deliveries by region</b>					
Sub-Saharan Africa	60	62	63	57	48
Asia	27	21	22	17	20
Eastern Europe and CIS	1	0	0	0	0
Latin America and the Caribbean	8	7	4	4	4
Middle East and North Africa	4	10	11	22	28

Source: WFP/ International Food Aid Information System (INTERFAIS), 16 April 2015.

\*2013 and 2014 Figures are provisional



**ANNEX VII: WFP FOOD PROCUREMENT IN 2014**

	Quantities (mt)	% of total	USD million	% of total
<b>Developing countries</b>				
Least developed	615 878	28	252.9	20
Other low-income <sup>1</sup>	44 990	2	18.7	1
Lower middle-income <sup>2</sup>	538 800	25	305.3	24
Upper middle-income <sup>3</sup>	560 909	26	367.7	29
<b>Subtotal</b>	<b>1 760 575</b>	<b>81</b>	<b>944.6</b>	<b>75</b>
<b>Developed countries</b>				
<b>Subtotal</b>	<b>425 329</b>	<b>19</b>	<b>307.3</b>	<b>25</b>
<b>TOTAL</b>	<b>2 185 904</b>	<b>100</b>	<b>1 251.8</b>	<b>100</b>

No.	COUNTRY	(mt)	USD
<b>Developing countries</b>			
1	TURKEY	367 131	246 336 647
2	INDIA	239 056	116 609 844
3	INDONESIA	83 362	73 526 895
4	ETHIOPIA	131 392	48 582 714
5	PAKISTAN	56 456	29 980 901
6	SOUTH AFRICA	62 565	28 055 485
7	UKRAINE	78 850	26 039 899
8	MYANMAR	58 560	23 849 681
9	UNITED REPUBLIC OF TANZANIA	71 733	23 612 870
10	THAILAND	43 231	22 474 725
11	UGANDA	49 921	20 649 138
12	IRAQ	17 290	20 347 009
13	KENYA	44 763	18 629 706
14	MALAWI	41 630	17 828 238
15	STATE OF PALESTINE	18 887	17 042 068
16	SUDAN	43 270	16 761 298
17	JORDAN	18 891	16 286 379

<sup>1</sup> LIC: Other Low-Income Countries (per capita GNI < USD 1,045 in 2013)

<sup>2</sup> LMIC: Lower Middle-Income Countries (per capita GNI USD 1,046 – 4,125 in 2013)

<sup>3</sup> UMIC: Upper Middle-Income Countries (per capita GNI USD 4,126 – 12,745 in 2013)

**ANNEX VII: WFP FOOD PROCUREMENT IN 2014**

<b>No.</b>	<b>COUNTRY</b>	<b>(mt)</b>	<b>USD</b>
18	ZAMBIA	42 989	15 308 653
19	LEBANON	15 922	14 205 825
20	MALI	25 754	13 583 914
21	NIGER	24 913	12 204 203
22	HONDURAS	14 562	11 543 053
23	EGYPT	13 245	10 347 319
24	YEMEN	19 298	8 184 799
25	AFGHANISTAN	20 188	8 100 704
26	RWANDA	16 712	7 322 894
27	BANGLADESH	10 852	6 520 249
28	DEM. REP. OF THE CONGO	8 151	4 816 599
29	GUATEMALA	8 202	4 382 529
30	BURKINA FASO	9 769	4 299 571
31	MALAYSIA	4 151	3 885 768
32	SENEGAL	9 458	3 883 337
33	MOZAMBIQUE	7 560	3 514 975
34	BOLIVIA (PLURINATIONAL STATE OF)	2 447	3 498 929
35	SOUTH SUDAN	3 762	3 241 719
36	ALGERIA	11 243	3 223 916
37	CHINA	3 099	2 860 376
38	CAMEROON	3 977	2 738 103
39	COLOMBIA	2 471	2 357 041
40	BURUNDI	4 190	2 238 336
41	SYRIAN ARAB REPUBLIC	5 413	2 180 871
42	GHANA	5 402	2 074 342
43	NICARAGUA	1 724	1 902 704
44	KAZAKHSTAN	4 644	1 684 444
45	MADAGASCAR	3 720	1 600 751
46	BRAZIL	2 774	1 588 277
47	SIERRA LEONE	2 710	1 577 683
48	VIET NAM	3 877	1 461 132
49	IRAN (ISLAMIC REPUBLIC OF)	2 412	1 451 700

**ANNEX VII: WFP FOOD PROCUREMENT IN 2014**

<b>No.</b>	<b>COUNTRY</b>	<b>(mt)</b>	<b>USD</b>
50	CAMBODIA	3 720	1 390 264
51	NEPAL	1 641	1 275 246
52	MEXICO	2 246	1 091 110
53	ARGENTINA	946	823 139
54	PHILIPPINES	1 224	744 915
55	CHAD	1 200	704 349
56	GUINEA	891	560 182
57	URUGUAY	912	543 811
58	SRI LANKA	1 134	523 447
59	LAO PEOPLE'S DEMOCRATIC REPUBLIC	625	389 485
60	EL SALVADOR	722	356 113
61	GAMBIA	399	280 320
62	UZBEKISTAN	200	256 000
63	HAITI	246	235 188
64	ECUADOR	220	208 235
65	TUNISIA	175	195 550
66	BENIN	135	127 019
67	LIBERIA	159	111 370
68	SOMALIA	200	110 000
69	GUINEA-BISSAU	110	71 355
70	ZIMBABWE	102	53 040
71	NAMIBIA	586	45 860
72	PARAGUAY	60	44 583
73	TAJIKISTAN	125	16 576
74	SÃO TOMÉ & PRINCIPE	18	7 651
<b>Subtotal (75% in value terms)</b>		<b>1 760 575</b>	<b>944 563 021</b>

**ANNEX VII: WFP FOOD PROCUREMENT IN 2014**

<b>No.</b>	<b>COUNTRY</b>	<b>(mt)</b>	<b>US\$</b>
<b>Developed countries</b>			
1	FRANCE	35 752	61 600 380
2	ITALY	79 365	59 664 394
3	RUSSIAN FEDERATION	103 782	57 622 400
4	BELGIUM	62 724	45 376 666
5	CANADA	46 385	29 145 901
6	JAPAN	3 768	11 125 079
7	AUSTRALIA	28 886	10 610 925
8	NETHERLANDS	12 445	7 908 895
9	HUNGARY	30 195	7 201 194
10	UNITED ARAB EMIRATES	7 044	5 455 317
11	USA	3 805	4 871 189
12	GERMANY	8 142	3 796 845
13	SAUDI ARABIA	1 683	1 193 034
14	NEW ZEALAND	325	917 475
15	GREECE	946	364 125
16	BULGARIA	17	348 138
17	DENMARK	1	48 072
18	LATVIA	65	34 840
<b>Subtotal (25% in value terms)</b>		<b>425 329</b>	<b>307 284 868</b>
<b>TOTAL</b>		<b>2 185 904</b>	<b>1 251 848 889</b>

