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ANNUAL PERFORMANCE REPORT FOR 2012



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NOTE TO THE EXECUTIVE BOARD

This document is submitted to the Executive Board for approval.

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

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OM: Operations Management Department

OS: Operations Services Department

PG: Partnership and Governance Services Department

RM: Resource Management and Accountability Department

RMP: Performance Management and Monitoring Division

Should you have any questions regarding matters of dispatch of documentation for the Executive Board, please contact the Conference Servicing Unit (tel.: 066513-2645/2558).



DRAFT DECISION

The Board approves the Annual Performance Report for 2012 (WFP/EB.A/2013/4/Rev.1), noting that it provides a comprehensive record of WFP's performance for the year.

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HOW TO USE THIS REPORT

This year’s Annual Performance Report follows the format established last year. It provides an analysis of WFP’s achievements, aligned with the WFP Strategic Plan 2008–2013. The main body of the report is divided into four parts:

Part I: Introduction includes the Strategic Context within which WFP activities were undertaken.

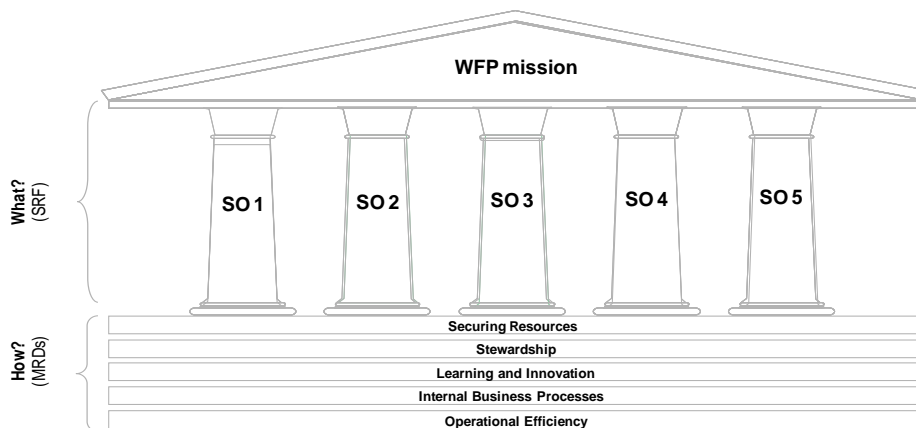
Part II: Performance Results by Strategic Objective reports the consolidated achievements of WFP’s operations at the output and outcome levels against each Strategic Objective.

Part III: Organizational Performance by Management Result Dimension gives an account of the work done to support WFP’s Strategic Objectives.

Part IV: Looking Forward examines potential future challenges and strategic opportunities.

Annexes include more detailed statistics, methodology and performance reporting rates and end notes.

WFP may be understood as a building with foundations, pillars and a roof. The foundations are the Management Result Dimensions (MRDs), which relate to the efficiency with which WFP provides services and answer the question: “Is WFP doing things right?” When WFP excels in achieving the results under each MRD, then WFP should be able to deliver better services to beneficiaries. The MRDs support the Strategic Results Framework (SRF), which is concerned with WFP’s effectiveness in serving beneficiaries, as laid out in the five Strategic Objectives. The SRF answers the question: “Is WFP doing the right things?” The SRF relates to those results that touch beneficiaries directly; they may be understood as the pillars of the building. Together, the foundations (the MRDs) and the pillars (the SRF) support WFP’s mission.



This report is structured around this concept, with sections highlighting the various aspects of the foundations and pillars. The following colour coding is designed to indicate progress against Strategic Objectives and Management Result Dimensions.

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



Represents learning highlights in Part II: Performance Results by Strategic Objective.

FOREWORD BY THE EXECUTIVE DIRECTOR

The Annual Performance Report for 2012 reflects improving standards of excellence in evaluating WFP's achievements and the challenges faced in the mission to end hunger.

This improving trend predates my appointment as Executive Director in April 2012: in recent years the Annual Performance Report has evolved from a compendium of figures to thoughtful analysis of the message behind the results and a record of WFP's increasing engagement with partners to address long-standing constraints and overcome the uncertainties facing the world's 870 million chronically undernourished people.

For me, 2012 was a year of transition. I arrived convinced that WFP is a sound and essential organization, but I knew that we had to build on our strengths and successes to retain our leadership and relevance in changing times. I also knew that we had no time to lose.

As this report attests, our global impact continues to be felt and WFP's core competencies are recognized and unwavering.

During 2012, WFP delivered food assistance to 97.2 million people in 80 countries. Confirmed contributions totalled US\$3.9 billion, the highest level since 2008. WFP delivered 3.5 million mt of food to communities where it was most urgently needed: this accounted for six out of every ten mt of global food assistance provided. The past year also saw major improvements in efficiency: by applying advance financing and forward purchasing together, for example, the standard 106-day lead time for food procurement was reduced by 85 percent.

In the Syrian Arab Republic, WFP worked with local partners to navigate restricted humanitarian space and feed 1.5 million vulnerable people in government-held and opposition-held areas. A further 500,000 Syrian refugees in neighbouring countries also required assistance, which was provided increasingly by electronic cash and voucher systems that bring benefits to refugees and host communities by using cost-efficient commercial food-distribution channels.

For the Sahel and elsewhere in Africa, 2012 marked notable advances in WFP's engagement with the new resilience agenda that affirmed the success of a coordinated approach integrating emergency response and development activities. Despite regional instability associated with the conflict in Mali, the Sahel emergency response delivered food assistance to 10 million beneficiaries. Early response and mitigation activities were followed by relief approaches in line with country-led national action plans, saving lives and preserving livelihoods. These actions, supported by early funding from donors, prevented a food crisis and pre-empted the need to declare a level-3 corporate emergency.

WFP is proud of its supporting role in the launch by the African Union of the African Risk Capacity initiative, in which governments in the region pool weather-risk insurance, provide financial resources and enable cost-efficient emergency responses with reduced costs. Under this initiative, WFP is working with the African Union to break the cycle of extreme hunger by managing the risks faced by the 80 percent of WFP beneficiaries who live in fragile and marginal environments. We are helping communities and countries to meet the uncertainties of climate change and environmental degradation by building their resilience to shocks.

I believe that 2012 will be remembered as a turning point: the year in which consensus was reached that alleviating the symptoms of hunger is simply not enough, and in which it was realized that no actor can address the causes of hunger alone. This consensus is driven in large part by economic realities and renewed political will.

Donor countries facing budget restrictions need more than ever to justify increasing food assistance costs and demonstrate value for money. They need to inspire their citizens to believe that ending hunger is not a distant hope but an achievable and quantifiable return on government investment.

Countries receiving food assistance are eager to follow the success of neighbours who have moved to middle-income status. The countries in which WFP operates are ever more conscious of demands from rural and urban populations for inclusive and equitable solutions to poverty, hunger and malnutrition.

The improvements made to the organization of WFP in 2012 will ensure that beneficiaries are the focus of its work. Country offices require energetic and qualified staff to engage with governments and other partners. Under the fit for purpose initiative and the Strategic Plan, all country offices have been given greater decision-making authority with a view to developing more innovative beneficiary-centred approaches.

The new organizational design in force from 1 February 2013 is the foundation for a re-energized, gender-balanced and effective WFP. I look forward to sharing more details of these gains in subsequent reports.

I am especially proud of last year's achievements with regard to partnerships. In October, we hosted the largest-ever Annual Partnership Consultation, which involved 48 non-governmental organizations, three international organizations and four United Nations agencies. WFP's cooperation with the other two Rome-based agencies has also grown with an unprecedented number of coordinated events and communications, including a joint statement at the United Nations Conference on Sustainable Development and our first annual Award of Excellence for Working Together in the Field.

Looking ahead to the challenges of the coming decades, we know that WFP must continue to work in a more coordinated and consultative manner. We must continue to scale up the provision of specialized nutritious products for children under 2, which grew from 55,000 children supported in 2008 to 4 million in 2012. We must continue to leverage WFP's local purchasing power and expand on lessons learned from the Purchase for Progress (P4P) pilot, which has put US\$77 million into the hands of smallholder farmers in four years through contracts for 308,000 mt of food. We must continue building momentum in our cash-based interventions, which grew by 50 percent in 2012 following a five-fold increase in the past four years.

In the mission to end hunger, one good year is not enough. We have more work to do, but I believe that our greatest achievements are yet to come. I believe that working together we have the opportunity – and the responsibility – to end hunger in our lifetime.

To all WFP staff and supporters, who have made my first year as Executive Director the start of an unforgettable journey, to the authors of this Annual Performance Report, and to you, dear reader, who can mine the information collected here for new ideas to meet future challenges, I offer my heartfelt thanks.

Ertharin Cousin

Executive Director

EXECUTIVE SUMMARY

The face of hunger is changing: the hungry poor live mainly in rural areas of developing countries, but an increasing number now live in urban areas and in middle-income countries. Reaching the hungry is becoming more complex. The commitment to reducing hunger and malnutrition remains high on both national and international agendas, but progress in developing countries has stalled. The Millennium Development Goal of halving hunger in the developing world by 2015 is achievable only if this slowdown is reversed.

WFP's relevance as a partner in achieving this goal is evident from the confirmed contributions of US\$3,951 million in 2012 – the highest figure since 2008.

WFP assisted 97.2 million people, mainly women and children, in 80 countries. It provided 53 percent of global food aid in 2012 – but it still reached only a fraction of the estimated 870 million undernourished hungry people.

Chronic emergencies were the “silent tsunami” of 2012. The crises in the Horn of Africa and the Sahel exemplify the challenges faced by food-insecure and vulnerable populations. Drought in the Sahel resulted in hunger for millions, the third crisis in seven years; drought and famine in the Horn of Africa continued. But the regional resilience programmes¹ launched in 2012 showed how preparedness can mitigate the effects of crises.

This Annual Performance Report assesses WFP's performance against the Strategic Plan (2008–2013). It considers what WFP did in terms of addressing the needs of the world's hungry poor, and it shows how economically, efficiently and effectively it did so. WFP's outcomes and outputs were achieved in partnership with governments, other United Nations organizations, 1,500 non-governmental organizations² and various private-sector organizations.

In 2012, WFP continued to report good progress against Strategic Objectives 1–4, and some progress in addressing Strategic Objective 5.³

In 2012, WFP attempted for the first time to summarize its performance in terms of all five Management Result Dimensions. Significant achievements can be reported under: i) securing resources; ii) stewardship; iii) learning and innovation; and iv) internal business processes. Performance under operational efficiency was variable.

¹ The Global Alliance for Action for Drought Resilience and Growth in the Horn of Africa, led by the United States Agency for International Development, and the Global Alliance for Resilience in the Sahel led by the European Union.

² Representing 87 percent of non-governmental organizations or community-based organizations in 71 countries and 163 projects.

³ WFP's Strategic Objectives are: 1– Save lives and protect livelihoods in emergencies; 2 – Prevent acute hunger and invest in disaster preparedness and mitigation measures; 3 – Restore and rebuild lives and livelihoods in post-conflict, post-disaster or transition situations; 4 – Reduce chronic hunger and undernutrition; 5 – Strengthen the capacities of countries to reduce hunger, including through hand-over strategies and local purchase.

WFP's Response – Innovating and Scaling up the Use of New Tools

WFP continues to scale up new food-assistance tools. Cash and voucher interventions, for example, grew by 50 percent in 2012; but even though beneficiary numbers increased from 1.1 million in 2009 to 6 million in 2012, the proportion remains small in relation to food-based transfers. This is consistent with any new transfer modality, which has to be tested in its early years.

Under the Purchase for Progress pilot, which ends in December 2013, WFP has contracted for 308,000 mt of food in the 20 pilot countries, of which 65 percent has been delivered, 15 percent is being delivered and 20 percent is confirmed as undeliverable.⁴ This has put US\$77 million into the hands of participating farmers, who are now reaching markets beyond WFP. With its partners, WFP is assessing the lessons of the Purchase for Progress initiative.

WFP's Response – Nutrition

In 2012, WFP treated 4.6 million children for moderate acute malnutrition; 7.4 million children were reached by programmes to prevent acute malnutrition, and 400,000 by programmes to prevent stunting.⁵ Of these children, 56 percent were 6–23 months of age. WFP also reached 3.9 million pregnant and lactating women with nutrition-specific products. WFP is helping shape dialogue on nutrition through its membership in the Renewed Efforts Against Child Hunger and Undernutrition partnership and the Scaling Up Nutrition movement.

WFP's Response – Gender

More of WFP's programmes now address gender in a holistic manner. A new gender marker indicator has been introduced to track gender mainstreaming in project design, because programmes that include gender in their context analysis, activities and outcomes are more likely to meet the different food and nutrition needs of women, men, girls and boys and promote gender equality.⁶

WFP's Response – Working More Effectively

WFP continued its collaborations with humanitarian partners in 2012, taking the lead where it had the required expertise. The logistics cluster was active in the Sahel, Somalia, the Republic of South Sudan and Yemen. The emergency telecommunications cluster supported new operations in Mali, the Republic of South Sudan and the Syrian Arab Republic in addition to 21 existing operations. The food security cluster, led by the Food and Agriculture Organization of the United Nations and WFP, was positioned in 11 operations in 20 countries. Standby partners deployed 143 experts to assist WFP with the transition to food assistance. The Emergency Preparedness Integration Centre continued to support rapid and coordinated responses in Pakistan, the State of Palestine and the Philippines.

⁴ A default on a food procurement contract occurs when a contract is not delivered.

⁵ Some participated in more than one programme during the calendar year; children in a prevention programme who become malnourished are enrolled for treatment, and those recovering from malnutrition are enrolled in prevention programmes.

⁶ Gender equality means equal rights, responsibilities and opportunities for women, men, girls and boys.

WFP participated in the Quadrennial Comprehensive Policy Review of operations to implement the Transformative Agenda for improving humanitarian leadership, responses and accountability through the Humanitarian Coordinator and cluster systems, and will continue to develop a partnership culture with governments, the private sector, non-governmental organizations, civil society, United Nations country teams, clusters and other United Nations agencies, particularly the Rome-based agencies.

WFP's Response – Immediate and Forward-Looking

There were 41 emergency operations in 2012 of which a third required an immediate response, often in countries where WFP was implementing non-emergency programmes. Because there is no neat sequence of disaster preparedness, risk reduction, relief, recovery, rehabilitation and service provision, WFP must constantly improve its emergency-response capacity.

During 2012, WFP raised the level of preparedness at country offices through the Emergency Preparedness and Response Package. It continued to use technologies such as satellite imaging to enhance risk analysis based on trends in disasters and environmental change with a view to identifying areas likely to be affected.

Part of WFP's enhancement of its emergency preparedness is making food stocks available in critical areas to enable rapid response and enhance cost efficiency in crises. WFP and its partners are developing the use of food reserves, for example in a special operation in the Republic of South Sudan to build warehouses to store food for 1.5 million people for four months.

WFP is committed to the principles of humanity, neutrality and impartiality. The interventions in the Democratic Republic of the Congo, Mali, Somalia and the Syrian Arab Republic showed that mutual understanding, communication and capacity development are central to WFP's work.

WFP's Performance – Emergency Outcomes

WFP's recognized ability to respond to emergencies is reflected in the outcome indicators for Strategic Objective 1. Projects for prevention and treatment of acute malnutrition reported significant falls in the numbers of food-insecure people: in Niger, for example, the prevalence of acute malnutrition among beneficiary children fell from 21 percent in June to 16 percent in October. In the Syrian Arab Republic, WFP prevented a decline in food consumption⁷ among vulnerable groups despite the challenges posed by civil unrest: food assistance continued to reach all parts of the country in 2012, and 90 percent of planned distributions were carried out.

Under Strategic Objective 2 there were positive outcomes in various settings: in Bangladesh, for example, assistance for chronically food-insecure people improved their consumption by 99 percent and enhanced resilience to disasters. In drought-prone areas of Kenya, WFP helped communities to meet their immediate food needs and find sustainable ways of mitigating the effects of drought.

⁷ In May 2012, 50 percent of assisted households reported poor food consumption scores, 20 percent were borderline and 30 percent reported acceptable scores. By December, 50 percent had acceptable food consumption, 31 percent were borderline and 19 percent reported poor scores.

WFP's Performance – Building Resilience Outcomes

Performance in building resilience is captured under Strategic Objectives 2, 3 and 4.

- Strategic Objective 2 indicators reflected WFP's investment in disaster preparedness and mitigation measures, rebuilding livelihoods and reducing risk with a view to preventing acute hunger.
- Indicators reported under Strategic Objective 3 improved by 66 percent during 2012. Of projects reporting household food consumption scores, two thirds showed improvement; 75 percent of projects for asset creation reported positive community asset scores⁸ and 80 percent of nutrition and school feeding interventions in post-emergency settings achieved positive outcomes.
- Indicators reported under Strategic Objective 4 for outcomes to reduce chronic hunger and undernutrition improved by 64 percent during 2012.

Actions to enhance national capacities to reduce hunger are captured under Strategic Objective 5. The national capacity index⁹ indicator introduced in 2011 was reported by 23 projects, with an improvement of 53 percent during the year. Many projects assessed government capacities to identify ways to optimize technical assistance and track the related changes.

WFP's Performance – Project Outputs

In 2012, WFP:

- provided food for 125,000 schools and 19,500 health centres;
- built or repaired 14,000 km of roads, 400 bridges and 1,400 wells;
- protected or improved 328,000 ha of land;
- trained 65,000 government staff; and
- supported the establishment or improvement of 59 early-warning and food-security systems and 23 contingency plans.