**ANNEX VIII: TOTAL CONFIRMED CONTRIBUTIONS IN 2014 (USD thousand)**

DONOR	TOTAL	Multilateral		Directed Multilateral			
	TOTAL	IRA*	DEV	EMOP	PRRO	SO**	OTHERS***
AFRICAN DEVELOPMENT BANK	4 362				3 362	1 000	
ANDORRA	10				10		
ARMENIA	102						102
AUSTRALIA	112 791	34 072		6 609	17 315	28 472	928
AUSTRIA	1 183				1 183		
AZERBAIJAN	200				200		
BANGLADESH	3 858			3 858			
BELGIUM	25 545	11 368	9 552	3 069	4 766	1 683	4 660
BOLIVIA (PLURINATIONAL STATE OF)	175			175			
BRAZIL	4 435			285	2 976	259	916
BULGARIA	139				139		
BURUNDI	1 941						1 941
CAMBODIA	1 227			1 227			
CANADA	350 066	28 431	5 433	70 952	120 572	103 602	19 104
CENTRAL AFRICAN REPUBLIC	12 000				12 000		
CHILE	20	20					
CHINA	11 065	1 565		1 000	7 000	1 000	500
COLOMBIA	3 805						3 805
CONGO	4 179			4 179			
CUBA	484			108		376	
CYPRUS	11	11					
CZECH REPUBLIC	151						151
DEM. REP. OF THE CONGO	604					604	
DENMARK	68 450	38 876	9 249	183	20 655	4 184	2 192
DOMINICAN REPUBLIC							
ECUADOR	248	248					
EGYPT	390	186		204			
EQUATORIAL GUINEA	66	66					
ESTONIA	189				189		
ETHIOPIA	47 745					47 745	

**ANNEX VIII: TOTAL CONFIRMED CONTRIBUTIONS IN 2014 (USD thousand)**

DONOR	TOTAL		Directed Multilateral					OTHERS***
	TOTAL	Multilateral	IRA*	DEV	EMOP	PRRO	SO**	
EUROPEAN COMMISSION	371 807			87 041	138 041	113 655	31 154	1 916
FAROE ISLANDS	33				33			
FINLAND	34 880	8 208			17 938	7 920	478	336
FRANCE	22 990			1 504	14 672	6 264		550
GAMBIA	3 027			3 027				
GERMANY	301 194	33 933	2 717	5 058	138 050	96 317	15 739	12 097
GREECE	38						38	
GUATEMALA	4 843	150						4 693
GUINEA	14 634			7 534	7 100			
HAITI	257							257
HOLY SEE	37						37	
HONDURAS	8 348	16						8 332
HUNGARY	41				41			
ICELAND	399			195	204			
INDIA	1 039	50		990				
IRELAND	21 337	12 720	2 248	672	4 814	1 800	710	620
ISRAEL	20				20			
ITALY	31 639	13 638			9 906	2 534		5 560
JAPAN	156 548	3 405		12 243	47 417	75 950	15 100	2 433
JORDAN	47	47						
KENYA								
KUWAIT	37 475				35 100	375	2 000	
LESOTHO	8 029							8 029
LIBERIA	5 600				5 600			
LIECHTENSTEIN	334	113	113		112	109		
LITHUANIA	27				27			
LUXEMBOURG	12 136	2 338	688	1 694	3 556	1 190	570	2 789
MADAGASCAR	3 000			3 000				
MALAWI	6 388				6 388			
MALAYSIA	1 000							1 000
MEXICO	100				100			
MONACO	271			48	223			
NETHERLANDS	88 009	49 519		4 218	21 674	5 000	4 759	2 839
NEW ZEALAND	5 898	4 882			424		592	
NICARAGUA	15	15						
NORWAY	72 165	37 329	12 487		22 894	8 527	2 683	731

**ANNEX VIII: TOTAL CONFIRMED CONTRIBUTIONS IN 2014 (USD thousand)**

DONOR	TOTAL		Directed Multilateral					
	TOTAL	Multilateral	IRA*	DEV	EMOP	PRRO	SO**	OTHERS***
OMAN	2 000				1 000	1 000		
OPEC FUND FOR INTERNATIONAL DEVELOPMENT	500				125	375		
PAKISTAN	69 553					69 553		
STATE OF PALESTINE	2 915				2 915			
PANAMA	578	338						240
PERU	263	263						
PORTUGAL	10	10						
PRIVATE DONORS****	110 306	8 256		13 833	13 983	39 637	3 990	30 607
QATAR	2 380				2 000	380		
REPUBLIC OF KOREA	30 811			2 000	3 742	16 300		8 770
RUSSIAN FEDERATION	66 477			33 459	10 353	7 786		14 880
SAUDI ARABIA	269 909			4 239	209 568	56 102		
SIERRA LEONE	9 553			53	6 000		3 500	
SLOVAKIA	15	15						
SLOVENIA	41				41			
SOUTH SUDAN	5 000				5 000			
SPAIN	10 294				3 097	3 140	415	3 642
SRI LANKA	2 404					2 404		
SUDAN	220				220			
SWEDEN	93 481	81 617	4 000	1 340	928	2 427	6 614	555
SWITZERLAND	85 825	7 997	6 652	3 241	29 398	27 875	6 649	10 664
SYRIAN ARAB REPUBLIC	20	20						
THAILAND	129	112		17				
TIMOR-LESTE	180					180		
TURKEY	100					100		
UN CERF	137 314			106	53 349	70 450	11 246	2 162
UNITED ARAB EMIRATES	29 760				29 760			
UNITED KINGDOM	408 835	62 907		13 820	180 098	104 065	25 209	22 736
UN OTHER FUNDS AND AGENCIES	112 237	62		11 633	6 575	24 281	62 575	7 110

**ANNEX VIII: TOTAL CONFIRMED CONTRIBUTIONS IN 2014 (USD thousand)**

DONOR	TOTAL		Directed Multilateral				
	TOTAL	IRA*	DEV	EMOP	PRRO	SO**	OTHERS***
UNITED REPUBLIC OF TANZANIA,	179	179					
URUGUAY	5	5					
UNITED STATES OF AMERICA	2 252 677	5 000	79 060	1 195 788	857 372	103 983	11 474
VENEZUELA (BOLIVARIAN REPUBLIC OF)	5	5					
WORLD BANK	2 723		490		2 100		133
ZAMBIA	1 778		1 778				
<b>GRAND TOTAL</b>	<b>5 577 523<sup>1</sup></b>	<b>447 990</b>	<b>53 138</b>	<b>384 140</b>	<b>2 418 643</b>	<b>1 794 093</b>	<b>320 418</b>
<b>Bilateral Contributions</b>							<b>3 828</b>

\* IRA: Immediate Response Account; \*\*SO: Special Operation

\*\*\* Others: contributions to Trust Funds, Special Accounts, and General Fund

\*\*\*\* Private contributions do not include extraordinary gifts-in-kind such as advertising

<sup>1</sup> This grand total figure represents donor confirmed contributions for contribution year 2014. This figure is not fully aligned with the contributions revenue of USD 5.38 billion as reported in the 2014 audited financial statements and the main text of the APR. The differences that occur are as a result of: a) differing treatment of multi-year revenue; b) exclusion of contributions with bilateral funding window; and c) exclusion of contribution revenue adjustments such as unspent balances and write-downs.