WFP's Performance – Securing Resources

Confirmed contributions to WFP in 2012 were US\$3,951 million¹⁰ – the highest level since 2008 and 5 percent more than anticipated in the Management Plan – despite fiscal constraints in some countries. Because the approved programme of work for 2012 was higher than in 2011, the income raised was equivalent to 55 percent of needs, compared with 60 percent in 2011. In Ethiopia, Kenya and Yemen needs remained high, but contributions fell; in the Sudan and Somalia needs declined but contributions fell at a faster rate. In Mali and the Sahel needs and the level of contributions increased significantly.

⁸ Includes natural assets such as ponds, physical assets such as dams and roads, and social infrastructure such as schools and health centres.

⁹ Measures progress towards nationally owned hunger solutions against five quality standards: strong policy frameworks, strong institutional structures and coordination, stable funding and budgeting, sound programme design, implementation and evaluation, and community participation and ownership.

¹⁰ This figure differs from the contribution revenue of US\$4,044 million reported in the 2012 audited financial statements because of the different treatment of multi-year revenue, the exclusion of contributions with a bilateral funding window, and the exclusion of contribution revenue adjustments such as unspent balances and write-downs.

There was a decline in multilateral contributions, but multi-year contributions in 2012 doubled to US\$386 million, 11 percent of all contributions.

The proportion of women in senior positions remained unchanged at 36 percent in 2012. Women accounted for half of promotions during the senior reassignments, and now fill two of the six Regional Director posts. More women are serving as deputy country directors; they will constitute a cadre of experienced future leaders.

WFP's Performance – Stewardship

WFP introduced four new indicators in 2012 to track the utilization of funds, which is a major concern among donors. The indicators for 2012 show that funds were used as planned with a view to reducing unspent project balances.

Compliance with minimum operating security standards in 2012 was 85 percent, compared with a target of 70 percent. This demonstrates the importance WFP attaches to security but challenges remain in terms of ensuring the safety and wellbeing of WFP staff. One staff member lost his life in the line of duty as a result of acts of violence during 2012. In WFP's 2012 Global Staff Survey, the first since 2006, respondents generally expressed commitment to WFP's services and to improvement of its results. Areas identified for improvement included professional growth and development.

In 2012, WFP published a Statement on Internal Control for 2011; only a few United Nations organizations achieved this international best practice. It was based on a mandatory certification of managers by all WFP directors, which highlighted improvements in management practices.

As a proxy indicator for internal control, WFP is reporting on internal audit recommendations that have not been implemented. The target for 2012 of clearing the backlog of medium-risk and high-risk recommendations outstanding after 12 months was not met, but the number of outstanding audit recommendations fell, and more were implemented than in 2011. WFP continues to prioritize implementation of the recommendations and reports regularly to the Audit Committee.

WFP's performance and risk-management processes are now established: most business units have performance plans and risk registers in place. The focus in 2013 will be to improve performance and risk management practices by increasing managers' commitment to the process and helping them to base their decisions on performance and risk data.

WFP continues to manage its brand image and reputation to generate income and increase visibility. Income from the private sector declined in 2012, possibly because there were fewer "headline" emergencies. In 2013, WFP will adopt a new approach to private-sector partnerships that focuses on increasing sustainable contributions through partnerships for capacity development and fundraising.

WFP relies on the services of the independent Ethics and Ombudsman offices, which report to the Executive Director. This Annual Performance Report includes a summary from both offices; a full report by the Office of Ethics is given in Annex IV.

WFP's Performance – Learning and Innovation

In 2012, WFP introduced a new indicator to report on lessons learned from the Multilateral Organization Performance Assessment Network. Initial results are encouraging.

The 2012 annual report of the Office of Evaluation focused on WFP's work in partnerships in ten evaluations during the year. Evaluations of the logistics cluster and the private-sector strategy concluded that although WFP is perceived as a valued partner and that it receives substantial benefits from its engagement, further development of partnerships at all levels will be needed to achieve higher-level objectives. The four overarching recommendations are to mainstream sound partnership principles, clarify the role of country strategies, follow through on commitments to strengthen monitoring and reporting systems and ensure more consistent and better application of analytical tools with a view to enhancing operational effectiveness.

WFP's first global survey of school feeding found that 370 million children received meals in school and that annual investment of between US\$47 billion and US\$75 billion came mainly from government budgets.

WFP's Performance – Internal Business Processes

In 2012, 75 percent of WFP resources were allocated to countries that account for 80 percent of total requirements and 90 percent of multilateral funds for development were allocated to the poorest countries.

WFP procured 2.1 million mt of food valued at US\$1.1 billion in 93 countries. Of this, 75 percent was purchased in developing countries. WFP's import-parity approach,¹¹ which is used to purchase food as efficiently as possible, reduced the cost of purchases in 2012 by between 8 percent and 34 percent.

WFP measures the efficiency of its business processes in terms of timeliness and quality, using an overall efficiency index to report progress under individual indicators. This indicator showed that the timeliness and quality of internal business processes have improved, for example: i) more food was procured and shipped on time, with savings of US\$12.5 million on ocean freight; and ii) a new facility-management system has increased the visibility of the costs and improved the management of 1,000 WFP premises in 90 countries.

WFP's information and telecommunications networks must be available 24 hours every day. In 2012, these services were available for 99.6 percent of the time; average downtime was less than six minutes a day.

WFP's Performance – Operational Efficiency

During 2012, the average direct cost per beneficiary¹² increased by US\$4.7 to US\$37.4, reflecting the shift to new transfer modalities, the provision of more nutritious foods, increases in the price of some cereals and increased capacity development activities. The provision of more nutritious food is reflected in an increase in the monetary value from US\$21 to US\$24 per person.

¹¹ Local and international food-sourcing costs and delivery times are compared, and the most cost-efficient option is selected, provided quality is not compromised.

¹² Refers to food and cash and voucher transfers.

Advance funding and forward purchasing enable WFP to reduce response times and increase efficiency. WFP assesses its responsiveness through indicators that track emergency operation response times, delivery lead times and the use of advance financing.

- In 2012, WFP responded rapidly to food needs in sudden-onset emergencies by launching four immediate-response emergency operations and by utilizing contingency resources from existing projects.
- For non-emergency operations, WFP aimed to halve the average 106-day lead time by using the Forward Purchase Facility; lead times were reduced by 75 percent in normal operations that used the facility.
- When projects took advantage of advance financing mechanisms such as the Immediate Response Account or the Working Capital Financing Facility, lead times were reduced by 37 percent.
- When food purchases were made with an advance financing mechanism combined with the Forward Purchase Facility lead times were reduced by 85 percent.

A cost analysis of WFP's school feeding programmes helped five country offices to reduce their costs. WFP has produced policy guidelines for governments with regard to assessing the cost-effectiveness of national school feeding programmes, and has developed a case for investment in school feeding: cost-benefit ratios of 1:3 to 1:8 show that school feeding is not a direct expenditure but an investment in the future.

Costs can be reduced and efficiency increased by examining all aspects of operations in a particular environment. This Annual Performance Report records an example in Afghanistan, where falling income levels led the country office to review cost efficiency, partly by comparing its costs with other WFP operations, which enabled it to reduce direct support costs from 50 percent to 27 percent, a saving of US\$12 million a year.

Looking Forward

Nutrition interventions targeting young children and pregnant and lactating women will remain the priority development investment for 2013 and beyond. Building resilience is also high on the development agenda.

WFP will respond to the changing face of hunger by focusing on initiatives that will affect future demand and enhance performance, accountability and transparency. These include:

- Preparing for the new Strategic Plan (2014–2017). A plan of action will be developed for any internal adjustments required. The focus on results of the past three years will be reinforced by adjusting the Strategic Results Framework and the Management Results Framework and mainstreaming gender.
- Optimizing the organization. The adoption of the new organizational structure in February 2013 is a significant step; other actions include a review of business processes to drive operational efficiency and development of an improved human resources strategy to enhance personnel management, capacity and performance.

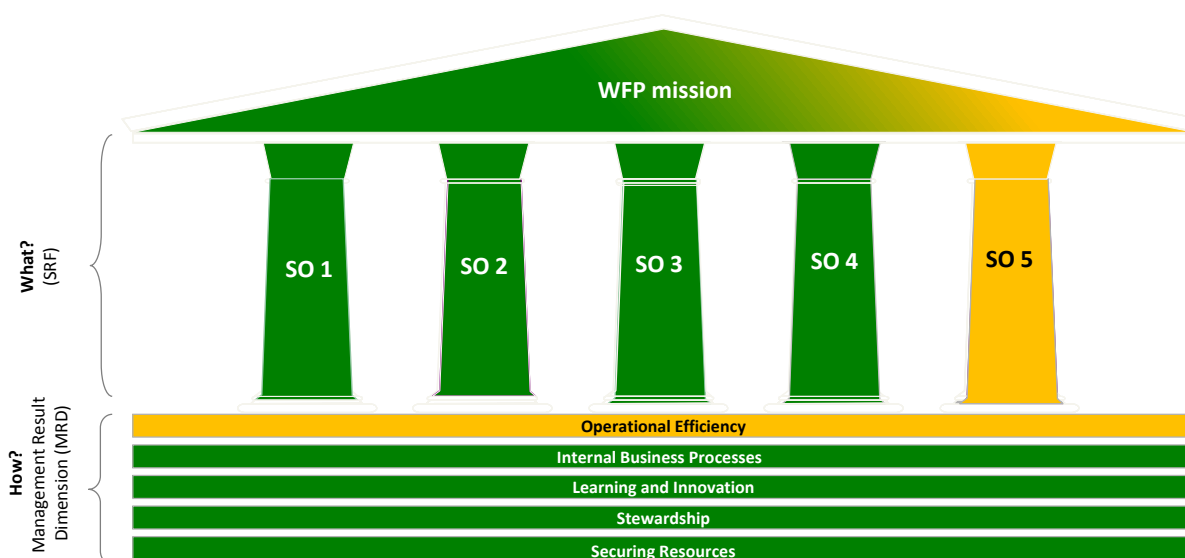
- Investing in emergency responsiveness. In 2013, WFP will invest to maintain its excellence in humanitarian response and enhance its operational effectiveness: roll-out of the emergency preparedness and response package to country offices will be completed and the new logistics execution support system will be introduced to improve the management of landside transport, shipping and handling. Standby partners will provide expertise and surge capacity.
- Mobilizing resources. New resourcing strategies for private-sector and government partners to be developed in 2013 and 2014 will reflect WFP's focus on partnerships and engagement as opposed to fundraising.
- The resilience agenda. Marginal environments affected by degradation, population growth and climate change are home to 80 percent of WFP's beneficiaries: the increasing recognition of the importance of resilience in breaking the cycle of extreme hunger is therefore welcomed. With its field presence and extensive knowledge of vulnerability, WFP has a lead role in the resilience agenda, for example through asset-creation programmes and innovative tools such as micro-insurance.
- Enhanced partnerships. WFP will enhance its current partnerships and build new ones, particularly at the field level, with a view to enhancing the effectiveness of its food assistance.

Over the past five years WFP has laid a foundation for greater openness and transparency. In 2013, it will publish all oversight reports on internal audits and inspections and will roll out the performance and risk management information system.

PART I – INTRODUCTION

1. The Annual Performance Report (APR) is a major accountability document that assesses WFP's performance against the Strategic Plan (2008–2013). It considers what WFP did to address the needs of chronically undernourished people and shows how economically, efficiently and effectively it did so. It looks at “what” WFP did and at “how” it supported its achievements. The evidence is drawn from the Strategic Results Framework (SRF) and the Management Results Framework.

Figure 1: WFP's Integrated Results Framework



2. To achieve its results, WFP works with governments, other United Nations organizations and 1,500 non-governmental organizations (NGOs) to deliver food assistance to promote positive outcomes and increase long-term food security. The results in Part II should be understood in that context.

3. Because WFP is solely responsible for its work, the review of performance in the various management result dimensions in Part III is an important feature of this report.

4. It is a truism that “what gets measured gets done.” But this is only effective if the right things are measured, so WFP has increased the range and type of opportunities for assessing its performance, and welcomes feedback on ways of improving its reporting of results.

5. This APR is the first to comply with International Aid Transparency Initiative¹³ reporting standards. WFP also works with the High-Level Committee on Management with a view to standardizing reporting across the United Nations.

¹³ Launched at the Accra High Level Forum on Aid Effectiveness in September 2008, the initiative develops standards for reporting by donors on aid spending. See: <http://www.aidtransparency.net/progress>

6. WFP reported good progress in 2012 against Strategic Objectives 1, 2, 3 and 4, and some progress in addressing Strategic Objective 5.¹⁴

7. This APR is the first to summarize WFP's performance in all five management result dimensions. Significant achievements against targets can be reported under the four dimensions of securing resources, stewardship, learning and innovation, and internal business processes; performance under operational efficiency was variable.

8. In 2013, WFP will update the results frameworks for the Strategic Plan (2014–2017) and will develop more accurate measures of the economy, efficiency and effectiveness with which it operates.

Strategic Context

9. The face of hunger is changing: the world's undernourished people live mainly in rural areas of developing countries, but an increasing number now live in towns and middle-income countries. And reaching the hungry is becoming more complex, so WFP must respond with a broader range of cost-effective interventions implemented with more partners.

The new geography and demography of poverty

10. The 2012 Food and Agriculture Organization of the United Nations (FAO) State of Food Insecurity report estimates that 870 million people, mainly in developing countries, were chronically undernourished between 2010 and 2012.

11. More accurate estimates of undernourishment indicate that hunger has been reduced to a greater extent than previously thought. Most of this progress was achieved before the 2007–2008 food price rises, since when progress has slowed and levelled off. The Millennium Development Goal (MDG) target of halving hunger in the developing world by 2015 is within reach – but only if action is taken to reverse this slowdown. In sub-Saharan Africa, for example, there are 20 million more undernourished people than in 2008.¹⁵

12. Regional poverty projections by the World Bank suggest that the proportion of people in sub-Saharan Africa living on less than US\$1.25 a day¹⁶ will fall from 41.2 percent in 2015 to 34.8 percent in 2025; the figures for South Asia are 23.9 percent and 14.8 percent. Combined with expected increases in population, this indicates a shift in poverty from South Asia to sub-Saharan Africa and middle-income countries.

13. Poverty is also shifting from rural to urban areas. Between 1998 and 2008, the proportion of people living below the poverty line in developing countries grew from 17 percent to 28 percent. The increase was smallest in sub-Saharan Africa and South Asia, where hunger and malnutrition are most prevalent, but across Asia the rates doubled and in Latin America they grew by 50 percent. Work to address poverty and food insecurity must focus on urban areas,

¹⁴ WFP's Strategic Objectives are: 1 – Save lives and protect livelihoods in emergencies; 2 – Prevent acute hunger and invest in disaster preparedness and mitigation measures; 3 – Restore and rebuild lives and livelihoods in post-conflict, post-disaster or transition situations; 4 – Reduce chronic hunger and undernutrition; 5 – Strengthen the capacities of countries to reduce hunger, including through hand-over strategies and local purchase.

¹⁵ Figures are based on new methods. See:

http://typo3.fao.org/fileadmin/templates/es/SOFI_2012/sofi_technical_note.pdf

¹⁶ 2005 purchasing power parity.



even though most hungry people will continue to live in rural areas for the foreseeable future.¹⁷ The gender inequality experienced by women and girls is an underlying and direct cause of food insecurity and undernutrition. Women are more likely to live in poverty than men, mainly because they are less likely to work; and when they do work they tend to be paid less than men. In the developing world, women entering the labour market are treated differently from men.¹⁸

Nutritional impact of global factors

14. The rates of child undernutrition are staggering: 165 million children under 5 are stunted¹⁹ – 26 percent – of whom 8 percent are wasted.²⁰ Africa and Asia are home to 90 percent of stunted and wasted children under 5. The total number of stunted and wasted children has fallen in the past 20 years, but millions of children remain at risk – and in Africa the number of such children increased between 1990 and 2011.

15. Stunting and wasting do not concern only the poorest countries: 70 percent of stunted and wasted children under 5 live in middle-income countries, most of them in lower-middle-income countries.²¹ WFP and its partners must engage with the governments of these countries with a view to building their capacities to facilitate access to nutritious diets and social-protection services.

16. Undernutrition is the cause of a third of deaths among children under 5. Adequate nutrition significantly reduces child mortality, hence it is essential to improve the nutrition status of mothers and children with a view to achieving the Millennium Development Goals.²²

Nutrition confirmed as the wisest investment of development resources

17. The 2012 Copenhagen Consensus convened 65 researchers and a panel of economists that included four Noble laureates to decide on the prioritization of a 15 percent increase in development aid. Of the 16 areas considered for investment, the priority was bundled micronutrient interventions to address hunger and improve education. It was conservatively estimated that US\$1 spent on reducing chronic undernutrition would have a payoff of at least US\$30, even in very poor countries.

Copenhagen Consensus 2012

“One of the most compelling investments is to get nutrients to the world’s undernourished. The benefits from doing so – in terms of increased health, schooling and productivity – are tremendous.”

Nobel laureate economist Vernon Smith

¹⁷ FAO. 2012. *The State of Food Insecurity in the World*. Rome. Available at: <http://www.fao.org/publications/sofi/en/>

¹⁸ United Nations. 2012. *The Millennium Development Goals Report*. Available at: <http://www.unwomen.org/> News & Events > News>

¹⁹ Stunting is a measure of chronic malnutrition. Prevalence is defined as proportion of children with height-for-age below reference levels.

²⁰ Wasting (acute malnutrition) refers to growth failure as a result of recent rapid weight loss or failure to gain weight. Prevalence is defined as the proportion of children with a weight-for-height below reference levels.