**ANNEX IX-A: DIRECT EXPENDITURES<sup>1</sup> BY REGION AND CATEGORY, 2011–2014**

	2011		2012		2013		2014	
	USD thousand	%	USD thousand	%	USD thousand	%	USD thousand	%
<b>GRAND TOTAL</b>	<b>3 748 165</b>	<b>100</b>	<b>3 994 511</b>	<b>100</b>	<b>4 159 300</b>	<b>100</b>	<b>4 717 571</b>	<b>100</b>
DEVELOPMENT	326 087	9	364 830	9	375 815	9	345 626	7
RELIEF	2 978 277	79	3 178 534	80	3 350 780	81	3 843 912	81
Emergency	1 336 881		1 386 183		1 548 678		2 161 765	
PRRO	1 641 396		1 792 351		1 802 102		1 682 146	
SPECIAL OPERATIONS	212 090	6	223 311	6	204 558	5	313 321	7
BILATERALS, TRUST FUNDS AND OTHERS <sup>2</sup>	231 711	6	227 836	6	228 148	5	214 712	5
<b>SUB-SAHARAN AFRICA</b>	<b>2 215 866</b>	<b>100</b>	<b>2 625 060</b>	<b>100</b>	<b>2 406 124</b>	<b>100</b>	<b>2 514 809</b>	<b>100</b>
Percentage of all regions	59		66		58		53	
DEVELOPMENT	201 567	9	217 528	8	235 005	10	218 503	9
RELIEF	1 810 267	82	2 196 086	84	1 950 482	81	1 976 777	79
Emergency	780 225		1 012 046		687 030		828 769	
PRRO	1 030 043		1 184 040		1 263 452		1 148 008	
SPECIAL OPERATIONS	148 555	7	168 107	6	166 867	7	266 358	11
BILATERALS AND TRUST FUNDS	55 476	3	43 338	2	53 769	2	53 172	2
<b>ASIA</b>	<b>822 025</b>	<b>100</b>	<b>720 568</b>	<b>100</b>	<b>555 611</b>	<b>100</b>	<b>524 043</b>	<b>100</b>
Percentage of all regions	22		18		14		13	
DEVELOPMENT	68 994	8	96 078	13	83 589	15	66 179	13
RELIEF	712 988	87	567 107	79	434 038	78	406 929	78
Emergency	286 066		155 503		27 989		36 841	
PRRO	426 921		411 603		406 049		370 087	
SPECIAL OPERATIONS	26 186	3	35 566	5	23 491	4	29 438	6
BILATERALS AND TRUST FUNDS	13 857	2	21 818	3	14 494	3	21 497	4

<sup>1</sup> Excludes programme support and administrative costs. This is the first year that this annex reports expenditures rather than expenses. The change seeks to ensure improved alignment with WFP's corporate reporting standards.

<sup>2</sup> "Others" refers to General Fund, special accounts and trust funds that cannot be apportioned by project/operation.

**ANNEX IX-A: DIRECT EXPENDITURES<sup>1</sup> BY REGION AND CATEGORY, 2011–2014**

	2011		2012		2013		2014	
	USD thousand	%	USD thousand	%	USD thousand	%	USD thousand	%
<b>EASTERN EUROPE AND CIS</b>	<b>33 607</b>	<b>100</b>	<b>21 609</b>	<b>100</b>	<b>22 328</b>	<b>100</b>	<b>21 153</b>	<b>100</b>
Percentage of all regions	1		1		1		1	
DEVELOPMENT	9 860	29	11 872	55	14 615	65	13 366	63
RELIEF	23 338	69	9 402	44	7 358	33	7 022	33
Emergency	14 652		21		87		2 632	
PRRO	8 686		9 381		7 272		4 389	
SPECIAL OPERATIONS	48	0		0		0		0
BILATERALS AND TRUST FUNDS	361	1	336	2	354	2	766	4
<b>LATIN AMERICA AND THE CARIBBEAN</b>	<b>274 393</b>	<b>100</b>	<b>150 122</b>	<b>100</b>	<b>136 067</b>	<b>100</b>	<b>131 286</b>	<b>100</b>
Percentage of all regions	7		4		3		3	
DEVELOPMENT	22 237	8	22 342	15	28 224	21	27 147	21
RELIEF	175 430	64	62 954	42	59 279	44	57 665	44
Emergency	96 859		2 786		3 484		6 162	
PRRO	78 570		60 168		55 796		51 503	
SPECIAL OPERATIONS	9 842	4	7 029	5	3 285	2		0
BILATERALS AND TRUST FUNDS	66 884	24	57 798	39	45 280	33	46 475	35
<b>MIDDLE EAST AND NORTH AFRICA</b>	<b>299 006</b>	<b>100</b>	<b>367 130</b>	<b>100</b>	<b>937 839</b>	<b>100</b>	<b>1 431 362</b>	<b>100</b>
Percentage of all regions	8		9		23		36	
DEVELOPMENT	23 401	8	16 768	5	14 260	2	20 247	1
RELIEF	255 152	85	339 210	92	896 750	96	1 392 508	97
Emergency	158 572		214 364		829 038		1 286 223	
PRRO	96 580		124 845		67 712		106 285	
SPECIAL OPERATIONS	18 165	6	5 857	2	9 325	1	13 058	1
BILATERALS AND TRUST FUNDS	2 288	1	5 296	1	17 504	2	5 549	0

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



ANNEX IX-B: DIRECT EXPENDITURES<sup>1</sup> BY COUNTRY, REGION AND PROGRAMME CATEGORY, 2011-2014 (USD thousand)

	2011					2012					2013					2014				
	Development	Relief	Special Oper.	Bilaterals Trust Funds and others <sup>2</sup>	Total	Development	Relief	Special Oper.	Bilaterals Trust Funds and others <sup>2</sup>	Total	Development	Relief	Special Oper.	Bilaterals Trust Funds and Others <sup>2</sup>	Total	Development	Relief	Special Oper.	Bilaterals Trust Funds and others <sup>2</sup>	Total
<b>GRAND TOTAL</b>	<b>326 087</b>	<b>2 978 277</b>	<b>212 090</b>	<b>231 711</b>	<b>3 748 165</b>	<b>364 830</b>	<b>3 178 534</b>	<b>223 311</b>	<b>227 836</b>	<b>3 994 511</b>	<b>375 815</b>	<b>3 350 780</b>	<b>204 558</b>	<b>228 148</b>	<b>4 159 300</b>	<b>345 626</b>	<b>3 843 912</b>	<b>313 321</b>	<b>214 712</b>	<b>4 717 571</b>
<b>SUB-SAHARAN AFRICA</b>																				
Benin	736	4 958	-	2	5 696	1 731	353	107	55	2 246	2 886	700	0	436	4 022	1 661	-	-	173	1 834
Burkina Faso	4 459	8 319	-	1 189	13 968	5 010	42 283	-	1 641	48 934	3 507	27 568	32	978	32 085	4 793	14 648	-	1 154	20 595
Burundi	5 289	13 356	-	85	18 730	4 287	13 203	-	416	17 906	5 203	18 518	-	525	24 246	8 834	17 227	-	1 806	27 867
Cameroon	935	14 334	-	239	15 508	1 701	15 865	-	131	17 696	612	8 080	-	-	8 693	1 336	23 272	-	85	24 694
Cabo Verde	91	-	-	-	91	204	-	-	182	386	320	-	-	-	320	257	-	-	-	257
Central African Republic	4 051	16 324	4 593	38	25 006	2 026	14 876	5 892	0	22 794	502	16 565	5 940	-	23 007	318	68 184	17 343	-	85 846
Chad	5 011	136 012	15 874	19	156 916	6 658	143 006	13 881	174	163 720	5 498	108 238	12 315	544	126 595	5 417	96 221	13 191	795	115 625
Congo	881	13 188	257	-	14 326	4 510	5 152	221	27	9 910	5 113	4 702	159	231	10 205	4 238	3 413	-	287	7 938
Côte d'Ivoire	1 534	33 929	4 326	103	39 891	29	28 781	3 743	511	33 064	895	19 101	887	2 166	23 050	2 516	8 043	-	122	10 681
Dem. Rep. of the Congo	-	107 997	18 050	1 830	127 876	-	105 070	20 649	2 589	128 308	-	142 251	19 878	3 115	165 244	-	91 441	20 306	2 822	114 568
Djibouti	275	12 980	-	33	13 288	1 132	15 013	-	129	16 274	1 003	11 822	-	71	12 895	426	8 664	-	206	9 296
Ethiopia	22 868	341 340	4 029	20 117	388 354	33 480	323 736	6 582	7 992	371 790	31 917	282 122	9 524	10 988	334 550	19 897	239 155	13 996	5 412	278 460
Gambia	2 981	359	-	319	3 659	910	9 715	-	73	10 698	2 653	2 881	-	16	5 550	1 478	1 227	-	231	2 936
Ghana	3 996	8 190	11	1 618	13 815	8 610	9 678	26	1 812	20 126	4 973	1 119	2	1 458	7 552	8 163	1 013	771	1 379	11 325
Guinea	3 015	6 222	9	72	9 318	4 581	1 606	-	98	6 285	4 158	1 366	-	5 524	4 767	16 562	14 099	45	35 472	
Guinea-Bissau	502	2 493	-	826	3 821	3 473	60	-	500	4 032	235	3 972	-	241	4 447	-	7 073	-	-	7 073
Kenya	21 445	279 183	-	1 464	302 092	20 334	253 973	-	1 100	275 406	13 814	179 245	-	1 855	194 914	20 913	157 783	-	2 254	180 949
Lesotho	4 776	968	-	1 022	6 766	4 317	2 995	-	403	7 715	7 897	11 196	-	320	19 413	13 458	521	-	806	14 785
Liberia	1 114	34 736	1 459	551	37 861	6 078	21 168	623	2 296	30 165	7 897	10 324	138	1 767	20 125	4 446	21 614	13 272	1 648	40 980
Madagascar	6 832	8 284	-	256	15 372	5 859	8 696	-	77	14 631	9 466	7 331	-	107	16 904	6 014	5 941	-	2 090	14 045
Malawi	14 392	6 234	-	769	21 395	11 892	31 576	-	1 063	44 531	13 977	57 025	-	2 341	73 343	23 726	51 425	-	3 017	78 168
Mali	9 520	5 188	59	1 640	16 407	12 655	62 018	597	2 275	77 544	28 347	93 510	8 020	2 208	132 085	22 924	105 578	8 417	1 447	138 366
Mauritania	8 694	1 255	-	1 305	11 255	2 970	41 839	3 638	599	49 046	1 985	29 077	4 740	842	36 645	1 201	20 333	4 344	185	26 063
Mozambique	4 649	26 062	-	3 098	33 809	8 727	9 649	307	1 946	20 629	10 915	7 608	1 260	3 721	23 503	11 012	4 390	63	3 270	18 735
Namibia	-	878	-	-	878	-	579	-	31	610	-	67	-	610	677	-	-	-	373	373
Niger	4 136	66 694	8 906	2 177	81 913	5 255	205 965	10 224	835	222 280	8 576	128 120	7 363	1 402	145 462	2 387	112 553	6 374	2 225	123 539
Rwanda	5 268	11 805	-	1 595	18 669	3 402	11 479	-	1 458	16 340	874	14 554	-	1 582	17 010	1 830	14 256	-	3 774	19 859
Sao Tome and Principe	696	-	-	98	793	814	-	-	17	830	624	-	-	-	624	427	-	-	-	427
Senegal	2 417	12 624	-	1 292	16 334	4 431	38 404	-	1 605	44 440	6 172	28 438	-	1 115	35 726	5 281	14 661	-	1 499	21 441
Sierra Leone	4 567	4 433	0	1 085	10 084	7 223	5 899	-	359	13 481	8 565	332	-	688	9 586	5 923	18 231	9 509	834	34 497
Somalia	-	172 535	20 624	-	193 159	-	161 049	27 813	-	188 862	-	139 878	26 974	-	166 852	-	118 287	29 692	9	147 988
South Sudan	-	13 515	8 997	-	22 512	-	266 484	46 549	-	313 033	-	219 767	47 199	-	266 966	-	373 863	91 995	22	465 880
Sudan	145	342 044	61 214	2 773	406 176	-	226 243	25 983	2 830	255 056	-	240 965	22 334	1 316	264 614	-	240 357	22 172	778	263 306
Swaziland	-	2 577	-	196	2 774	725	1 793	-	68	2 586	5 942	355	-	651	6 949	1 418	0	-	1 410	2 828
Togo	-	858	-	480	1 338	143	25	382	-	549	297	187	39	4	527	334	-	-	40	374
Uganda	30 650	20 577	-	2 222	53 448	27 534	26 584	-	1 319	55 437	18 422	32 033	-	1 581	52 036	17 494	52 342	-	1 574	71 410
United Republic of Tanzania	17 573	19 176	86	1 092	37 927	13 220	18 180	-	1 183	32 582	15 129	17 184	-	1 814	34 127	8 267	13 999	-	1 700	23 967
Zambia	8 065	3 358	-	1 102	12 525	3 608	517	-	1 268	5 394	6 634	260	-	1 717	8 611	7 346	20	-	1 553	8 919
Zimbabwe	-	57 108	-	110	57 217	-	72 494	-	141	72 635	-	83 409	-	195	83 604	-	53 089	-	125	53 214
Other Regional Expenditures	-	177	62	4 657	4 896	-	81	890	6 136	7 107	-	610	63	7 164	7 836	-	1 394	812	8 024	10 230
<b>TOTAL REGION</b>	<b>201 567</b>	<b>1 810 267</b>	<b>148 555</b>	<b>55 476</b>	<b>2 215 866</b>	<b>217 528</b>	<b>2 196 086</b>	<b>168 107</b>	<b>43 338</b>	<b>2 625 060</b>	<b>235 005</b>	<b>1 950 482</b>	<b>166 867</b>	<b>53 769</b>	<b>2 406 124</b>	<b>218 503</b>	<b>1 976 777</b>	<b>266 358</b>	<b>53 172</b>	<b>2 514 809</b>