²¹ Data for 2011, from: United Nations Children’s Fund (UNICEF)/World Health Organization (WHO)/World Bank. 2012. *Levels and Trends in Child Malnutrition*. Available at: <http://www.who.int/nutgrowthdb/estimates/en/>

²² See: http://www.who.int/nutgrowthdb/key_facts_figures.pdf

Food prices have fallen but remain above 2008 levels

18. Food prices have fallen from the high levels of 2010, but they remain volatile. The WFP Cereal Index, which is based on a food basket of cereals, rose by 11.4 percent during 2012. The FAO Food Price Index²³ fell 7 percent from its 2011 level, however, averaging 211.7 points, with a peak of 216.0 points in March 2012 (see Figure 2). The Food Price Index remains well above 2008 levels.

19. Crude oil prices remained stable but high. The Crude Oil Index was on average 1 percent higher than in 2011.

Figure 2: FAO Food Price Index



20. Volatility in food and fuel markets is inevitable, but the effects can be mitigated. WFP minimizes the impact of price fluctuations by tracking food prices and by ensuring that project budgets reflect market conditions; such monitoring also helps WFP to keep donors informed of the impact of price changes. WFP also reduces the risks inherent in volatile markets by making informed decisions as to where to buy food, and by using the Forward Purchase Facility, forward contracting and other competitive procurement processes.

Fewer human-impact disasters

21. The number and impact of disasters were lower in 2012 than in 2011. The United Nations International Strategy for Disaster Reduction recorded 143 human-impact disasters in 2012, affecting 61 million people and resulting in 2,579 deaths.²⁴ Natural disasters in 86 countries caused US\$160 billion in losses, two thirds in the United States of America. An avalanche in Pakistan in April was the deadliest single event; the largest overall numbers of disaster fatalities occurred in China – 280 – and Afghanistan – 268. The losses reflected significant vulnerability, especially with regard to infrastructure. Hurricane Sandy, the worst disaster in terms of financial loss, left a trail of devastation in the Caribbean before striking the northeast coast of the United States of America.

²³ The FAO Food Price Index includes cereals, oilseeds, dairy products, meat and sugar.

²⁴ See: <http://cred01.epid.ucl.ac.be/f/CredCrunch29.pdf>

The security challenges of delivering food assistance remain high

22. Security challenges facing WFP included the following:
- In the Middle East and North Africa, the effects of the Arab Spring are still evident. Civil war in the Syrian Arab Republic created insecurity elsewhere in the region; security in Libya is still fragile.
 - In West Africa, a Tuareg uprising in northern Mali resulted in the collapse of government control in several towns, triggered a coup d'état in Bamako and led to the capture of the north by Islamist militants.
 - Violence in areas of the Sudan, the Republic of South Sudan, eastern Democratic Republic of the Congo (DRC) and the Central African Republic complicated already volatile security conditions.
 - In Afghanistan, the hand-over of security responsibilities to Afghan forces has been accompanied by increased attacks by anti-government elements. Ethnic tensions continue in north-eastern Myanmar.
23. WFP operates under the principles of humanity, neutrality and impartiality. The interventions in DRC, Mali, Somalia and the Syrian Arab Republic tested these principles, but also showed that mutual understanding, communication and capacity development are central to implementing WFP's mandate.
24. There were 899 security incidents during 2012 involving the assets and staff of WFP and its partners and contractors. This shows that little change has occurred over the last two years, but that the security measures in force have been effective in view of the increased number of operations in insecure areas. Of the security incidents, 565 occurred in Africa, with 151 in the Republic of South Sudan and 98 in the Sudan and 42 in Uganda; 71 occurred in Afghanistan, 52 in the Syrian Arab Republic, and 41 in Haiti. This distribution is consistent with 2011 except for Uganda, where incidents doubled but were generally non-violent, and the Syrian Arab Republic, where conflict was spreading.
25. The security threats to WFP operations are diverse. Criminal acts accounted for 580 incidents in 2012, two thirds of the total, and similar to the 2011 figure. Hazards and armed conflict accounted for 64 incidents – 23 percent – civil unrest for 40 and terrorism for 16. Most of the incidents resulting in death, serious injury or abduction occurred in Afghanistan, the Sudan, the Republic of South Sudan and Syrian Arab Republic. The death of a staff member in 2012 and the other casualties highlight the risk of violence faced by WFP staff.

Chronic emergencies were the “silent tsunami” of 2012

26. Drought in the Sahel brought hunger to millions for the third time in seven years. Harvest yields were low, and high prices reduced people's access to food. The food crises of 2005, 2010 and 2012 reflect a trend of increasing vulnerability, exacerbated by endemic poverty and under-development. Food insecurity is such that even in “non-crisis” years the rate of child malnutrition in some regions is consistently higher than the 15 percent emergency threshold. Every year, 20 percent of children under 5 die of undernutrition.

27. In the Horn of Africa, the drought and famine that began in 2011 continued for much of 2012. Contributions from 50 donors totalling US\$1 billion helped WFP to fight the famine. At the September 2011 Nairobi summit on the Horn of Africa crisis, African leaders called for a new approach to addressing recurrent crises in which development partners would support long-term programmes for building resilience.

28. During 2012, regional resilience programmes²⁵ were launched in the Horn of Africa and the Sahel, led by the European Union and the United States Agency for International Development (USAID). These programmes reflected the need to change the way in which vulnerable food-insecure communities are supported with a view to enhancing their resilience.

29. A common definition of resilience²⁶ is “the capacity of vulnerable households, families and systems to face uncertainty and the risk of shocks, to withstand and respond effectively to shocks, as well as to recover and adapt in a sustainable manner.” The mandate of WFP has always been based on the dual pillars of emergency and development: the need for humanitarian programmes to lay the foundation for development programmes to navigate uncertainty, bounce back from shocks and mitigate future disasters. The importance of strengthening the capacity of countries to reduce hunger is reflected in WFP activities under Strategic Objective 5.

30. In 2012, USAID and the European Commission issued policies on resilience that recognize the interdependence of humanitarian and development assistance and state that money is most effectively spent to reduce requirements for humanitarian assistance in disaster-prone regions.²⁷ WFP welcomes this approach: 80 percent of its beneficiaries live in fragile and marginal areas where environmental degradation, population growth and climate change limit their resilience to shocks.

WFP’s Response

31. In 2012 WFP:

- reached 97.2 million needy people;
- continued to integrate and scale up food-assistance tools and nutrition interventions;
- addressed gender issues;
- worked more cohesively as the humanitarian partner of choice;
- increased its responsiveness and emergency preparedness;
- supported the “resilience agenda” of grassroots alliances against hunger, in collaboration with the Rome-based agencies; and
- introduced new IT systems to monitor and evaluate its work and oversee logistics operations.

²⁵ The Global Alliance for Action for Drought Resilience and Growth in the Horn of Africa, and the Global Alliance for Resilience in the Sahel.

²⁶ See: http://www.oecd.org/swac/topics/EN_Declaration_Ouagadougou_CD.pdf

²⁷ See: <http://blog.usaid.gov/2012/12/aid-effectiveness-and-usaids-new-resilience-policy/> and http://ec.europa.eu/echo/files/policies/resilience/com_2012_586_resilience_en.pdf

WFP reaches millions of needy people as the main provider of food assistance

32. WFP directly assisted 97.2 million people in 80 countries in 2012, providing 3.5 million mt²⁸ of nutritious food in innovative ways: 9.8 million malnourished children received special nutritional support, and the proportion of beneficiaries receiving cash and vouchers increased to 6 percent, from 4 percent in 2011; women and children accounted for 85 percent of beneficiaries. Even so, WFP reached only a fraction of the world's 870 million chronically undernourished people.

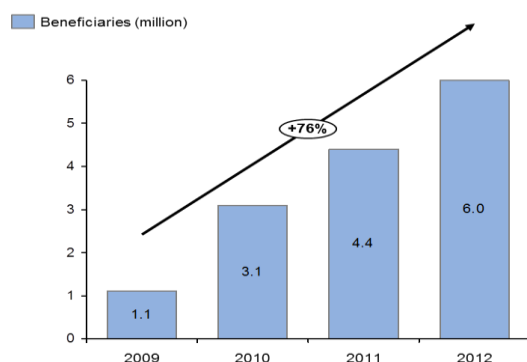
33. In 2012, WFP provided 53 percent of all food aid (see Annex VI). Its ability to provide assistance on a large scale is a major factor in global emergency preparedness.

Continuing to Innovate and Scale Up the Use of New Tools and Nutrition Interventions

Further use of cash and voucher transfers

34. WFP continued to expand the use of cash and voucher transfers in 2012, targeting 8 million beneficiaries: by the end of the year, the total transfer value amounted to US\$359 million compared with US\$213 million in 2011. Of the 64 projects using cash-based approaches, the largest were the emergency response to drought in Niger, where 1 million beneficiaries received cash, and the response to the crisis in the Syrian Arab Republic, which provided vouchers for 365,000 beneficiaries in Iraq, Jordan, Lebanon and Turkey.

Figure 3: Average Annual Growth Rate for Cash and Voucher Beneficiaries (2009–2012)



35. Figure 3 shows a five-fold increase in cash and voucher beneficiaries in four years, an annual growth rate of 76 percent. This is consistent with all new transfer modalities, which need testing in the early years. These modalities are still small-scale in relation to food-based transfers.

36. Implementing cash-based interventions on a large scale requires a corporate process and good market access. A system is being developed to manage registration and entitlements, and to reconcile transfers, but until it is in place support tools developed at the country level are being shared: the electronic system for cash transfers in Kenya, for example, is being used in other countries in the region.

²⁸ Food handed over to beneficiaries by WFP partners or in direct distributions, excluding bilateral and trust funds. The figure differs from the 3.6 million mt reported in the Executive Director's Statement on the 2012 Audited Annual Accounts (WFP/EB.A/2013/6-A/1) because the food may or may not have been handed over to the beneficiaries, and this includes bilateral and trust funds.

Unconditional cash transfers in the Niger

During the lean season in 2012, WFP distributed US\$35 million to 1.2 million food-insecure people in the Niger. In rural areas, WFP worked with micro-finance institutions and NGOs to distribute cash; in urban areas, WFP distributed US\$1.5 million to 34,000 people between May and September in a pilot to transfer cash using mobile telephones. Targeted households received a monthly cash transfer to help them to buy food and to improve dietary diversity. Beneficiary targeting and sensitization were carried out in cooperation with Oxfam and World Vision. Feedback from beneficiaries and partners showed that the Government and community leaders were satisfied with the implementation and targeting.

The distribution of cash helped to improve food security in the Niger: by October, 75 percent of beneficiaries had borderline to acceptable food consumption, compared with 63 percent at the start of the intervention.

Cash transfers are most usefully combined with other interventions, and can thus contribute indirectly to nutrition.

The Fourth Year of Purchase for Progress

37. The Purchase for Progress (P4P) pilot is scheduled to end in December 2013. WFP has contracted 308,000 mt of food in 20 countries, of which 65 percent has been delivered, 15 percent is being delivered and 20 percent is confirmed as undeliverable.²⁹ The initiative has put US\$77 million directly into the hands of farmers, who are reaching markets beyond WFP and delivering significant volumes of food to traders and institutions such as hospitals. The contribution of local and international partners underpins the success of the P4P pilot.

38. Assessment of what works and what does not is part of the P4P pilot. WFP began to review lessons learned in the 20 pilot countries during 2012, and, in consultation with partners and stakeholders, developed a learning agenda whose 17 themes range from programme issues to procurement models.

Examples of collaborative work and innovation in P4P projects

In central Tanzania, funding from the Alliance for a Green Revolution in Africa (AGRA) was used by a local NGO to train farmers in post-harvest management and marketing skills in a two-year capacity development programme. Training provided by other partners included warehouse management, collective marketing, record keeping, negotiation skills and leadership. The programme was complemented by improvements to storage facilities and the provision of equipment such as moisture meters, generators, stitching machines and fumigation sheets to meet WFP's quality standards. Markets beyond WFP are now within reach of the farmers' organizations. By December 2012, WFP had contracted 18,000 mt of food through farmers' organizations supported by P4P, of which 11,000 mt had been delivered.

The P4P pilot in Ghana, which began in October 2012, works with 13 partners including the Government, the United Nations and NGOs. These partnerships are crucial for building capacities in farmers' organizations. Examples include: i) joint funding to make vessels for parboiling rice, which enabled the farmers' organizations to supply quality produce for WFP; ii) the Government's engagement with farmers' organizations supported by P4P, which provided rice harvesters and threshers at a subsidized price; and iii) the provision of scales for farmers' organizations selling maize, which prevented under-payment by traders. As a result of the variety of interventions under P4P, farmers' organizations see farming as a business that can be engaged in with confidence.

WFP had contracted with farmers' organizations supported by P4P for 2,186 mt of food by December 2012, all of which was delivered.

²⁹ A default on a food-procurement contract occurs when a contract is not delivered by P4P vendors.

Shaping International Nutrition Approaches

39. In 2012, WFP reached 4.6 million children with treatment for moderate acute malnutrition, 7.4 million children with programmes to prevent acute malnutrition and 400,000 children with programmes to prevent stunting.³⁰ Of these children, 56 percent were aged between 6 and 23 months. WFP also reached 3.9 million pregnant and lactating women with nutrition programmes for treatment or prevention, and is helping to promote international dialogue on nutrition issues.

40. The Scaling Up Nutrition (SUN) movement brings together governments, donors, United Nations agencies, civil society, academia, foundations, businesses and citizens with a view to ending undernutrition through country-led approaches. By December 2012, 33 governments had joined SUN to promote cost-effective nutrition actions and nutrition-sensitive development approaches.

41. The Renewed Efforts Against Child Hunger and Undernutrition (REACH),³¹ established in 2008, seeks to transform the way governments and donors invest in nutrition and to identify priorities for further investment. By the end of 2012, REACH had a presence in 12 countries and a monitoring and evaluation (M&E) system to assess the performance of its initiatives. The members of REACH helped to establish the United Nations Network, and work to channel national funding to SUN activities.

42. In the 2012 Sahel crisis, WFP implemented blanket supplementary feeding during the lean season to prevent and treat acute malnutrition among 1.5 million children under 2 and malnourished pregnant and lactating women in Burkina Faso, Cameroon, Chad, the Gambia, Mauritania and the Niger.

Addressing Gender Issues

43. WFP's gender policy and programmes recognize that gender is a driver of development. Food-assistance programmes provide targeted approaches to address the different needs of men and women, but responding to women's protection concerns can be difficult because vulnerability and risk are often related to cultural and social factors.

Addressing gender issues in food-for-assets projects

Food-for-assets (FFA) projects are a good example of programmes that take account of gender needs to ensure equitable participation and benefits. Existing gender gaps may be exacerbated in a crisis, making it difficult for women to recover, re-establish livelihoods and build resilience. WFP adopts creative approaches to gender equity in FFA to reduce disparities in different social and cultural contexts. The average ratio of women to men in FFA in 2012 was 0.7, up from 0.6 in 2011, with participation ratios ranging from 4:1 in Haiti and Nicaragua to 1:3 in Colombia and Tunisia.

Research in 2012 identified factors that increase women's participation in FFA, which include: i) involving women and men in the selection and prioritization of activities; ii) developing suitable project activities; iii) linking projects with government initiatives for women's empowerment; iv) scheduling work in consultation with women; and v) raising gender awareness among husbands and in communities.

³⁰ Some children may have participated in more than one programme during the calendar year.

³¹ REACH was established by FAO, WHO, UNICEF and WFP. Partners include Wageningen University and Research Centre, Njala University, P4P and the Sierra Leone Agriculture Research Institute.

Working More Effectively

44. WFP continues to collaborate with humanitarian partners and to take the lead where it has specific expertise.
45. The logistics cluster was active throughout 2012, bringing together humanitarian organizations and private-sector partners to support operations in the Sahel, Somalia, the Republic of South Sudan and Yemen. The cluster also provided trained staff to support WFP's work in Afghanistan, the Republic of South Sudan and the Syrian Arab Republic. A standard cargo-tracking system for non-food items was tested in Somalia in 2012.
46. The emergency telecommunications cluster (ETC) supported three new operations in 2012 in Mali, the Republic of South Sudan and the Syrian Arab Republic, and 21 other operations. Partner organizations deployed 30 technical specialists; WFP established the Global ETC Support Cell in accordance with the requirements of the Inter-Agency Standing Committee (IASC) Transformative Agenda to support the emergency responses of NGOs and United Nations agencies. Training included a one-week disaster simulation exercise called operation Bravo.
47. The food security cluster led by FAO and WFP addresses issues of food availability, access and use; its support team is drawn from FAO, WFP, international NGOs, and the International Federation of Red Cross and Red Crescent Societies. In 2012, the cluster provided surge deployment in 11 operations in 20 countries that provided technical guidance for national and regional cluster mechanisms. Food-security clusters and analogous mechanisms had been established in 36 target countries by December 2012. The issues addressed included gender, protection, information management, self-assessment and policy guidance.
48. The standby partner mechanism enables the rapid deployment of experts in an emergency. Standby partners deployed 143 experts to WFP during 2012, at a value of US\$14.4 million: they assisted with programmes, the transition to food assistance, training for staff of WFP and its implementing partners, and building the capacities of national authorities.
49. The Emergency Preparedness Integration Centre (EPIC) coordinated rapid, effective and cohesive emergency responses in 2012 in the Philippines, the State of Palestine and Pakistan.
50. The United Nations Humanitarian Air Service (UNHAS) transported 365,000 passengers and 2,800 mt of cargo for 700 humanitarian organizations in 14 countries³² using 50 aircraft each month to provide access to vulnerable populations at 350 destinations.
51. A joint evaluation of the logistics cluster in 2012 found that: i) its operations helped to coordinate programme implementation, with resulting gains in efficiency; ii) the cluster provided value for participating organizations; and iii) there was widespread support for WFP's leadership. But the evaluation also noted that the financial and reporting systems available did not meet partners' transparency requirements, which in turn made it difficult to assess the costs and benefits of common services.