<sup>1</sup> Excludes programme support and administrative costs.<sup>2</sup> Includes all Expenditures for Bilaterals, Trust Funds, General Fund. Negative figures represent financial adjustments.

**ANNEX IX-B: DIRECT EXPENDITURES<sup>1</sup> BY COUNTRY, REGION AND PROGRAMME CATEGORY, 2011-2014 (USD thousand)**

	2011					2012					2013					2014				
	Develop-ment	Relief	Special Oper.	Bilaterals Trust Funds and others <sup>2</sup>	Total	Develop-ment	Relief	Special Oper.	Bilaterals Trust Funds and others <sup>2</sup>	Total	Develop-ment	Relief	Special Oper.	Bilaterals Trust Funds and Others <sup>2</sup>	Total	Develop-ment	Relief	Special Oper.	Bilaterals Trust Funds and others <sup>2</sup>	Total
<b>ASIA</b>																				
Afghanistan	-	177 093	14 893	610	192 596	-	194 342	16 952	2 998	214 292	-	132 393	13 614	5 255	151 262	-	104 974	14 433	6 824	126 230
Bangladesh	33 689	4 839	-	3 202	41 729	47 575	2 933	-	1 130	51 638	40 027	2 501	-	1 949	44 477	25 393	5 088	-	4 765	35 246
Bhutan	1 725	-	-	36	1 761	1 959	-	-	2	1 961	2 510	-	-	5	2 515	1 012	-	-	-	1 012
Cambodia	11 374	7 084	-	445	18 903	19 421	6 016	-	622	26 060	13 501	14	-	731	14 246	14 625	-	-	427	15 052
India	7 042	-	-	3 350	10 392	3 086	-	-	11 105	14 191	1 944	-	-	1 723	3 667	1 283	-	-	439	1 722
Indonesia	-	6 598	693	1 190	8 482	2 730	732	1 769	1 153	6 383	3 679	-	-	507	4 186	3 171	-	-	781	3 951
Korea D.P.R. of	-	55 839	-	35	55 873	-	51 457	-	19	51 476	-	28 026	-	52	28 078	-	22 097	-	83	22 180
Lao People's Dem. Rep.	5 651	3 609	-	604	9 864	7 330	88	-	398	7 817	9 301	-	-	625	9 927	9 847	-	-	486	10 333
Myanmar	-	27 227	553	82	27 861	-	36 996	97	231	37 324	-	48 306	185	603	49 093	-	41 303	-	1 147	42 450
Nepal	8 348	44 442	-	118	52 908	6 922	26 238	-	1 293	34 453	8 008	15 734	-	1 598	25 340	8 249	7 060	-	2 613	17 922
Pakistan	557	331 566	8 328	1 421	341 873	0	214 318	15 995	787	231 100	-	155 246	560	178	155 983	-	169 377	3 004	1 075	173 455
Philippines	-	22 350	-	153	22 503	-	19 424	662	334	20 420	-	43 456	9 065	228	52 749	-	47 367	12 002	147	59 516
Sri Lanka	196	28 413	865	70	29 543	1 587	14 053	55	139	15 834	312	8 362	68	8	8 749	159	9 662	-	220	10 041
Timor-Leste	412	3 882	443	1 361	6 099	5 467	509	36	1 025	7 038	4 306	-	-	80	4 386	2 441	-	-	-9	2 432
Other Regional Expenditures	-	45	410	1 181	1 637	-	-	0	582	582	-	-	-	953	953	-	-	-	2 499	2 499
<b>TOTAL REGION</b>	<b>68 994</b>	<b>712 988</b>	<b>26 186</b>	<b>13 857</b>	<b>822 025</b>	<b>96 078</b>	<b>567 107</b>	<b>35 566</b>	<b>21 818</b>	<b>720 568</b>	<b>83 589</b>	<b>434 038</b>	<b>23 491</b>	<b>14 494</b>	<b>555 611</b>	<b>66 179</b>	<b>406 929</b>	<b>29 438</b>	<b>21 497</b>	<b>524 043</b>
<b>EASTERN EUROPE AND CIS</b>																				
Armenia	2 371	2 067	-	-	4 438	2 583	950	-	-	3 533	2 527	25	-	-	2 552	2 436	567	-	88	3 092
Azerbaijan	-	-	-	88	88	-	-	-	17	17	-	-	-	17	17	-	-	-	8	8
Bosnia and Herzegovina	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	183	-	-	183
Georgia	-	620	-	53	673	-	442	-	5	448	-	376	-	-	376	-	-	-	-	-
Kyrgyzstan	-	18 262	48	119	18 428	-	4 949	-	262	5 211	946	5 607	-	296	6 849	3 179	3 601	-	252	7 032
Serbia	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	482	-	-	482
Tajikistan	7 489	2 390	-	101	9 979	9 289	3 061	-	51	12 401	11 142	1 350	-	41	12 533	7 751	948	-	377	9 076
Ukraine	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1 240	-	-	1 240
Uzbekistan	-	1	-	-	1	-	-	-	-	-	-	-	-	-	-	-	-	-	40	40
<b>TOTAL REGION</b>	<b>9 860</b>	<b>23 338</b>	<b>48</b>	<b>361</b>	<b>33 607</b>	<b>11 872</b>	<b>9 402</b>	<b>0</b>	<b>336</b>	<b>21 609</b>	<b>14 615</b>	<b>7 358</b>	<b>0</b>	<b>354</b>	<b>22 328</b>	<b>13 366</b>	<b>7 022</b>	<b>0</b>	<b>766</b>	<b>21 153</b>
<b>LATIN AMERICA AND THE CARIBBEAN</b>																				
Bolivia (Plurinational State of)	1 061	3 640	-	1 959	6 660	987	648	-	693	2 329	818	1 543	-	803	3 164	1 370	4 902	-	463	6 734
Colombia	-	25 915	-	7 622	33 536	-	8 822	-	5 184	14 005	-	11 325	-	8 260	19 585	-	12 268	-	11 974	24 243
Cuba	907	0	-	164	1 071	225	33	-	12 132	12 389	179	1 817	-	1 324	3 319	356	128	-	194	679
Dominican Republic	-	-	-	1 444	1 444	-	-	-	1 019	1 019	-	-	-	797	797	-	-	-	944	944
Ecuador	-	2 001	-	2 587	4 588	-	2 712	-	1 571	4 283	-	3 407	-	1 837	5 244	-	3 356	-	2 110	5 467
El Salvador	-	1 917	-	14 916	16 833	-	3 661	-	12 786	16 447	-	1 530	-	4 030	5 560	-	2 377	-	2 027	4 404
Guatemala	3 814	7 074	-	3 772	14 660	2 505	4 138	-	1 685	8 328	1 764	6 253	-	968	8 986	2 066	6 975	-	4 058	13 098
Haiti	-	130 415	9 842	621	140 878	9 227	36 306	7 029	936	53 498	14 816	28 067	3 285	3 457	49 624	16 299	23 012	-	2 426	41 736
Honduras	11 323	602	-	30 102	42 027	6 686	1 550	-	18 889	27 125	5 363	1 872	-	20 346	27 581	2 749	1 904	-	17 634	22 288
Nicaragua	4 196	3 822	-	782	8 801	2 463	2 932	-	797	6 192	4 922	2 064	-	1 252	8 238	3 962	1 446	-	891	6 300
Panama	-	-	-	46	46	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Peru	-	-	-	1 716	1 716	-	-	-	804	804	-	-	-	662	662	-	-	-	686	686
Other Regional Expenditures	936	45	-	1 153	2 134	249	2 152	-	1 301	3 702	362	1 402	-	1 544	3 308	344	1 296	-	3 068	4 709
<b>TOTAL REGION</b>	<b>22 237</b>	<b>175 430</b>	<b>9 842</b>	<b>66 884</b>	<b>274 393</b>	<b>22 342</b>	<b>62 954</b>	<b>7 029</b>	<b>57 798</b>	<b>150 122</b>	<b>28 224</b>	<b>59 279</b>	<b>3 285</b>	<b>45 280</b>	<b>136 067</b>	<b>27 147</b>	<b>57 665</b>	<b>0</b>	<b>46 475</b>	<b>131 286</b>

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

<sup>2</sup> Includes all Expenditures for Bilaterals, Trust Funds, General Fund.

Negative figures represent financial adjustments.



ANNEX IX-B: DIRECT EXPENDITURES<sup>1</sup> BY COUNTRY, REGION AND PROGRAMME CATEGORY, 2011-2014 (USD thousand)

	2011					2012					2013					2014				
	Develop- ment	Relief	Special Oper.	Bilaterals Trust Funds and others <sup>2</sup>	Total	Develop- ment	Relief	Special Oper.	Bilaterals Trust Funds and others <sup>2</sup>	Total	Develop- ment	Relief	Special Oper.	Bilaterals Trust Funds and Others <sup>2</sup>	Total	Develop- ment	Relief	Special Oper.	Bilaterals Trust Funds and others <sup>2</sup>	Total
MIDDLE EAST AND NORTH AFRICA																				
Algeria	-	17 112	-	133	17 246	-	25 525	-	44	25 569	-	22 184	-	-2	22 182	-	17 399	-	18	17 417
Egypt	9 901	4 489	-	179	14 569	10 204	62	-	2 849	13 114	10 546	11 474	-	332	22 353	7 945	34 788	-	812	43 546
Iran (Islamic Republic of)	-	3 519	-	-	3 519	-	1 264	-	-	1 264	-	2 452	-	-	2 452	-	2 694	-	94	2 788
Iraq	1 775	16 107	6 046	-	23 927	465	20 167	2 135	77	22 842	151	23 824	-	16 309	40 285	-	126 277	856	-77	127 056
Jordan	-	-	-	140	140	-	15 614	-	1 430	17 044	552	143 667	-	79	144 299	2 923	239 695	-	252	242 871
Lebanon	-	-	-	-	-	-	9 831	-	-	9 831	-	143 103	-	-	143 103	-	295 953	-	-	295 953
Libya	-	32 650	11 708	-	44 358	-	6 914	1 146	-	8 059	-	363	44	-	408	-	746	-	-	746
Morocco	-	-	-	-	-	-	-	-	-	-	26	-	-	-	26	396	-	-	-	396
State of Palestine	-	68 330	-	101	68 431	-	58 608	-	88	58 696	-	63 935	49	117	64 102	-	85 887	1 219	2 801	89 907
Syrian Arab Republic	7 866	34 083	-	53	42 002	2 588	80 916	1 720	-	85 224	-	306 774	8 111	-	314 885	-	408 368	9 886	-	418 254
Tunisia	-	6 772	-	-	6 772	-	1 050	-	-	1 050	46	527	-	-	574	550	6	-	-	557
Turkey	-	-	-	-	-	-	2 909	-	-	2 909	-	49 805	-	-	49 805	-	68 431	-	-	68 431
Yemen	3 860	70 628	411	1 291	76 189	3 511	115 298	856	746	120 411	2 938	127 712	1 121	153	131 923	8 432	111 701	1 097	15	121 246
Other Regional Expenditures	-	1 463	-	391	1 853	-	1 052	-	63	1 115	-	928	-	515	1 443	-	561	-	1 633	2 195
<b>TOTAL REGION</b>	<b>23 401</b>	<b>255 152</b>	<b>18 165</b>	<b>2 288</b>	<b>299 006</b>	<b>16 768</b>	<b>339 210</b>	<b>5 857</b>	<b>5 296</b>	<b>367 130</b>	<b>14 260</b>	<b>896 750</b>	<b>9 325</b>	<b>17 504</b>	<b>937 839</b>	<b>20 247</b>	<b>1 392 508</b>	<b>13 058</b>	<b>5 549</b>	<b>1 431 362</b>
OTHER	28	1 102	9 294	92 845	103 269	242	3 776	6 752	99 251	110 021	122	2 872	1 590	96 746	101 331	184	3 012	4 467	87 254	94 917

<sup>1</sup> Excludes programme support and administrative costs.<sup>2</sup> Includes all Expenditures for Bilaterals, Trust Funds, General Fund.

Negative figures represent financial adjustments.