³² Afghanistan, Central African Republic, Chad, Côte d'Ivoire, DRC, Ethiopia, Kenya, the Niger, Mali, Mauritania, Somalia, the Republic of South Sudan, the Sudan and Yemen.

Increasing Responsiveness and Emergency Preparedness

52. Uncertainty and fragility increase risk and create operational difficulties such as the need for immediate response. WFP is committed to enhancing its systems for assessing emergency needs, for example by updating the technologies it uses. The Copenhagen Consensus identified investment in early-warning systems as the seventh of its 17 proposals for investment in development.

53. Of the 41 emergency operations in 2012 a third required an immediate response, often in countries where WFP was already implementing protracted relief and recovery operations (PRROs) or development projects (DEVs). It is clear that because preparedness, risk reduction, relief, recovery, rehabilitation and service provision do not occur in neat sequences, WFP constantly needs to improve its emergency response capacity.

An innovative approach to weather risk insurance: the African Risk Capacity scheme

Many of the world's least developed economies do not have financial risk-mitigation tools, of which a prime example is weather-risk insurance. This matters, because over the last three decades the ten most severe droughts in Africa have affected 108 million people and cost billions of dollars. WFP is therefore working with the African Union on an innovative weather-insurance scheme called African Risk Capacity, which will enable governments to respond more efficiently to weather crises.

African Risk Capacity capitalizes on the geographical diversification of weather risk across Africa and enables countries to manage risk as a group and to secure funding from donors and the international risk market. When a drought is declared, the scheme will provide contingency funding: in the November 2010 drought in pastoralist northern Kenya, for example, it would have triggered disbursements of funds in the first week of February 2011, and again in July 2011 – months before the harvest and well before people had to deplete their livestock and other assets to cope.

A financial analysis by African Risk Capacity indicates that countries would pay a 13 percent premium for an event likely to occur once every five years, and a 7 percent premium for an event that might occur once every ten years. Individual countries using international reinsurance markets would pay a premium that would be 20 percent higher in the first case, and 25 percent higher in the second; countries holding their own reserves would need twice the capital that would be available under the African Risk Capacity scheme.

Better Preparedness in Country Offices

54. The Emergency Preparedness and Response Package (EPRP) had been rolled out to 75 percent of WFP country offices by December 2012. It is also being customized to enhance emergency preparedness in WFP's regional bureaux by laying the groundwork for maintaining business continuity and supporting emergency operations (EMOPs).

Leveraging Technology

55. To maintain rapid access to satellite imagery to support emergency preparedness, WFP expanded its partnerships in 2012 with the United Nations Institute for Training and Research Operational Satellite Applications Programme (UNOSAT), the Information Technology for Humanitarian Assistance, Cooperation and Action (ITHACA) – including an express service for imagery – and the Global Monitoring for Environment and Security (GMES). In the response to typhoon Haiqui in the Philippines in August 2012, the ITHACA express service provided the country office with imagery and maps within 24 hours.

More effective risk analysis

Multi-risk analysis combines disaster trends with analysis of environmental change to identify areas likely to suffer most from natural disasters, and to promote timely decision-making. This approach was used in 2012 in El Salvador, Guatemala, Honduras, Nicaragua, Panama and Somalia to support programme design and the positioning of assets to build resilience to weather shocks; it also helped communities to prioritize limited resources. The analysis was shared with WFP's partners to help them with their planning.

Testing Corporate Responsiveness

56. WFP carried out two exercises to test and improve its emergency responsiveness. The first led to a revision of the Activation Protocol emergency-response levels, of which the highest – level 3 – requires mobilization of WFP's global response capabilities. The second exercise in Jordan in December 2012 prepared the level-3 response in the Syrian Arab Republic and also focused on cluster coordination under the Transformative Agenda.

Utilizing Strategic Food Stocks

57. Part of WFP's improvements to its emergency preparedness capability is to position food stocks closer to areas of intervention. National grain reserves, for example, can make loans to WFP in times of crisis and so help to ensure that responses are rapid and cost-efficient.

58. In the Republic of South Sudan, WFP commissioned the International Food Policy Research Institute (IFPRI) in 2012 to determine the optimum size of a national food reserve. A special operation was subsequently launched to build warehouses to store food for 1.5 million people for four months.

59. In Latin America and the Caribbean, WFP and the Emergency Preparedness and Response Network set up a regional emergency food reserve to support responses to natural disasters.

60. In the Economic Community of West African States, WFP led a study at the request of G20 agriculture ministers of the feasibility of a regional emergency food reserve, and will provide technical support for its establishment.

Special Projects

61. A total of US\$297 million was made available in 2012 for 44 special operations, which included humanitarian air services, cluster activities in logistics, emergency telecommunications and food security, and logistics for emergency operations. There is increasing recognition that special operations can contribute to Strategic Objective 5 through capacity development for governments and the private sector.

United Nations Humanitarian Response Depots

62. The United Nations Humanitarian Response Depot (UNHRD) system provides food and non-food items in support of emergency responses by the humanitarian community. In 2012, the five UNHRDs dispatched 300 shipments of relief goods worth US\$87 million to 60 countries. The main interventions supported were in the Syrian Arab Republic and the Sahel. The UNHRD and training centre at Brindisi in southern Italy was refurbished in 2012, and agreement was reached with the Government of Spain to establish a UNHRD in Las Palmas to support emergency responses in West Africa and Latin America. Regional partnerships have also been established, for example with the Association of Southeast Asian Nations (ASEAN).

Building Resilience

63. In 2012, WFP worked with governments to support the resilience of vulnerable populations with a view to:

- enhancing food security and livelihoods and the capacity of communities to manage risk and adapt to change, for example through food-for-assets programmes, support for market development under P4P, cereal banks, home-grown school feeding and micro-insurance schemes;
- protecting food security and nutrition and enhancing human and social capital, through school feeding and social safety nets that enable poor people to invest in education, health, training and productive assets, nutrition programmes, particularly during emergencies and the first 1,000 days³³ of life, and the empowerment of women to increase their ability to manage risks; actions include food for training, mother-and-child health and nutrition interventions and ensuring safe access to firewood; and
- enhancing institutional capacities and systems to make them responsive to the needs of vulnerable communities, for example through vulnerability analysis and mapping, risk analysis, early-warning systems, food security monitoring, disaster risk reduction and the development of food security and nutrition policies.

Examples of resilience building

In 2012, WFP, FAO and UNICEF developed a strategy for enhancing community resilience in Somalia. It defines resilience as: “The ability to withstand threats or shocks, or the ability to adapt to new livelihood options, in ways that preserve integrity and do not deepen vulnerability.”

The aims are to: i) enhance the productive sector; ii) ensure access to basic social services; and iii) provide social safety nets that enable households to enhance their livelihoods and increase their resilience. The strategy coordinates the work of the three agencies in shifting from emergency responses to predictable support based on seasonal livelihood analyses and community consultations, and improves the timeliness and sequencing of support for households.

WFP’s Livelihoods Early Assessment and Protection (LEAP) project in Ethiopia helped the Government to develop a risk-management system to support its programme for protecting livelihoods during droughts and floods. This integrates early warning with contingency planning, and is supported by US\$220 million in contingency funding. In 2012, LEAP assisted government decisions on the allocation of humanitarian aid.

Through LEAP, WFP has helped the Government to install 70 automated weather stations that feed data into the national early-warning system. In 2013, LEAP will integrate weather forecasting into the risk-management system and develop cost-benefit analysis for the system.

Progress on Humanitarian and United Nations Reform

64. WFP continued to contribute to United Nations coherence in achieving development goals related to hunger, nutrition and food security.³⁴

65. The United Nations Conference on Sustainable Development, known as Rio+20, involved collaboration among the Rome-based agencies and UNICEF in supporting the launch of the Secretary-General’s Zero Hunger Challenge, and WFP and FAO, hosted by the Governments of Spain and Colombia, led post-2015 thematic consultations on hunger, food security and nutrition.

³³ From conception to age 2.

³⁴ For details, see WFP/EB.1/2013/4.

66. WFP continued its involvement in One UN programmes, helping to develop standard operating procedures and reviewing cost-sharing models for the United Nations Resident Coordinator system, and participated in the Quadrennial Comprehensive Policy Review (QCPR) of development operations, which focuses on effectiveness, efficiency and cost-effectiveness. WFP will collaborate with other agencies in 2013 to operationalize its recommendations.

67. WFP participated in the Transformative Agenda of the Inter-Agency Standing Committee, which aims to improve humanitarian leadership, responses and accountability through the Humanitarian Coordinator and cluster systems.³⁵ Its collaboration with other agencies³⁶ in the food-security approaches of the G20 and G8 led to high-level support for development and humanitarian food assistance interventions such as the Agricultural Market Information System. The G-20 also reaffirmed its support for the removal of export restrictions and extraordinary taxes on food purchased by WFP.

Implementing New IT Systems to Monitor Programmes and Oversee Logistics Operations

68. WFP is developing new systems for performance management, monitoring and evaluation. The Performance and Risk Organizational Management Information System (PROMIS), which captures results at the management level, was piloted in southern Africa during 2012 with a view to building the capacities of performance and risk management “champions” in each country office. The pilot revealed that WFP’s performance and risk-management processes are well understood, but that they need to be scaled to suit offices of different sizes. The system will be rolled out to all WFP offices by June 2014.

69. The country office monitoring and evaluation tool (COMET) will help country offices to capture results at the output and outcome levels. The two COMET modules are: i) design and implementation: developing logframes with outcome and output indicators, tracking progress and reporting on actual outcomes; and ii) programme implementation: planning food assistance and beneficiary coverage with partners, tracking progress and reporting on actual outputs. The design module had been tested by December 2012, and will be rolled out to all offices by the end of 2013. The technical specifications for the programme module will be completed by the end of June 2013, and tested and piloted by the end of the year.

70. The Logistics Execution Support System (LESS) is a tool for supply-chain management, inventory accounting and real-time tracking. The system empowers field offices, and is compatible with International Public Sector Accounting Standards (IPSAS). An evaluation in August 2012 of the LESS pilot countries confirmed that the system meets WFP’s requirements. The business plan is in the final stages of review by senior management.

³⁵ See WFP/EB.A/2013/5-C.

³⁶ The Office for the Coordination of Humanitarian Affairs (OCHA), the Office of the United Nations High Commissioner for Refugees (UNHCR) and UNICEF.

Institutional Improvements

The Rapid Organizational Assessment and Framework for Action

71. As government budgets shrink and expectations of transparency increase, WFP must be sure to provide value for money for donors and supporters and demonstrate that it is delivering the best possible outcomes with the resources entrusted to it. With this in mind, the Executive Director launched the Rapid Organizational Assessment (ROA) in April 2012, which involved canvassing the views of 600 staff. The results were assessed by the Organizational Development Team, which made various recommendations for change. In May, the Executive Management Group considered the recommendations and developed a Framework for Action based on seven themes (see Figure 4).

Figure 4: Framework for Action



Organizational design and realignment

72. In mid-June, as part of theme two, the Organizational Development team recommended alignment of organizational design with WFP's Strategic Objectives, focusing on issues of delegation of authority, decentralization, resource allocation and accountability with a view to making WFP "fit-for-purpose."

Fit for purpose

73. The new organizational design was presented to WFP staff in August 2012, and to the Executive Board in November. Its main principles are: i) beneficiaries are the focus of all WFP's work; ii) country offices are empowered as WFP's "centre of gravity", with decision-making authority located as close as possible to the point of implementation; iii) the regional bureaux are the platform for managing, overseeing and supporting country offices as part of a single chain of accountability; and iv) unity of purpose, cost-effectiveness and clear corporate identity are fundamental to WFP's success.

Senior staff reassignment

74. The senior staff reassignment exercise, which started in October, was led by the Executive Director. All staff were eligible to apply. The exercise identified staff members for assignment as country directors and for the D1 and D2 posts in the new organizational structure, and was completed in February 2013.³⁷

³⁷ See Part IV of the report for other actions being undertaken as part of the organizational strengthening process.

PART II – PERFORMANCE RESULTS BY STRATEGIC OBJECTIVE

Overview

75. This part of the APR reports on the outputs and outcomes of WFP operations in 2012 against the Strategic Objectives in the Strategic Plan (2008–2013). Data are drawn from standard project reports (SPRs), which are prepared at the end of every year on the basis of the corporate indicators in the Strategic Results Framework. Where applicable, the APR also draws on independent evaluations of WFP projects and examples that demonstrate successes and challenges during the year.

76. There were 215 active projects³⁸ in 2012 – 41 emergency operations (EMOPs),³⁹ 58 protracted relief and recovery operations (PRROs), 33 country programmes (CPs), 29 development projects (DEVs), 43 special operations (SOs) and 11 preparedness activities.⁴⁰

77. In 2012, WFP took part in 74 United Nations joint programmes⁴¹ in 47 countries; its main partners were UNICEF, FAO, United Nations Development Programme (UNDP), WHO and the Office of the United Nations High Commissioner for Refugees (UNHCR). Country-level activities with United Nations partners included food-security assessments, emergency-preparedness coordination, and nutrition and school-feeding interventions. WFP partnered with 1,500 NGOs, 87 percent of which were local NGOs or community-based organizations (CBOs), in 163 projects in 71 countries. It also collaborated with 40 partners from the Red Cross and Red Crescent Movement in 51 projects in 38 countries. WFP's partners are essential in enabling it to implement its operations: in 2012, they distributed 2.3 million mt of food aid on behalf of WFP, 65 percent of total food distribution.

78. WFP assisted 97.2 million people with 3.5 million mt of food in 2012,⁴² a slight decrease from 2011, when 99.1 million beneficiaries were assisted with 3.6 million mt of food. The number of people assisted with cash and voucher transfers grew by 36 percent from 4.4 million in 2011 to 6.0 million in 2012. Children, the primary focus of WFP's support, accounted for 66 percent of beneficiaries; women and children together accounted for 85 percent (see Figure 5).

³⁸ Projects with food distribution, or an activity such as a special operation during the reporting period.

³⁹ Includes immediate-response EMOPs.

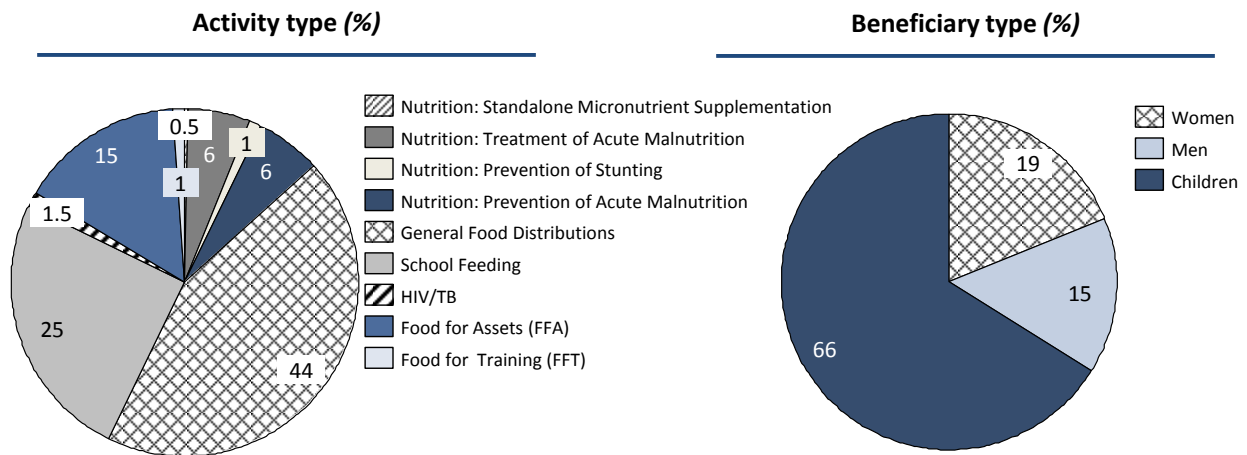
⁴⁰ These are activated in crises and financed through project budgets. If there is no alternative funding source, the Immediate Response Account (IRA) is used to support special preparedness activities, which may not involve food aid; such allocations do not exceed US\$300,000 and must be completed within three months of approval. IRA funding cannot be requested more than once for the same activity.

⁴¹ Two or more agencies working together, with shared objectives, actions, timeframes and resource requirements, and clear delineation of responsibilities; programmes are described in a single document that also sets out the responsibilities of the parties.

⁴² Source: WFP Financial Statements, 2012.

79. Of WFP’s beneficiaries,⁴³ 45 percent were assisted through general food distributions. This reflects WFP’s emergency relief work in the Sahel, the Syrian Arab Republic and the Republic of South Sudan. A further 40 percent benefited from school feeding and food-for-assets activities. Nutrition interventions such as special nutritional care and support for children, pregnant and lactating women and people living with HIV accounted for 15 percent of beneficiaries (see Figure 5).

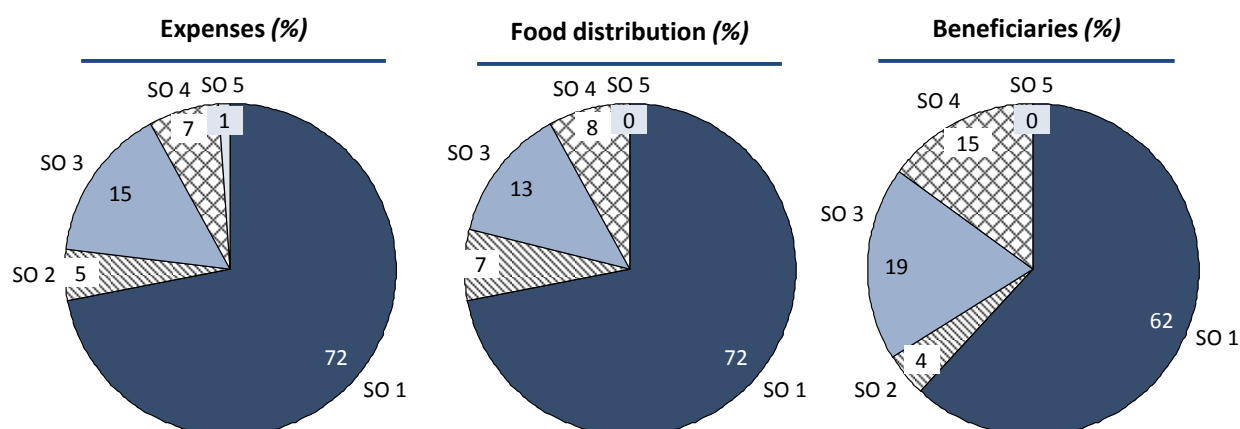
Figure 5: Beneficiaries by Activity and Type



80. Assistance delivered under Strategic Objectives 1 and 3 accounted for 87 percent of the food distributed and direct expenses in 2012 (see Figure 6). Expenses related to Strategic Objective 4 accounted for 7 percent, continuing the downward trend in resources allocated to development in chronic hunger contexts. The share of resources spent on Strategic Objectives 2 and 5 was comparable with 2011 levels.

81. Because WFP’s relief operations aim to meet all beneficiary needs, the ratio of food distributed per beneficiary in such interventions is high. In 2012, Strategic Objective 1 accounted for 62 percent of beneficiaries assisted, and 72 percent of food distributed. Strategic Objectives 3 and 4, which covered 34 percent of beneficiaries and accounted for 21 percent of the food distributed, supplied only part of beneficiaries’ food needs (see Figure 5).

⁴³ Beneficiaries by Strategic Objective are counted at the project level.

Figure 6: Outputs by Strategic Objective

Results by Strategic Objective

Table 1: Overall Performance by Strategic Objectives

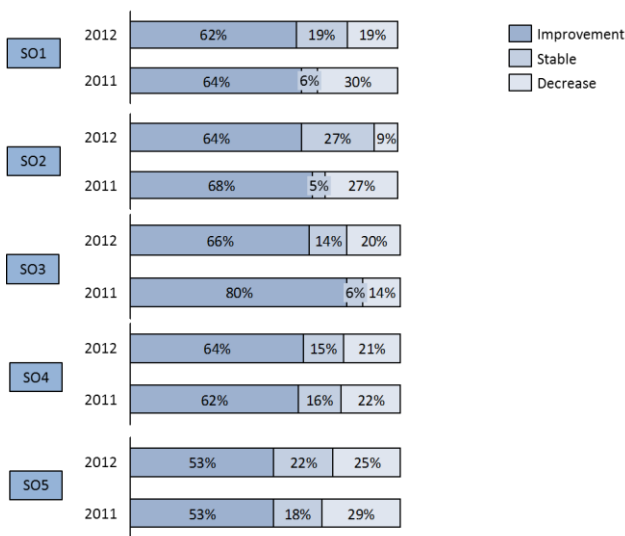
Strategic Objectives	Performance
1 – Save lives and protect livelihoods in emergencies	Strong progress
2 – Prevent acute hunger and invest in disaster preparedness and mitigation measures	Strong progress
3 – Restore and rebuild lives and livelihoods in post-conflict, post-disaster or transition situations	Strong progress
4 – Reduce chronic hunger and undernutrition	Strong progress
5 – Strengthen the capacities of countries to reduce hunger, including through hand-over strategies and local purchases	Some progress

82. WFP made good progress in terms of Strategic Objectives 1, 2, 3 and 4 in 2012.⁴⁴ Outcomes achieved under Strategic Objective 5 reported a large number of WFP projects assessed in terms of government capacities developed to optimize the benefits of future technical assistance.⁴⁵

⁴⁴ For inclusion in the analysis at least one indicator must be reported in ten or more projects, and the reporting rate – the number of projects reporting the indicator as a proportion of all projects that proposed reporting the indicator in their logical frameworks – must be equal to or higher than 50 percent (see Annex II-C).

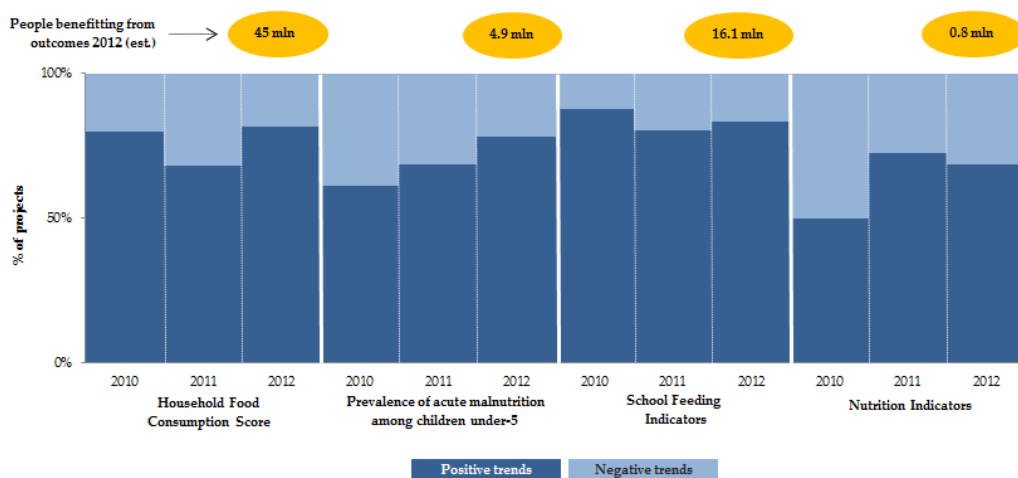
⁴⁵ See Annex II-B for a complete account.

Figure 7: Overall Outcome Trends, 2012 vs. 2011



83. Analysis of 2012 results shows that WFP achieved a higher proportion of positive outcomes in terms of improvement and stabilization than in 2011 (see Figure 7). Higher levels of stability were reported under Strategic Objectives 1, 2 and 3, reflecting WFP’s ability to maintain acceptable nutritional status and food security in spite of impediments. The fall in positive outcomes under Strategic Objective 3 resulted from post-emergency operations, for example in Afghanistan, and the programme efficiency review to re-focus assistance, the results of which will be evident in future years.

Figure 8: Outcome Trends by Indicator (2010–2012)



84. The proportion of projects with positive outcome trends in terms of the indicators most reported in the past three years⁴⁶ peaked in 2012 (see Figure 8). Improved food consumption in 80 percent of projects and reduced prevalence of acute malnutrition in 75 percent of emergency interventions benefited 50 million people in 2012. The proportion of positive outcomes in school feeding was comparable with previous years. Results in terms of nutrition indicators related to prevention of stunting and anaemia in post-conflict and chronic undernutrition environments

⁴⁶ Based on selected indicators (see Annex II-C).

were well above 2010 levels. In all, 17 million people benefited from school feeding and nutrition outcomes in 2012.

85. WFP is committed to ensuring that women, men, girls and boys have equal access to food and equal participation in decision-making. In 2012, new indicators were introduced to track progress towards gender equality and women's empowerment in WFP's operations (see Table 2); WFP will use these to track future results.

Table 2: Progress towards gender equality

2012 results

	2012 results
Ratio of women to men in leadership positions on food assistance committees	0.7 to 1
Ratio of women to men holding household food entitlements	1.5 to 1
Ratio of women to men on food management committees trained in food distribution	0.8 to 1
Percentage of projects in which training in food distribution included reasons for gender-sensitive provision of food	90
Percentage of projects with initiatives to reduce sexual and gender-based violence	70
Percentage of projects with activities to raise awareness of gender equality	87

86. When women are active on food management committees their concerns are heard and reflected in food assistance programmes. Significantly more women than men hold household food entitlements, but fewer women than men are members of food management committees, and fewer are trained in food distribution.

87. WFP is addressing gaps in its gender programming with tools such as the gender marker, which was mainstreamed in 2012.⁴⁷ The high risk of sexual and gender-based violence against women and girls can be reduced by including initiatives to minimize it in WFP programmes. Most country offices and 70 percent of projects address this issue, and several countries are committed to addressing the threat.

88. In Chad, WFP increased the number of targeting and distribution sites for blanket supplementary feeding and general food distribution, and stipulated a maximum distance of 10 km from targeted communities. In Bangladesh, separate queues and latrines were established for men and women during food distributions. Other good practices included projects in the Republic of South Sudan and the Democratic Republic of the Congo (DRC) promoting the use of a protection checklist, establishing easy and accessible channels for reporting violence, and encouraging the use of SAFE stoves.

89. Another innovation in 2012 was the involvement of men and boys in child nutrition and care: projects in the Plurinational State of Bolivia, Cuba, the Philippines, the Sudan and Zimbabwe engaged men and boys in training and advocacy on health and nutrition issues.

⁴⁷ For details, see paras. 219 and 220.

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

90. Indicators reported by projects under Strategic Objective 1 showed an overall weighted improvement of 62 percent during 2012,⁴⁸ which indicates that WFP’s emergency responses were successful in preventing and treating acute malnutrition and reducing the number of food-insecure people in assisted communities. Of projects reporting on prevalence of acute malnutrition, 75 percent showed reduction or stabilization, and 65 percent reporting on household food consumption scores recorded improvements. The number of people who benefited from these outcomes is estimated at 34.3 million.

91. WFP prevented a decline in food consumption among vulnerable groups in the Syrian Arab Republic in spite of the challenges posed by civil unrest:⁴⁹ food assistance reached all parts of the country in 2012, and 90 percent of planned distributions were made. The volume of assistance increased during the year to respond to the needs of Syrian refugees in neighbouring countries,⁵⁰ mainly in the form of vouchers; direct food support was limited to areas without functioning markets. The main challenge was the lack of WFP food-assistance programmes in some neighbouring countries. Lessons learned included the needs to improve the emergency staffing system, to reduce staff turnover to provide continuity, and to develop capacities to implement new modalities such as cash and vouchers.

92. At the beginning of the 2012 lean season, fewer than half of general food distribution and blanket supplementary feeding beneficiary households in the Sahel and refugee camps in Chad⁵¹ had adequate food consumption scores. By the end of the year, 60 percent of households – the WFP target – reported adequate food consumption. A subsequent review found that blanket supplementary feeding had been most successful when it reached remote food-insecure villages, but more registration and distribution points are needed. Other successes included the involvement of cooperating partners with capacities in nutrition and food security, and better awareness-raising with regard to new nutritional products.

93. WFP’s response to the 2012 crisis in the Niger⁵² included combined nutrition and food-security interventions that linked blanket supplementary feeding for 770,000 children aged 6–23 months and 250,000 pregnant and lactating women with targeted food and cash assistance to prevent acute malnutrition. WFP and its partners also implemented complementary support programmes such as community-level outreach and screening. Monitoring showed that between June and October the prevalence of acute malnutrition among beneficiary children fell from 21 percent to 16 percent; prevalence among non-beneficiaries of 24 percent was fractionally less than the initial prevalence observed. A study with *Médecins sans frontières* and Epicentre of blanket feeding options found that a combination of food and cash assistance and complementary nutrition interventions reduced acute malnutrition more than a single intervention.

⁴⁸ For details, see Annex II-B.

⁴⁹ EMOP 200339.

⁵⁰ Regional EMOP 200433.

⁵¹ PRRO 200289.

⁵² EMOP 200398.

94. In Somalia⁵³ WFP expanded its interventions late in 2011, covering gaps in nutrition assistance and establishing new partnerships with NGOs. This led to improvements in nutritional indicators compared with the previous season, particularly in the south where acute malnutrition rates fell to 15 percent or less. The seasonal assessment at the end of 2012 showed that food security had improved across most of Somalia.

95. WFP's school feeding programme in the Sudan,⁵⁴ which reached 97 percent of the planned beneficiaries in 2012 and operated on 85 percent of the days planned, reached only two thirds of planned distribution locations because of insecurity and lack of access. The results in Central, East and the Three Areas and in Darfur where WFP provided school meals showed retention levels of 97 percent for boys and girls, significantly higher than the 57 percent reported by the World Bank in 2012. WFP established a single food basket in 2012 based on cereals, pulses, fortified oil and iodized salt, which simplifies deliveries to schools, minimizes stock balances at the end of each semester and prevents food losses.



96. In Côte d'Ivoire⁵⁵ WFP provides nutritional support for anti-retroviral therapy (ART) patients in areas with large populations of internally displaced people. Malnourished ART patients receive an extra ration of SuperCereal and oil for six months in addition to general food distributions. In 2010, the ART default rate was 20 percent nationally, but two years later it had fallen to 2 percent in areas where WFP had intervened, well below the 15 percent default target rate, and adherence to ART had increased to 98 percent from 88 percent in 2011. A major contributory factor was capacity development for caregivers, for example through nutrition education and cooking demonstrations. At 65 percent, nutritional status was above the national average but below the 75 percent Sphere⁵⁶ standard, largely because rations were shared in families. WFP's nutritional support will in future have an added cash transfer or food component to assist households with malnourished ART patients.

97. WFP's food-for-assets projects in El Salvador⁵⁷ are part of a regional programme to help households and communities to build resilience to natural disasters and provide immediate food assistance to address short-term hunger. A survey at the end of 2012 showed that: i) food security had improved; ii) beneficiary families were adopting fewer negative coping strategies because livelihoods had been restored; iii) health and nutrition practices had improved; iv) community infrastructures had been enhanced; and v) an increasing number of households were spending more of their income on food.

⁵³ EMOP 200281.

⁵⁴ EMOP 200312.

⁵⁵ EMOP 200255.

⁵⁶ See: www.sphereproject.org

⁵⁷ PRRO 200043.

Achieving protection outcomes through food assistance

During 2012, WFP and UNHCR studied the impact of voucher transfers in Ecuador on protection, gender relations and the social dynamics of beneficiaries. It emerged that WFP was making an effective contribution to the protection of assisted populations and that the flexibility of vouchers, which enabled beneficiaries to control their spending and maintain their dignity, was preferred to food transfers. Vouchers had no negative effects on gender or household dynamics: because women are traditionally responsible for managing food, purchasing decisions were either left to them or made jointly with partners; no grievances were evident among the men. The study confirmed that the inclusion of vulnerable Ecuadorians in WFP's assistance for Colombian refugees had reduced tensions with local people and supported integration.

But the study also noted a challenge in terms of the increasing number of people denied refugee status because of recent changes in Ecuador's refugee policy, and recommended that WFP and UNHCR document the extreme vulnerability of such people with a view to further advocacy with the Government.

<i>Major output indicators</i>	<i>2012 results</i>
Number of beneficiaries assisted	64.3 million
Tonnage of food distributed (<i>mt</i>)	2.5 million
Value of direct expenses (<i>US\$</i>)	2.5 billion
Number of health centres assisted	14,658
Number of schools assisted	29,213
Number of bridges constructed or repaired	342

Strategic Objective 2 – Prevent acute hunger and invest in disaster preparedness and mitigation measures

98. Indicators reported under Strategic Objective 2 showed an overall weighted improvement of 64 percent during 2012.⁵⁸ There were improvements in 70 percent of projects that reported on the household food consumption score, and 80 percent of projects reported increases in the number of assets used by beneficiary communities. Capacity development resulted in improved or stable disaster-preparedness indexes in all relevant projects. The number of people who benefited from these outcomes is estimated at 2.8 million.

99. In Ethiopia⁵⁹ WFP supported pastoralists under the government-led Productive Safety-Net Programme, targeting 8 million people annually. The joint nature of this project was particularly evident in 2012 in that when WFP was unable to reach the entire beneficiary caseload because of resource shortfalls, the Government provided resources to cover the gap. By the end of the year, 88 percent of households reported acceptable or borderline food consumption, compared with 61 percent at the end of 2011. The coping strategy index indicated limited use of negative mechanisms such as selling productive assets. In 2013, WFP will continue to advocate for more donor support for the Productive Safety-Net Programme and will identify lessons learned to inform its third phase in 2014.

100. The programme in Bangladesh to enhance resilience to disasters and the effects of climate change⁶⁰ supports the building of disaster-resistant assets for households and communities. Participants, mostly women, provide labour during dry seasons and are trained in appropriate skills during the wet seasons. WFP reached all of the planned participants in 2012 with food-based and cash-based interventions. The assets developed served to protect the communities from disasters: agricultural land was rehabilitated, food production increased and there were more work opportunities. At the end of the year, 99 percent of the communities had an improved community asset score. Because the training component is expected to lead to the creation of community preparedness measures, a baseline disaster-preparedness index was established in 2012 to measure future progress. A major lesson is that protection from shocks is not enough to ensure long-term household resilience: with this in mind the community asset creation and knowledge-transfer components are being combined with elements such as one-off cash grants for women labourers and the wives of labourers to invest in income-generating activities with a view to moving out of extreme poverty.