**ANNEX IX-C: DIRECT EXPENDITURES<sup>1</sup> BY COUNTRY, SPECIAL STATUS CATEGORY AND REGION, 2011–2014**

	2011		2012		2013		2014	
	USD thousand	%	USD thousand	%	USD thousand	%	USD thousand	%
<b>DEVELOPMENT AND RELIEF:</b>	<b>3 304 364</b>	<b>100.0</b>	<b>3 543 364</b>	<b>100.0</b>	<b>3 726 595</b>	<b>100.0</b>	<b>4 189 538</b>	<b>100.0</b>
<b>BY SPECIAL STATUS CATEGORY<sup>2</sup></b>								
Least developed countries	2 107 667	63.8	2 509 246	70.8	2 307 263	61.9	2 287 868	54.6
Low-income, food-deficit countries	3 090 647	93.5	3 346 537	94.4	2 520 989	67.6	2 228 311	53.2
<b>BY REGION/COUNTRY GROUP</b>								
Sub-Saharan Africa	2 011 834	60.9	2 413 614	68.1	2 185 487	58.6	2 195 280	52.4
Asia	781 982	23.7	663 184	18.7	517 626	13.9	473 108	11.3
Eastern Europe and CIS	33 199	1.0	21 274	0.6	21 974	0.6	20 388	0.5
Latin America and the Caribbean	197 666	6.0	85 296	2.4	87 503	2.3	84 811	2.0
Middle East and North Africa	278 553	8.4	355 978	10.0	911 010	24.4	1 412 755	33.7
<b>DEVELOPMENT:</b>	<b>326 087</b>	<b>100.0</b>	<b>364 830</b>	<b>100.0</b>	<b>375 815</b>	<b>100.0</b>	<b>345 626</b>	<b>100.0</b>
<b>BY SPECIAL STATUS CATEGORY<sup>2</sup></b>								
Least developed countries	237 743	72.9	282 829	77.5	298 743	79.5	265 960	76.9
Low-income, food-deficit countries	316 879	97.2	357 110	97.9	358 848	95.5	287 949	83.3
<b>BY REGION/COUNTRY GROUP</b>								
Sub-Saharan Africa	201 567	61.8	217 528	59.6	235 005	62.5	218 503	63.2
Asia	68 994	21.2	96 078	26.3	83 589	22.2	66 179	19.1
Eastern Europe and CIS	9 860	3.0	11 872	3.3	14 615	3.9	13 366	3.9
Latin America and the Caribbean	22 237	6.8	22 342	6.1	28 224	7.5	27 147	7.9
Middle East and North Africa	23 401	7.2	16 768	4.6	14 260	3.8	20 247	5.9

<sup>1</sup> Exclusive of PSA costs.

<sup>2</sup> Actual classifications for each year.



**ANNEX X-A: UNITED NATIONS AND INTERNATIONAL ORGANIZATION PARTNERSHIPS**

PARTNERS	2012		2013		2014	
	No. of projects <sup>1</sup>	No. of countries	No. of projects	No. of countries	No. of projects	No. of countries
UNICEF	131	63	144	66	133	71
FAO	105	58	108	58	106	63
UNHCR	53	42	58	46	62	45
WHO	64	41	59	33	54	35
OTHERS <sup>2</sup>	25	18	35	29	53	34
UNDP	54	37	51	35	45	32
UNFPA	36	26	42	33	39	28
IOM	20	17	12	11	29	26
IFAD	11	10	18	14	24	18
World Bank	16	14	18	16	19	16
UNAIDS	25	19	23	19	16	14
ILO	12	8	12	9	13	11
UN-Women	7	7	14	9	13	11
UNESCO	10	7	18	13	12	10
UN-HABITAT	4	3	5	5	3	3
UNEP	3	2	5	5	2	2

<sup>1</sup> Projects are categorized at the activity level for country programmes, and the country level for regional projects. Special operations are excluded.

<sup>2</sup> OTHERS include partnerships with United Nations peacekeeping missions, OCHA, United Nations Industrial Development Organization and the United Nations Office for Drugs and Crime.

**ANNEX X-B: 2014 COLLABORATION WITH NGOS AND OTHER PARTNERS**

<b>Strategic Objectives (SOs)</b>	Total No. Partners	% International Partners	% National Partners
<b>SO 1:</b> Save lives and protect livelihoods in emergencies	549	23	77
<b>SO 2:</b> Support or restore food security and nutrition and establish or rebuild livelihoods in fragile settings and following emergencies	391	25	75
<b>SO 3:</b> Reduce risk and enable people, communities and countries to meet their own food and nutrition needs	346	21	79
<b>SO 4:</b> Reduce undernutrition and break the intergenerational cycle of hunger	369	27	73

<b>Programme Activities</b>	Total No. Partners	International Partners	National Partners
Asset creation	367	68	299
Capacity development	132	45	87
General food distribution	376	96	280
Nutrition	467	111	356
School feeding	204	47	157

<b>Distribution Modalities</b>	Total No. Partners	International Partners	National Partners
Food distribution	868	154	714
Cash and/or voucher distribution	148	52	96

<b>Other Services</b>	Total No. Partners	International Partners	National Partners
Monitoring	179	39	140
Storage	56	18	38
Transport	31	11	20
Other (assessment, beneficiary targeting, capacity development, project design, technical support)	93	39	54

Note: Totals are adjusted to account for overlap. In 2014, WFP worked with 1,120 NGO and Red Cross and Red Crescent partners.



**ANNEX XI: WFP INDICATORS ON IMPLEMENTATION OF THE QUADRENNIAL COMPREHENSIVE POLICY REVIEW (QCPR)<sup>1</sup>**

QCPR-related indicators	Target 2014	KPI 2014	KPI 2013	KPI 2012
<b>Partnerships</b>				
<b>2.1 Strategic and operational partnerships fostered</b>				
% of countries that have engaged in South–South cooperation or triangular cooperation supported by WFP [QCPR]	Increase from previous year	48	N/A	N/A
<b>2.3 United Nations system coherence and effectiveness improved</b>				
Proportion of common QCPR indicators that WFP has reported on during a reference year	100	75	N/A	N/A
1. % COs* using common results-based management tools and principles [QCPR]	100	100	100	N/A
2. % COs that are applying the standard operating procedures or components of them [QCPR]	Baseline	48	N/A	N/A
3. % of COs implementing common services, common long-term agreements, harmonized approach to procurement, common human resources management, ICT services, or financial management services [QCPR]	Baseline	93	N/A	N/A
4. % of Member States (Board) giving positive feedback on the quality of corporate reporting on results and mandates, i.e. the APR [QCPR]	100	100	100	N/A
5. Size (and trend) in funding from government and other non-government partner (including international financial institutions, regional development banks, civil society, private sector) [QCPR]	Baseline	100	N/A	N/A
6. Contribution in cash provided to the Resident Coordinator System [QCPR]	100	100	N/A	N/A
7. Contribution in kind provided to the Resident Coordinator system [QCPR] <sup>2</sup>	-	-	-	-
8. Percent of COs using the common UNDG capacity measurement approach [QCPR]	-	-	-	-
% of WFP project outcomes (new country programmes) consistent with UNDAF	100	100	100	N/A

<sup>1</sup> This is a subset of the QCPR-related indicators that WFP has committed to report on, which have been built into the MRF (2014–2017).

<sup>2</sup> For 2014 it was not possible to report on common QCPR indicators 7 and 8, because WFP is awaiting for the UNDG to develop assessment/reporting methodology.

**ANNEX XI: WFP INDICATORS ON IMPLEMENTATION OF THE QUADRENNIAL COMPREHENSIVE POLICY REVIEW (QCPR)<sup>1</sup>**

QCPR-related indicators	Target 2014	KPI 2014	KPI 2013	KPI 2012
<b>Programmes</b>				
<b>4.1 Appropriate and evidence-based programme responses</b>				
Projects with gender marker code 2a or 2b (as per QCPR)	75	79	50	24
% of countries with an up-to-date disaster risk reduction strategy [QCPR]	Baseline	72	N/A	N/A
<b>4.2 Alignment with government priorities and strengthened national capacities</b>				
% of programme funds dedicated to strengthening national capacities [QCPR]	Baseline	N/A	N/A	N/A

\*country offices

## ANNEX XII – RESULTS OVERVIEW: PROJECTS NOT ALIGNED TO STRATEGIC PLAN (2014–2017)

*In 2014, WFP aligned all new projects and re-aligned projects with an end date beyond June 2014 with the Strategic Results Framework for 2014–2017. Of the 202 active projects in 2014, 191 (95 percent) were aligned. Part II of the Annual Performance Report 2014 presents data and discusses results of these 191 projects.*

*The results of the 11 projects\* not aligned to Strategic Plan 2014–2017 are summarized in this Annex, following the methodology used in previous Annual Performance Reports.*

Outcomes			
Indicators	Number of projects reported trends	Number of projects reported positive** trends	% of projects reported positive trends
Food Consumption Score	7	6	86
MAM treatment recovery rate (%)	6	6	100
MAM treatment non-response rate (%)	5	4	80
MAM treatment default rate (%)	5	4	80
MAM treatment mortality rate (%)	5	5	100
Prevalence of acute malnutrition among children under 5 (weight-for-height as %)	3	3	100
Community Asset Score	2	2	100
National Capacity Index	2	2	100
Enrolment: Average annual rate of change	2	1	50
Disaster Preparedness Index	1	1	100

Outputs			
Indicators	Actual no. of projects reported on indicators	Results (absolute no.)	
		Planned	Actual
Number of women, men, boys and girls receiving food assistance (million)	11	5.6	5.1
Quantity of food distributed (thousand mt)	11	146.2	90
Valued of cash and voucher transfers to beneficiaries (million USD)	6	12.9	8.8
Number of schools assisted	4	1 862	1 953
Number of health centres assisted	4	2 527	2 280
Hectares of land protected or improved, including forests planted	2	22 195	22 331
Government/partner staff receiving training or technical assistance	2	1 603	1 382

\* Armenia EMOP 200558, Bangladesh PRRO 200142, Burundi PRRO 200164, Ghana EMOP 200321, Guinea PRRO 105530, Haiti PRRO 108440, Kenya CP 106680, Kyrgyz Republic PRRO 200036, Mauritania PRRO 200474, United Republic of Tanzania PRRO 200325, Yemen EMOP 200451

\*\* Depending on outcome and intervention type, may include only improvement or both improvement and stabilization trends.

## ACRONYMS USED IN THE DOCUMENT

AED	Assistant Executive Director
ALPS	Alert for Price Spikes
APR	Annual Performance Report
ART	anti-retroviral therapy
CERF	Central Emergency Response Fund
CIS	Commonwealth of Independent States
COI	conflict of interest
COMET	country office monitoring and evaluation tool
COPrOM	Country Office Presence and Operating Model Review
CP	country programme
DED	Deputy Executive Director
DEV	development project
DPRK	Democratic People's Republic of Korea
DRC	Democratic Republic of the Congo
EFSA	emergency food security assessment
EMG	Executive Management Group
EMIS	education management information system
EMOP	emergency project
EPCI	emergency preparedness capacity index
EPRP	Emergency Preparedness and Response Package
FAO	Food and Agriculture Organization of the United Nations
FCS	food consumption score
FDP	Conflicts of Interest Disclosure Programme
FFA	food assistance for assets
FFT	food assistance for training
FoodSECuRE	Food Security Climate Resilience Facility
FPTS	Food Procurement Tracking System
FSA	food-supply agreement
FSOM	food security and outcome monitoring
GCMF	Global Commodity Management Facility
GLASS	Globally Accessible Services System

HR	human resources
IASC	Inter-Agency Standing Committee
IDP	internally displaced person
IFAD	International Fund for Agricultural Development
IOM	International Organization for Migration
IPL	Internal Project Lending
IT	information technology
JIU	Joint Inspection Unit
KPI	key performance indicator
LESS	Logistics Execution Support System
LMS	Learning Management System
M&E	monitoring and evaluation
MAM	moderate acute malnutrition
MDG	Millennium Development Goal
MOPAN	Multilateral Organization Performance Assessment Network
MRD	Management Results Dimension
MRF	Management Results Framework
NCI	National Capacity Index
NGO	non-governmental organization
OCHA	Office for the Coordination of Humanitarian Affairs
OED	Office of the Executive Director
OEV	Office of Evaluation
P4P	Purchase for Progress
PACE	Performance and Competency Enhancement programme
PDM	post-distribution monitoring
PMTCT	prevention of mother-to-child transmission
PREP	Preparedness and Response Enhancement Programme
PRRO	protracted relief and recovery operation
PSA	Programme Support and Administrative (budget)
QCPR	Quadrennial Comprehensive Policy Review
RBA	Rome-based agency
RC	Resident Coordinator
RWA	Respectful Workplace Advisor
SAFE	Safe Access to Fuel and Energy

SDG	Sustainable Development Goal
SO	special operation
SPR	Standard Project Report
SPRING	Standard Project Report Intelligent Next Generation
SQUEAC	semi-quantitative evaluation of access and coverage
SRAC	Strategic Resource Allocation Committee
SRF	Strategic Results Framework
SUN	Scaling Up Nutrition movement
TB	tuberculosis
TB-DOTS	TB directly observed treatment
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNHAS	United Nations Humanitarian Air Service
UNHCR	Office of the United Nations High Commissioner for Refugees
UNHRD	United Nations Humanitarian Response Depot
UNICEF	United Nations Children's Fund
UNISDR	United Nations Office for Disaster Risk Reduction
UNOPS	United Nations Office for Project Services
UN SWAP	United Nations System-Wide Action Plan on Gender Equality and the Empowerment of Women
UN-Women	United Nations Entity for Gender Equality and the Empowerment of Women
VAM	vulnerability analysis and mapping
WHO	World Health Organization
WINGS	WFP's Information Network and Global System