101. WFP worked in partnership with NGOs and United Nations agencies in support of drought-prone communities in arid and semi-arid areas of Kenya⁶¹ with a view to meeting immediate food needs and finding sustainable hunger solutions. Through community-based planning, food-insecure households received food or cash to build irrigation canals, roads, water pans, multi-storey gardens, greenhouses, tree nurseries, fish ponds and wells. A food security assessment early in 2013 showed that communities participating in asset creation were better off than others with similar livelihoods, that the water-harvesting structures collected



⁵⁸ For details, see Annex II-B.

⁵⁹ PRRO 200290.

⁶⁰ Country programme 200243.

⁶¹ PRROs 106660 and 200294.

enough water for livestock and crops, and that the soil conservation measures enhanced food productivity. Gaps in funding, particularly for cash transfers, meant that food had to be substituted for some cash entitlements to reduce backlogs of payments to households. To address these challenges, WFP will continue to provide food under a flexible approach whereby families receive food assistance only during lean seasons.

<i>Major output indicators</i>	<i>2012 results</i>
Number of beneficiaries assisted	4.7 million
Tonnage of food distributed (<i>mt</i>)	0.2 million
Value of direct expenses (<i>US\$</i>)	0.2 billion
Land protected or improved (<i>ha</i>)	152,253
Wells and bridges constructed	398
Roads built or repaired (<i>km</i>)	2,768
Dams constructed (<i>m³</i>)	36,945
Government/counterpart staff trained in disaster preparedness and risk reduction	30,083
Number of early-warning and food-security systems established	59
Number of contingency plans in place	23

Strategic Objective 3 – Restore and rebuild lives and livelihoods in post-conflict, post-disaster or transition situations

102. Indicators reported under Strategic Objective 3 showed an overall weighted improvement of 66 percent during 2012.⁶² Of the projects that reported on household food consumption scores, two thirds showed improvement; 75 percent of projects reporting on the outcomes of asset-creation activities reported positively on community asset scores. Nutrition and school-feeding activities in post-emergency settings led to positive outcomes in 80 percent of projects. The number of people who benefited from these outcomes is estimated at 12.9 million.

103. Food assistance in the Kyrgyz Republic⁶³ helped food-insecure rural households to maintain adequate food consumption and avoid asset losses during lean seasons. Comparison of pre-distribution and post-distribution monitoring results in 2012 showed improved food consumption among beneficiaries. Food-for-assets activities improved the food security and incomes of participating households because immediate food assistance was coupled with the repair of irrigation systems and cultivation of high-yield crops. The increase in the community asset score reflected improved community infrastructures, with 100 percent of respondents stating that assistance had positive effects on the communities. Respondents observed that temporary employment and the availability of basic foods for vulnerable households were common benefits.



104. Construction and repair of productive assets in Afghanistan⁶⁴ helped to reduce the impact of natural disasters; WFP adopted an integrated approach in 2012 that increased efficiency by reducing the number of individual projects. Lower community asset scores in some areas resulted from resource constraints and lack of technical partners, and some activities were constrained by limited community commitment. Where communities were committed, as in the management of plant nurseries, results were positive. In future WFP will target areas vulnerable to floods, droughts and environmental degradation where at least 40 percent of households are food-insecure, with a view to integrating asset-creating activities with the work of partners and designing assistance packages with disaster-mitigation and income-generation components. The aim is to use limited resources as efficiently as possible following a cost-efficiency review (see Box).



⁶² For details, see Annex II-B.

⁶³ PRRO 200036.

⁶⁴ PRRO 200063.

Afghanistan cost-efficiency review

WFP has found it difficult to attract resources since the start of PRRO 200063 in April 2010. Contributions fell from US\$240 million in 2011 to US\$160 million in 2012, and are likely to fall to US\$120 million in 2013. In view of this, the country office carried out a review during the reporting period to reduce direct support costs and improve efficiency, which included:

- studying other WFP operations to find ways to reduce costs;
- creating a standard structure for area offices and sub-offices to make management more efficient and clarify staff roles;
- identifying international positions that could be filled by national staff to reduce security costs and increase national ownership; and
- identifying functions such as security and administrative support that could be outsourced to reduce staffing costs.

The review identified ways of reducing direct support costs from 50 percent to 27 percent, for example by minimizing the capital costs of premises and the recurring costs of staffing. The savings achieved could amount to US\$12 million per year. The office expects to implement the findings by June 2013.

105. The aim of school feeding in Pakistan⁶⁵ is to increase access to education in western border areas, where school attendance is restricted by conflict, militancy and displacement. WFP provides high-energy biscuits at pre-primary and primary schools, and in the first six months of 2012 provided school meals for 850,000 children in 5,500 schools in 16 districts; 550,000 children also received take-home rations. The number of children enrolled in WFP-assisted schools has increased by 25 percent since the start of the programme, with average attendance of 83 percent, and the number of girls supported has increased by 29 percent in spite of attempts by extremists to keep girls out of school. The beneficiary families value the take-home rations because they supplement household food and offset the cost of schooling.

106. In Myanmar,⁶⁶ disruption of some of WFP's school feeding interventions in 2012 led to an increase in emergency relief assistance, but the monthly take-home rations encouraged parents to keep their children in school. Following a mid-term review, WFP piloted a snack of fortified biscuits that was enjoyed by pupils and welcomed by teachers and parents because it helped the children to be more attentive in class. The review found that school feeding was not reaching the poorest people in Northern Rakhine, who cannot afford schooling for all their children, so WFP will review its targeting in 2013 to include the poorest families in unconditional seasonal relief transfers.

107. In Kenya,⁶⁷ WFP provided SuperCereal⁶⁸ for children aged 6–23 months to supplement and diversify their diet. Pregnant and lactating women received supplementary rations and vegetable oil to help them to meet their energy and micronutrient requirements. The nutrition supplements contributed to a reduction of anaemia among young children, particularly in Kakuma refugee camp, where the project was implemented without interruption and anaemia rates fell from 44 percent in 2011 to 34 percent in 2012. In Dadaab camp, insecurity frequently interrupted the project and the reduction in anaemia was minimal.

⁶⁵ PRRO 200145.

⁶⁶ PRRO 200032.

⁶⁷ PRRO 200174.

⁶⁸ A fortified blended food consisting of cooked cereal with added vitamins and minerals; SuperCereal Plus also includes milk, oil and sugar.

108. WFP worked with the Zimbabwe Ministry of Health and Child Welfare and health-sector partners⁶⁹ to integrate nutrition assessment, counselling and support into the national ART programme. Malnourished HIV and TB patients received SuperCereal to assist nutritional recovery, and their families received household transfers – vouchers in urban areas and food in rural areas. Results in 2012 were similar to those of 2011: adherence to ART and the success of TB treatment among beneficiaries reached 99 percent, but nutritional recovery remained at 59 percent, well below the 80 percent Sphere target. This is partly because 20 percent of the ART patients were severely malnourished adults who take more than six months to recover their nutritional status. WFP anticipates that greater collaboration among its partners will improve management of the programme, and that a more comprehensive health-information system will be developed in 2013.

<i>Major output indicators</i>	<i>2012 results</i>
Number of beneficiaries assisted	19.7 million
Tonnage of food distributed (<i>mt</i>)	0.4 million
Value of direct expenses (<i>US\$</i>)	0.5 billion
Land protected/improved (<i>ha</i>)	174,268
Wells and bridges constructed	1,045
Roads and tracks built or repaired (<i>km</i>)	11,266
Number of health centres assisted	1,704
Number of schools assisted	34,636

⁶⁹ PRRO 200162.

Strategic Objective 4 – Reduce chronic hunger and undernutrition ■

109. Although investment in Strategic Objective 4 was limited, the indicators reported by projects addressing chronic hunger and undernutrition showed an overall weighted improvement of 64 percent in 2012.⁷⁰

School feeding

110. School feeding remains the primary intervention under Strategic Objective 4. Of the projects reporting on enrolment, attendance rates and gender ratios, 80 percent noted improvement or stabilization, which is notable because many interventions have already achieved high positive rates. Pass rates for boys and girls improved in two thirds of the projects.

111. In Armenia, school meals are provided⁷¹ during the academic year in the seven most food-insecure regions, and WFP is helping the Government to develop a national school feeding programme. Feedback from school staff and parent-teacher associations indicates that school meals helped to maintain high levels of regular attendance. Several schools repaired their sanitation facilities; others started to grow fruit to complement meals, an example that more schools could follow. WFP is working with the Government on the draft of a school feeding concept that will: i) establish an entity to develop and manage a sustainable programme; ii) develop a legal and regulatory framework; and iii) use extra-budgetary resources from parents to provide balanced diets. The Government has allocated US\$1.3 million for a pilot during the 2013/14 and 2014/15 school years.

112. Most of the food for school feeding in Mozambique⁷² in 2012 was purchased locally with a view to the adoption of a home-grown food basket. The programme reached almost all of the beneficiaries in the first year but logistics challenges delayed deliveries, particularly to schools in remote areas, and only two thirds of the planned food could be provided. Logistics arrangements will be enhanced during 2013 to make deliveries more timely and cost-effective. Enrolment of girls and boys in WFP-assisted schools had increased by the end of 2012, and pass rates in primary schools, particular among boys, increased by 15 percent in grade 5 and 30 percent in grade 7. Drop-outs decreased from 10 percent overall in 2011 to 7 percent among girls and 8 percent among boys.

⁷⁰ For details, see Annex II-B.

⁷¹ DEV 200128.

⁷² CP 200286.

Nutrition

113. All projects reporting on prevalence of stunting among targeted children registered improvements in 2012.⁷³

114. Because of funding constraints, WFP focused its nutrition interventions on Totonicapán province in Guatemala,⁷⁴ which has the highest prevalence of chronic undernutrition. Children and pregnant and lactating women were assisted through a supplementary feeding programme that used fortified blended food, training in the feeding and care of children, and a system of mother-to-mother counselling. Stunting was gradually reduced during the year. WFP plans to increase the nutritional value of complementary foods with animal protein, and will continue to advocate for the inclusion of complementary feeding in the national Zero Hunger plan.

Mitigation, safety nets and care and treatment

115. WFP reached 1.6 million people affected by HIV and TB with food, cash, vouchers and nutritional support programmes. All the projects reporting trends in ART adherence showed improvements in 2012, but challenges remain in ensuring that the positive trends continue.

116. Because resources for food transfers were limited in Ethiopia,⁷⁵ WFP assisted more people through cash and voucher programmes in 2012 to enable beneficiaries to obtain nutritious fresh vegetables and meat. By the end of the year, 90 percent of beneficiary households had acceptable or borderline food consumption scores. Of beneficiaries living with HIV and AIDS receiving ready-to-use supplementary food, 75 percent gained weight after three months. The voucher modality for the HIV and AIDS programme injected cash into the local economy and helped to create markets. This model will be scaled up where possible in 2013.



<i>Major output indicators</i>	<i>2012 results</i>
Number of beneficiaries assisted	15.1 million
Tonnage of food distributed (<i>mt</i>)	0.3 million
Value of direct expenses (<i>US\$</i>)	0.25 billion
Number of health centres assisted	3,379
Number of schools assisted	60,761

⁷³ Depending on project duration, targeted children may be under 2, under 3 or under 5.

⁷⁴ CP 200031.

⁷⁵ CP 200253.

Strategic Objective 5 – Strengthen the capacities of countries to reduce hunger, including through hand-over strategies and local purchase

117. In 2012, WFP was able for the first time to assess outcomes in both elements of Strategic Objective 5 – local food purchases and capacity development. The national capacity index,⁷⁶ introduced late in 2011, was reported on by 23 projects, making it one of the most frequently used indicators. This reflects significant progress in the number of WFP projects assessed in terms of developing government capacities to make effective use of future technical assistance.⁷⁷

118. WFP's programme in Cuba⁷⁸ is helping the Government towards self-reliance in the production of fortified foods for addressing micronutrient deficiencies. The Government's approach combines food fortification, medical supplementation, training and improvement of the nutritional surveillance system. As a result of the programme, 100 percent of the SuperCereal consumed by beneficiaries in 2012 was purchased locally.

119. In Indonesia,⁷⁹ WFP helped to revitalize school feeding in two food-insecure provinces as part of its programme to develop local capacities. Technical assistance for government partners helped to establish a cost-efficient and scalable model involving food diversification, safety and storage, and nutrition, health and hygiene. The pilot scheme provided meals cooked on-site with ingredients purchased from smallholder farmers. A significant success in 2012 was that one local government increased its share of costs from 14 percent to 18 percent. The Government has allocated resources to replicate WFP's model with locally administered budgets in 2013.

120. In southern Africa, WFP worked with governments to introduce the national capacity index with a view to measuring five specific capacities before and after WFP's assistance. In doing this WFP found, for example, that: i) the baseline indexes for school meals and disaster risk reduction in Malawi were 11 out of 20 – well below the target of 15 – which led to capacity-development interventions under the WFP country programme; ii) greater coordination was needed among nutrition institutions in Lesotho; and iii) disaster risk reduction was constrained by lack of funding and high staff turnover. Workshops on the national capacity index have recommended joint approaches to addressing such gaps, and follow-up workshops are planned.



⁷⁶ Measures progress towards nationally owned hunger solutions based on sound institutional structure and coordination, stable funding and budgeting, sound programme design, implementation and evaluation, and strong community participation and ownership.

⁷⁷ See Annex II-B.

⁷⁸ DEV 105990.

⁷⁹ CP 200245.

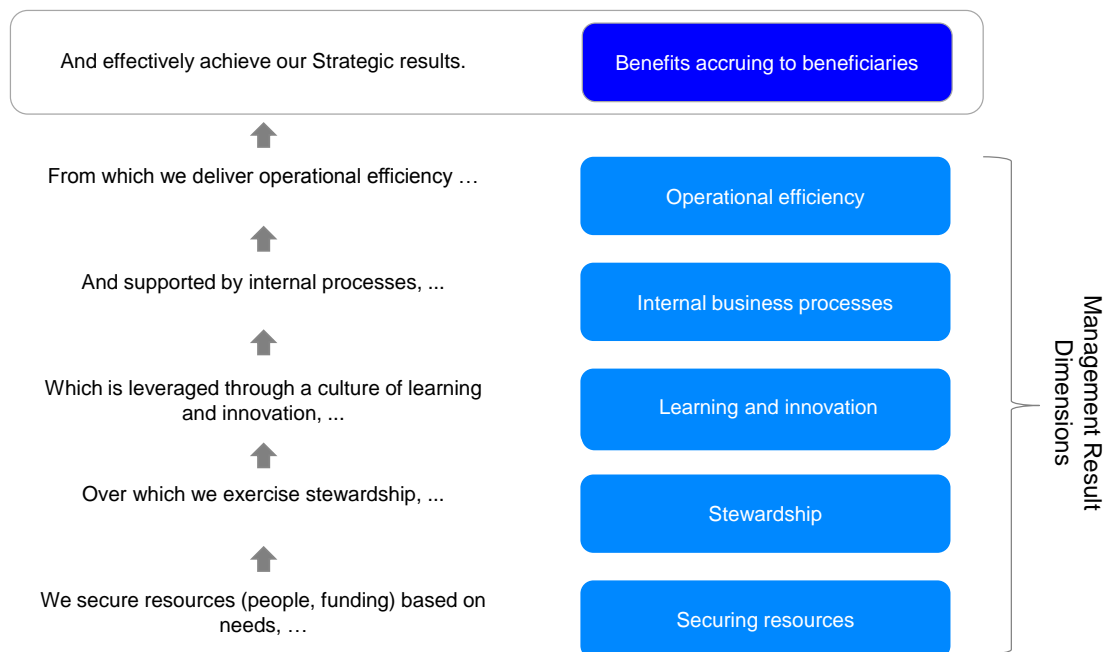
<i>Major output indicators</i>	<i>2012 results</i>
Direct expenses (US\$)	50 million
Number of government and national partner staff assisted and trained	34,689
Number of government and national partner staff trained to develop policies and legislation	2,604
Number of WFP-managed hunger solutions handed over or being handed over to governments in 2012	19
Number of farmers supported through local purchases	36,647

PART III – ORGANIZATIONAL PERFORMANCE BY MANAGEMENT RESULT DIMENSION

Overview

121. This part of the APR focuses on WFP's management performance against the five Management Result Dimensions (MRDs) established in 2009, which show how management results lead to strategic results (see Figure 9). Strategic results reflect what WFP does, whereas management results show how the strategic results are achieved. Together, they constitute WFP's integrated results framework. The Management Results Framework applies to all levels of WFP.

Figure 9: WFP Management Result Dimensions



122. The MRDs reflect the areas on which WFP must focus to implement the Strategic Plan (2008–2013). Each dimension contains a set of complementary management results, which are measured in terms of performance indicators. The MRDs have not changed since 2009, but some indicators have been improved on the basis of feedback from stakeholders such as the Executive Board.

123. In 2012, WFP added new performance indicators to enhance reporting on the economy, efficiency and effectiveness of its organization and operations.⁸⁰ New indicators track unspent balances, assess the integration of gender into all projects – the gender marker – and measure reporting rates for corporate outcomes; performance targets have been introduced, and achievement is reported against them. In this way WFP applies the principles of results

⁸⁰ See: WFP/EB.2/2011/5-E/1.

reporting agreed by the United Nations Development Group (UNDG) of the High-Level Committee for Management (HLCM).⁸¹

124. WFP's 2012 performance under the Management Results Framework is presented in terms of progress in the management dimensions as a whole, management results in each dimension, and individual indicators to enable the reader to examine specific aspects of performance (see Annex III-A).

125. WFP can report strong progress in MRDs 1–4 and some progress in MRD 5 (see Table 3).

Results by Management Result Dimension

Table 3: Overall performance by Management Result Dimension

<i>MRD</i>	<i>Performance</i>
1 – Securing resources	Strong progress
2 – Stewardship	Strong progress
3 – Learning and innovation	Strong progress
4 – Internal business processes	Strong progress
5 – Operational efficiency	Some progress

⁸¹ UNDG and HLCM. 2011. *Common Principles of Results Reporting*. New York.

Management Result Dimension 1 – Securing Resources

126. Securing resources includes all issues related to mobilization of the resources needed to carry out WFP's work. The analysis below tracks progress against targets in securing funding against planned needs, achieving predictable and flexible contributions, ensuring stable reserve funding to address fluctuations, and developing a WFP workforce that can deliver its mandate.

Table 4: Overall performance in securing resources

<i>MRD</i>	<i>Performance</i>
Funding is secured against planned needs	■
Predictable contributions have grown	■
A stable base of reserve funding is maintained	■
The required staff profile is in place	■

Table 5: Funding is secured against planned needs

Performance indicator	2012 target	2010	2011	2012	Performance
Confirmed contributions as % of expected funding in Management Plan	100	102	98	105	■
% of gross needs met	≥ 61	54	59	55	■

Confirmed contributions to WFP increased in 2012 but covered a smaller percentage of estimated needs

127. Confirmed contributions to WFP for 2012 were US\$3.95 billion⁸² – the highest level since 2008 and 5 percent more than anticipated in the Management Plan⁸³ – despite fiscal constraints in some countries. The two main areas of growth were:

- host government contributions and contributions supported by twinning and by the Emerging Donor Matching Fund, which grew by 187 percent to US\$171million; and

⁸² US\$3,951 million in confirmed contributions for 2012. This figure differs from the contribution revenue of US\$4,044 million reported in the 2012 audited financial statements because of: i) different treatment of multi-year revenue; ii) exclusion of contributions with a bilateral funding window; and iii) exclusion of contribution revenue adjustments such as unspent balances and write-downs.

⁸³ Confirmed contributions for 2012 include the proportion of prior contributions earmarked for use in 2012, and does not include the proportion of multi-year contributions earmarked for future years.

- contributions from Organisation for Economic Co-operation and Development-Development Assistance Committee (OECD-DAC) countries, which grew by US\$226 million – 7.2 percent – to US\$3.3 billion; contributions from Canada, the European Commission, Switzerland, the United Kingdom and the United States of America increased by US\$488 million, but this was offset by a fall in contributions from other donors.

128. The approved programme of work for 2012 was higher than that for 2011, so the indicator for gross needs met fell from 59 percent to 55 percent in spite of the increase in contributions. The level of needs met fell largely because: i) in Ethiopia, Kenya and Yemen needs remained high but contributions declined; ii) in Sudan and Somalia needs declined but contributions fell at a faster rate; and iii) in the Sahel needs and contributions increased significantly.

129. Contributions from the private sector reached US\$64.4 million in 2012, significantly less than the US\$93.7 million in 2011, because such contributions are influenced by the public profile of emergencies: the US\$24 million raised by WFP for the crisis responses in the Horn of Africa and Japan in 2011 was funded from the private sector. In 2013, WFP will focus on securing more sustainable income in the form of large multi-year commitments, and will reduce its reliance on contributions driven by emergencies. Fundraising will focus on increasing contributions from existing private-sector partners.

130. Because online revenue may have been affected by the factors that influenced private-sector fundraising, WFP will adopt a new approach in 2013 with a view to increasing contributions through partnerships for fundraising and capacity development involving businesses, foundations and individuals.

Performance indicator	2012 target	2010	2011	2012	Performance
% Funds received through multi-year contributions	≥ 5	4	5	10	■
% Multilateral confirmed contributions	≥ 12	9	12	11	■

Predictability increases as a result of long-term funding, but multilateral funding falls

131. Flexible long-term funding is central to good humanitarian donorship and reflects trust in WFP as a partner. The value of multi-year contributions doubled in 2012 to US\$386 million,⁸⁴ 10 percent of contributions. Multi-year funding agreements worth US\$103 million were signed with the Netherlands and the United Kingdom, and a four-year strategic partnership agreement valued at US\$42 million per year was signed with Norway. Australia, Canada, the Russian Federation, the United Kingdom and the United States of America have made record commitments of predictable directed funding to projects in the last three years.

⁸⁴ Multi-year contributions confirmed for 2012. This figure differs from the US\$306.6 million future revenue figure reported in the notes to the 2012 audited financial statements because the US\$386 million includes multi-year contributions with contribution year 2012, but the US\$306.6 million only includes contributions confirmed in 2012 but applicable to future years.

132. The slight fall in multilateral contributions in 2012 can be attributed to fiscal changes in some donor countries. Brazil became a major multilateral donor for the first time, providing opportunities for flexible in-kind contributions and leveraging cash contributions with twinning arrangements.

133. WFP will submit a new resource mobilization strategy to the Board in 2014 with a view to increasing the proportion of flexible multilateral contributions.

Table 7: A stable base of reserve funding is maintained					
Performance indicator	2012 target	2010	2011	2012	Performance
% Reserve funding in place	100	106.3	98	95.3	■

WFP's reserve funding remains close to target levels

134. The Board has established three reserves for funding and for financing specific activities:

- The Operational Reserve provides security in the event of a temporary shortfall of resources;
- The Immediate Response Account (IRA) enables WFP to respond immediately to situations that demand rapid injections of resources; and
- The Programme Support and Administrative (PSA) equalization account enables WFP to manage differences arising between income from indirect support costs (ISC) and PSA expenditures.

135. For the past three years the percentage of this reserve funding has remained close to target levels.⁸⁵ The slight decrease arises from a small increase in IRA, which is more than offset by a reduction in the PSA Equalization Account and an increase in its target level. WFP is satisfied that it has adequate financial reserves in place.

Table 8: The required staff profile is in place					
Performance indicator	2012 target	2010	2011	2012	Performance
% Women staff in all positions ⁸⁶	50	41	41	41	■
% Women staff at P5 and above	36	36	36	36	■
% Staff from developing countries at P5 and above	28	28	28	27	■

⁸⁵ The Board sets the targets for the reserves: specific amounts are set for the Operational Reserve and IRA, the PSA Equalization Account target is expressed as four months of regular PSA, and it therefore increases when the PSA budget increases.

⁸⁶ Employees with contracts of one year or longer, including Junior Professional Officers.

The proportion of women in leadership positions remains stable

136. At 31 December 2012 there were 11,335 employees with WFP contracts of one year or more (see Annex V), of whom 92 percent were based in the field – the same proportion as the previous three years. The ratio of women among internationally recruited staff and junior professional officers is also steady at 41 percent, leaving a 9 percent gender parity gap. Locally recruited employees, of whom 28 percent were women, accounted for 87 percent of staff. The proportion of leadership positions occupied by staff from developing countries fell from 28 percent in 2011 to 27 percent in 2012.

137. WFP is particularly keen to improve gender and nationality representation in leadership positions. Women account for 36 percent of leadership positions, but they accounted for half of the promotions in the 2012 senior reassignment exercise; two of the six Regional Director posts are now held by women. WFP encourages women to participate in development programmes to acquire managerial capacities: women accounted for 39 percent of the staff attending the Rome-based agencies Management Assessment Centre, 44 percent of staff in the Middle Managers Programme and 36 percent of staff in the Leadership Development Programme.

138. At 31 December 2012, 36 percent of country directors were women, compared with 32 percent in 2002; over the same period the number of women deputy country directors increased from 3 to 20, reflecting WFP's policy of building a cadre of experienced women professionals for future leadership positions.

139. The proportion of women in WFP remains stable, but more women are being recruited and retained. In 2012, 43 percent of appointees were women, the highest proportion for four years, three quarters of them for P4 positions or higher. Of recruitments to P5 and above, 14 percent were from developing countries in 2012.

140. Recruitment is decentralized: hiring managers select their candidates, and the Human Resources Division helps them to ensure that an appropriate variety of candidates is considered. WFP will ensure that information about gender representation is available to recruiting managers, and will continue to ensure that vacancy announcements appear in media channels and professional networks to attract more women candidates. Like other United Nations organizations, WFP finds difficulty in attracting suitable applicants from developing countries, especially in technical and specialized fields, because the ratio of suitable candidates is lower than in developed countries. Media channels in developing countries will be used to elicit more applications.

141. A review in 2012 identified the capabilities required by WFP's professional staff and compared them with those actually available with a view to developing a new human resources strategy to generate the optimum staff profile.

Management Result Dimension 2 – Stewardship

142. Stewardship refers to all issues relating to management of the resources under WFP's control. The analysis below focuses on progress in utilizing funds according to plan, ensuring the safety and well-being of staff, WFP's greenhouse gas footprint, more effective managerial controls and WFP's visibility.

Table 9: Overall performance in stewardship

<i>MRD</i>	<i>Performance</i>
Funds are utilized according to plan	■
Security and safety of staff, premises and operations are increased	■
Well-being of staff is increased	■
The greenhouse gas footprint of WFP is minimized	■
Effective control frameworks are in place	■
WFP brand and public awareness are managed to increase positive visibility	■


Table 10: Funds are utilized according to plan

Performance indicator	2012 target	2010	2011	2012	Performance
% Undistributed food at year end against total food programmed in the year	≤ 10			◆ 9.6	■
% Expenditure on cash and vouchers at year end against total programmed in the year	≤ 10			◆ 6	■
% Unspent balance at project closure against total received	0			◆ 0.5	■
% Funding transferred at financial closure against total received	≤ 10			◆ 5	■

WFP's utilization of funds remains effective



143. WFP introduced four new indicators in 2012 to track the utilization of funds, which is a major concern for donors, with a view to eliminating transfers of unused funds at the end of projects. The first two indicators limit the volume of year-end transfers to 10 percent of funds received: experience shows that country offices achieving this are likely to have lower unspent balances when projects close.

144. For ongoing projects, the percentage of undistributed food was 9.6 percent; the figure for undelivered cash and vouchers was 6 percent. For projects closed during 2012, the level of transfers was 5 percent, well below the target of 10 percent and a reflection of good financial housekeeping. The unspent balance of projects closed in 2012 was 0.5 percent of the resources allocated, which is close to the target of zero.

Table 11: Security and safety of staff, premises and operations are increased					
Performance indicator	2012 target	2010	2011	2012	Performance
MOSS compliance rate (%) based on security assessment missions	≥ 70	92	60	85	

WFP is achieving high levels of compliance with minimum operating security standards in field offices

145. Compliance with minimum operating security standards (MOSS) in 2012 was 85 percent compared with the target of 70 percent, which indicates the importance attached by WFP to security. WFP undertakes a significant number of security assessment missions each year, but there are inevitable delays between identifying gaps in compliance and action to address them.

Table 12: Well-being of staff is increased					
Performance indicator	2012 target	2010	2011	2012	Performance
% Staff days lost through sickness and injury	≤ 5	1.6	1.8	1.8	
Staff satisfaction (%) with growth and development ⁸⁷	100			50	

Improving well-being through health policies and preparedness for redeployment

146. The indicator of days lost through sickness and injury stayed at the 2011 level, but was below the target of 5 percent or less. Having reviewed the recommendations of the 2009 Staff Welfare Report, WFP made staff welfare a component of the Corporate Response Framework, which highlights the importance it attaches to staff welfare.

147. WFP continued to monitor outbreaks of infectious diseases in the countries where it operates – the Ebola and Marburg outbreaks in Uganda and Democratic Republic of the Congo (DRC), for example, and yellow fever in West Darfur, where vaccinations for staff are now a priority.

148. As part of its monitoring of staff health and preparedness for emergencies, WFP introduced stress-management modules into Safe and Secure Approaches in Field Environments (SSAFE) training. A new substance-abuse policy will come into effect in 2013 with a view to intervening promptly and effectively to support staff whose health and performance may be affected.

Global staff survey reinforces the need for better management of people


149. All employees were invited to participate in the 2012 global staff survey, the first since 2006. The views expressed by the 6,045 respondents on topics such as job satisfaction, workplace relationships, organizational culture and career opportunities showed that employee engagement in WFP – the extent to which people are motivated to contribute to success –

⁸⁷ Staff satisfaction is measured through global staff surveys that are carried out regularly, but not necessarily annually.

matches and in some areas exceeds established norms. The respondents considered that WFP is committed to high levels of service and quality, and to continuous improvement to improve its results. The survey also identified areas for improvement such as professional development.

150. WFP also reviewed its recruitment, reassignment and promotion processes to identify immediate and long-term improvements as part of the Fit for Purpose initiative. The findings, with recommendations from the External Auditor and the skills audit, will inform a new policy and work plan for managing and developing WFP's human resources.

Table 13: The greenhouse gas footprint of WFP is minimized

Performance indicator	2012 target	2010	2011	2012	Performance
% Change in CO ₂ emissions	≤ -6	6.5	-5.9	-6.6	

Further evidence of WFP's commitment in reducing greenhouse gas emissions

151. WFP is working to reduce its greenhouse gas emissions by 10 percent from 2008 levels as outlined in the WFP Emissions Reduction Strategy (2012–2013). Emissions from operations in 2011 were 0.8 percent below the 2010 level and 6.6 percent below the 2008 baseline.⁸⁸ Further reductions of 2 percent per year in 2012 and 2013 would enable WFP to achieve its reduction target.

152. Emissions from buildings and vehicles have fallen each year since 2008, but emissions from commercial air travel have steadily increased. Emissions from aviation operations such as UNHAS account for the largest variations in WFP's emission footprint, particularly food airlifts. WFP will continue to maximize energy efficiency of its largest programmes and will explore other ways of measuring emissions, for example as metric tons of CO₂ equivalent per metric ton of food delivered. This makes it possible to make comparisons that take into account country-specific variations in programmes.

⁸⁸ Emissions are reported a year in arrears because fourth-quarter bills for utilities may not be available until the first quarter of the following year. The percentage change reported in the 2012 APR reflects the latest data from 2011.

Table 14: Effective control frameworks are in place					
Performance indicator	2012 target	2010	2011	2012	Performance
% Offices with annual performance plans	100		95	96	■
% Offices with risk registers	100		65	84	■
% Post-delivery losses	≤ 2	0.31	0.45	0.74	■
% Outstanding security assessment mission recommendations	≤ 10			33	■
Number of medium-risk and high-risk internal audit recommendations outstanding for more than a year ⁸⁹	0	155	201	163	■

Performance and risk management processes are now embedded

153. Compliance with performance-planning and risk-management processes is measured as part of the annual certification of internal control by WFP's managers. Of WFP's offices, 96 percent have annual performance plans, more than in 2011, and 84 percent have risk registers, three quarters of which are regularly updated; 65 percent had risk registers in 2011. Risk registers were in place in all 25 high-risk countries, and 98 percent of WFP's operational resources were managed by an entity with a risk register in place. In 2013, WFP will seek to ensure that performance and risk management processes are improved and complied with at all levels, with a focus on increasing managers' commitment and helping them to utilize performance data in decision-making.

Post-delivery losses were higher in 2012 but within the target range

154. Of the 4.2 million mt of food handled, 31,251 mt – 0.74 percent – was recorded as post-delivery losses in 2012, an increase of 0.29 percent from 2011. Food damaged during the Pakistan floods in 2011 accounted for half of the post-delivery losses written off in 2012, which distorts the year-on-year picture, but losses remain well below the target of 2 percent.

Follow-up to security assessments is systematic, but requires improvement

155. WFP improved its monitoring in response to security assessment recommendations, and introduced a new indicator in 2012 to track the implementation of recommendations. This showed that a third of the security assessment recommendations made in 2012 were outstanding at 31 December, which is not unusual because addressing some of the recommendations

⁸⁹ More details on the implementation of oversight recommendations are covered in *Annual Report of the WFP Inspector General* (WFP/EB.A/2012/6-E/1) and *Note by the Executive Director on the Annual Report of the WFP Inspector General* (WFP/EB.A/2012/6-E/1/Add.1).

requires time and resources. WFP plans to implement all outstanding recommendations and will follow them up regularly with security officers in the field.

WFP has reduced the number of internal audit recommendations outstanding for more than a year

156. WFP reports the volume of internal audit recommendations that have not been implemented as a proxy indicator for the effectiveness of internal controls. For 2012, the target was that no medium-risk or high-risk internal audit recommendations should remain outstanding 12 months after issue. This has been demanding because: i) implementation of major recommendations may require changes to systems and additional budgetary resources that cannot be obtained in less than 12 months; and ii) the number of recommendations issued in 2010 and 2011 was significantly higher than in 2012.

157. It will be difficult to reduce the outstanding recommendations to zero, but WFP implemented 283 internal audit recommendations in 2012 – 20 high-risk and 263 medium-risk – compared with 151 the previous year. The number of outstanding high-risk and medium-risk recommendations fell by 20 percent from 201 in 2011 to 163 in 2012. The number of outstanding high-risk recommendations fell from eight to six.

158. WFP prioritizes the implementation of internal audit recommendations. Regular reports are made to the Audit Committee on outstanding high-risk recommendations and the proposed actions, and the Business Innovation and Support Office sends regular reminders to the owners of outstanding medium-risk recommendations. The annual certification of internal control requires directors to confirm that all outstanding recommendations are being addressed.

WFP issued a new best-practice statement of assurance on internal control

159. When WFP published its Statement on Internal Control for 2011, it became one of a very few United Nations organizations to implement this international best practice. Certification of the effectiveness of internal controls was based on the assessment of managers by WFP directors and subsequently updated for the 2012 statement to show improvements in management practices, which are reflected in the Executive Director's 2012 Statement on Internal Control.

160. Actions in 2012 included: i) launching an online course on internal controls in several languages; ii) issuing a calendar for managers featuring internal controls; iii) publishing an internal control "survival guide" for managers in small offices; and iv) training staff to apply internal controls in Headquarters and field offices. WFP has shared its internal control tools with other United Nations agencies through the High-Level Committee on Management.

Performance indicator	2012 target	2010	2011	2012	Performance
Gross revenue from online donations (US\$ million)	≥ 6	4	6.8	3	■
Value of pro-bono advertising (US\$ million)	≥ 84.8	249.7	84.8	48	■
Number of mentions in the media	≥ 125 000	57534	79082	45492	■
% Growth of online presence	≥ 15	515	124	52	■

WFP continues to manage its brand image and reputation to increase positive visibility

161. WFP's online presence grew by 52 percent in 2012, a slower rate of growth than previously. Improvements in website operations, social media activities, outreach to traditional media, internal communications, outreach to young people and publications, photography and videos raised WFP's profile and engaged a worldwide audience with regard to hunger.

162. By the end of 2012, WFP had websites in Arabic, Chinese, Danish, Dutch, Farsi, Finnish, French, German, Italian, Japanese, Korean, Norwegian, Russian, Spanish and Swedish. It used online opportunities and social media for advocacy and fundraising. Visits to wfp.org increased to 7 million from 5.3 million in 2011, and WFP's presence on Facebook, Twitter, YouTube and Freerice increased to 1.2 million subscribers from 756,000 in 2011.

163. WFP's work was referred to in 45,492 newscasts in 2012 in Australia, Canada, Denmark, Finland, France, Germany, Ireland, Italy, Japan, Norway, Sweden, the Netherlands, the United Kingdom and the United States of America. WFP placed publicity in the media, in cinemas, airports, metro stations and outdoor spaces, and on taxis; the value of donated space for television, print and online advertising was US\$48 million in 2012.

164. WFP is expanding its internal communications to ensure that staff understand its mission, achievements and challenges: there were more staff discussions than in any previous year, and a new feature called "Just ask" was introduced that enables staff to pose questions and receive answers from the Executive Director.

The Ethics Office and the Ombudsman in 2012

165. The Ethics Office was established in January 2008 with a view to enabling the Executive Director to be confident that WFP staff act in accordance with the Charter of the United Nations and the Standards of Conduct for International Civil Servants. Its main functions are to: i) develop standards, training and education on ethics issues; ii) administer the whistleblower protection policy; iii) administer a confidential online financial disclosure programme; and iv) provide confidential advice for management and staff on conflicts of interest and other ethical issues.

166. In 2012, the Ethics Office collaborated with the Ombudsman to train “respectful workplace advisers” as “ethics ambassadors” in the Sudan, West Africa and Latin America and the Caribbean. Staff in Afghanistan received awareness training in harassment, sexual harassment and abuse of power, ethics and codes of conduct at the request of the Country Director. With the Human Resources Division, the Ethics Office briefed WFP recruits on standards of integrity, and also briefed a group of students from Loyola University on the ethics function in WFP.

167. For the 2012, financial disclosure programme, the Ethics Office reviewed disclosure statements from 850 staff for potential conflicts of interest. It also received 130 requests for advice on issues such as outside activities, gifts, awards, hospitality, conduct and employment, a substantial increase from previous years.

168. In 2012, the director of the Ethics Office participated in all nine meetings of the United Nations Ethics Committee – a forum for establishing and harmonizing standards – and in the Ethics Network of Multilateral Organizations meeting.

169. The Office of the Ombudsman and Mediation Services registered 304 cases during 2012. Of the complainants, 51 percent were women and 68 percent were field-based; 60 percent of the cases involved supervisor/subordinate relationships in which lack of respect and poor communication were the main issues; harassment was involved in 28 percent of the cases. Complainants judged the issues to be fully or partially solved in 61 percent of the cases, and were very or partially satisfied with services received in 87 percent of cases. Systemic issues identified included concerns related to the Structure and Staffing Review: in the cases reported, anxiety and stress were exacerbated by poor communication as to processes and decisions.

Management Result Dimension 3 – Learning and Innovation

170. Learning and innovation concerns the identification, documentation and dissemination of lessons learned and skills needed to improve WFP's performance. The analysis below focuses on progress in documenting and reporting lessons learned, implementing evaluation recommendations and learning and knowledge-management activities.

Table 16: Overall performance in learning and innovation

<i>MRD</i>	<i>Performance</i>
Identification, documentation and dissemination of lessons are encouraged	■
Staff capacity is developed to deliver WFP's strategy	■

Table 17: Identification, documentation and dissemination of lessons are encouraged

Performance indicator	2012 target	2010	2011	2012	Performance
Rating from reporting on lessons learned, based on performance information	5			◆ 4	■
% of outstanding evaluation recommendations	≤ 20	◆ 23	◆ 20	◆ 21	■

WFP's reporting on lessons learned based on performance information is strong

171. WFP is committed to sharing lessons emerging from evaluations of operations and policies. In 2012, it adopted an indicator that rates reporting on lessons learned on the basis of the Multilateral Organization Performance Assessment Network, in accordance with which WFP's evaluation policy was approved by the Board in 2008. The policy highlights the identification and dissemination of lessons learned to inform changes in policy or practices: the Preparedness and Response Enhancement Programme, for example, incorporates lessons learned from a decade of feedback from WFP staff. The APR covers lessons learned in terms of efficiency and effectiveness.

172. Of the 26 annual reports, policy reports and evaluation reports submitted to the Board in 2012, 90 percent referred to lessons learned. Two thirds included lessons learned as part of the analysis or as a separate section; eight included lessons learned on the basis of performance information – all country-specific evaluations, two strategic evaluations and the Annual Performance Report.

173. WFP's reporting on lessons learned was rated as strong in 2012. An evaluation of the evaluation function in 2013 may result in changes to the evaluation policy, but the commitment to identification, documentation and dissemination of lessons learned will remain. If resources permit, WFP will develop a database of evaluation lessons and will enhance its knowledge-management systems to ensure that lessons are actually learned and applied.

Annual report of the Office of Evaluation focuses on lessons learned on WFP partnerships

174. The annual report of the Office of Evaluation for 2012 focused on partnerships, which featured in all ten evaluations during the year. The evaluations of the logistics cluster and the private-sector strategy concluded that WFP is a valued partner and that it benefits from its partnerships. But reaching higher-level objectives requires further development of partnerships at all levels. The messages are:

- WFP should clarify the roles and responsibilities of offices at all levels.
- Equality, mutual benefit, complementarity, comparative advantage and mutual accountability need greater attention to maximize the potential and the shared benefits of WFP's partnerships.
- WFP's work with partners requires greater transparency based on consistently tracked and communicated data on costs and benefits.
- The selection of partners requires more purpose consistency, especially for partnerships with governments.

175. The four overarching recommendations are: i) mainstream good partnership principles; ii) reaffirm the importance of country strategies, and clarify their role in WFP's governance, partnerships and operational framework; iii) follow through on commitments to improve monitoring and reporting systems; and iv) ensure more consistent application of analytical tools to enhance the effectiveness of programmes.

Learning enhanced through implementation of evaluation recommendations

176. WFP has implemented 421 agreed actions addressing recommendations – 79 percent – in 57 evaluation reports issued since 2008; the 114 actions to be addressed during 2013 each have a timeline and a manager accountable for implementation. Reports on implementation are regularly shared with the Board. WFP narrowly missed the 2012 target for evaluation recommendations outstanding, but its rigorous tracking of the implementation of evaluation recommendations reflects its commitment.

<i>Table 18: Staff capacity is developed</i>					
Performance indicator	2012 target	2010	2011	2012	Performance
% Staff attending management training programme	100	81	87	257	■

Training the next generation of leaders

177. In 2012, WFP's leadership and management training focused on middle managers,⁹⁰ targeting staff in P3 and P4 posts with supervisory and managerial duties and national officers at equivalent grades. Training was given to 329 staff, twice the target level.

178. WFP and the other Rome-based agencies regularly assess managers in P4, P5 and D1 posts against a set of desired managerial competencies. This is a personal development tool and input to career development: those assessed may benefit from individual telephone coaching with a view to developing their skills and implementing agreed development actions. The number taking part in telephone coaching increased from 48 in 2010 to 161 in 2012, and is expected to increase to 200 in 2013.

Gender training

179. During 2012, WFP focused on developing staff capacities with regard to gender. Training in integrating gender into project design was given to 150 staff. Training in gender analysis and use of the gender marker in three regions and in Afghanistan was attended by 90 staff, including country and regional directors and deputy directors. Headquarters orientation and practice sessions, using the gender marker, were attended by 60 staff, including senior programme advisors and unit chiefs.

180. WFP is still learning how to integrate knowledge of the importance of gender equality into food assistance programming. There is considerable gender expertise in many country offices, and in 2012 an additional 10 percent of WFP staff were trained to mainstream gender in project documents. The gender marker initiative will be embedded in the project review process.

Lessons learned from P4P forward delivery contracts

181. During 2012, WFP reviewed lessons learned from using forward delivery contracts⁹¹ in the Purchase for Progress pilot in Burkina Faso, Ethiopia, Kenya, Mali, Mozambique and the Republic of South Sudan; the largest single contract was for 28,000 mt of maize in Ethiopia. The varied experience with forward delivery contracts suggested that they were largely used to aggregate food and to manage price risks affecting farmers' organizations rather than to facilitate cultivation. The recommendations of the review included simplification of the process, resolution of contracting issues and updated guidance for country offices.

Increasing knowledge about school feeding

182. In 2013, WFP will publish *The State of School Feeding Worldwide*, a report that draws on its 2012 survey of school feeding – its first – and studies produced in collaboration with partners. It estimates that 370 million children receive meals in schools, and that potential annual investment of between US\$47 billion and US\$75 billion can be expected, largely from government budgets. The report, which marks the start of more systematic analysis, concludes that school feeding has tangible benefits and that efficiency can be improved, especially in the

⁹⁰ The 2009–2011 Leadership Development Programme trained all managers at P5 and above. Senior managers continue to have access to courses offered by external partners such as the United Nations System Staff College and Management Centre Europe.

⁹¹ A forward delivery contract is an agreement between WFP and a registered P4P vendor, typically a farmers' organization, for a specified amount of food to be delivered at an agreed time in the future.

poorest countries. It also highlights weaknesses in the evidence base and the need for coordinated approaches to ensure that programmes are effective and efficient.

183. WFP programme officers from 50 countries were trained in Uganda and Kenya in 2012 in the design of school feeding programmes; representatives of governments and NGOs also participated. An online school feeding network was launched to promote advocacy, fundraising and programme implementation.

e-Learning

184. WFP's online learning-management system was expanded to include 171 e-courses such as One Day in the Life of a Country Director, classroom courses and 450 video simulations. The system is accessible to 95 percent of WFP employees. A few sub-offices do not yet have high-speed links, but the ongoing FoodLink IT project aims to give all staff access to all of WFP's systems.

Management Result Dimension 4 – Internal Business Processes

185. Internal business processes means all issues relating to support for WFP’s operations. The analysis below focuses on progress in ensuring that internal business processes are efficiently managed.

Table 19: Overall performance in internal business processes

<i>MRD</i>	<i>Performance</i>
Internal business processes are efficiently managed	■

186. WFP measures the efficiency of its business processes in terms of timeliness and quality, using a simple efficiency index to sum up progress under individual indicators. Because the set of indicators is evolving, a year-to-year trend cannot be produced. Performance in specific areas is described below, however, and trends are indicated where appropriate in terms of individual indicators.

Table 20: Internal business processes are efficiently managed

Performance indicator	Performance
Efficiency index: Timeliness of internal business processes	■
Efficiency index: Quality of internal business processes	■

Continuing to allocate WFP resources in line with needs and Board decisions

187. Seventy-five percent of WFP’s resources were allocated to countries that accounted for four fifths of the programme of work, a decrease from 83 percent in 2011. In 2012, 90 percent of multilateral funds for development were allocated to the poorest countries, in line with the Board’s 1994 decision.

Managing internal business processes efficiently

188. WFP managed internal business processes efficiently in 2012. In terms of timeliness, three of the four indicators showed progress or were within acceptable range (see Annex III-A). In terms of quality, two of the three indicators met targets, one was close to its target and one was below its target. Various initiatives were implemented that achieved immediate efficiency gains and will result in sustainable savings; these are described in the efficiency examples in the shaded boxes.

Timely registration of contributions

189. WFP aims to register all contributions within 30 days to enable rapid procurement and distribution to beneficiaries. New procedures for private-sector agreements and contributions were introduced in 2012, but the due-diligence approvals and high transaction volumes caused delays in final registration. With regard to public-sector contributions – which account for most of WFP’s income – 87 percent were registered within 30 days. In value terms, 96 percent of contribution income was registered within 30 days compared with 94 percent in 2011.

Procurement – scope and efficiency

190. In 2012, WFP procured 2.1 million mt of food valued at US\$1.1 billion in 93 countries (see Annex VII), of which 77 percent in value terms was purchased in developing countries. WFP continues to apply its import parity approach to purchase food as efficiently as possible (see box).

191. Of the food procured, 429,700 mt – 20 percent – was wheat. Maize and maize meal accounted for 22 percent, blended foods 13 percent, rice 12 percent, wheat flour 7 percent and pulses 7 percent. Procurement of maize totalled 417,000 mt, all from developing countries and largely for beneficiaries in Africa; significant quantities were procured in Ethiopia, the United Republic of Tanzania, Zambia and Kenya.

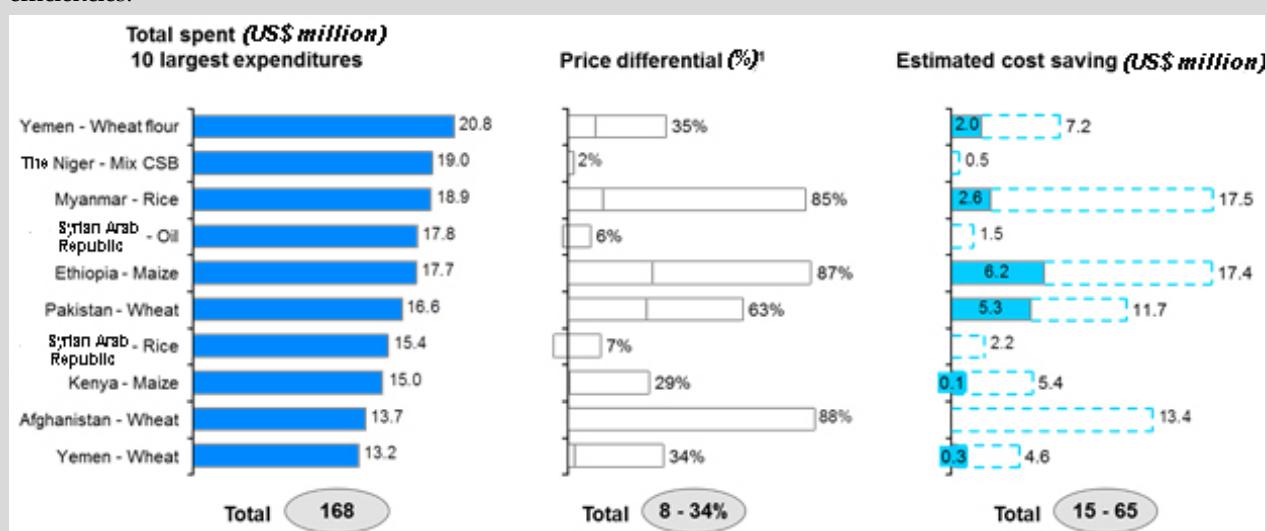
192. WFP promotes the use of fortified supplementary foods to prevent and treat malnutrition, particularly among children. In 2012, WFP purchased 268,527 mt of blended foods and 46,594 mt of SuperCereal Plus, three times more than in 2011; purchases of ready-to-use supplementary foods also increased.

193. Asia was the main source of food, supplying 986,746 mt valued at US\$507.2 million, followed by Africa with 706,249 mt valued at US\$290.6 million.

The import parity approach (efficiency example)

WFP's import parity procurement approach compares local and international food-sourcing costs and delivery times to determine which are preferable; where time is not an issue, the lowest cost source is chosen.

Analysis of price differences between the lowest and next-lowest sources of food involved in the ten largest expenditures, which account for 6.5 percent of procurements, shows that in 2012 the approach reduced the cost of delivered food by between US\$15 million (8 percent; 17 percent in 2011) – and US\$65 million (34 percent; 28 percent in 2011).⁹² The figures vary from year to year, but the import parity method consistently delivers significant cost efficiencies.



¹ The difference between the lowest and next-lowest price quoted and the highest. Actual prices paid by WFP may differ from the lowest quoted prices depending on market price on the day of purchase, volume and shipping cost fluctuations.

CSB = corn-soya blend

⁹² Estimated maximum savings, calculated as the difference between the lowest and highest price quoted multiplied by the quantity of food purchased. Quotations listed on import parity forms include shipping and handling costs.

Supply-chain efficiency improved as more food was procured and shipped on time, and cost savings were achieved in ocean transport

194. In 2012, WFP achieved its target of delivering 80 percent of food within the time specified in contracts. Such prompt and efficient procurement is vital, especially during emergencies, to secure food pipelines and meet the needs of the beneficiaries.

195. WFP also met its target of evaluating vendors' food safety and quality management in 10 percent of country offices, which it did by focusing on audits of suppliers who process lipid-based nutrient supplements such as Plumpy'sup[®], eeZeeRUSF[™] and Acha Mum. The appointment of a food technologist in Dakar enhanced the evaluations in the region.

196. WFP operated 78 ships and booked 46,000 containers in 2012 to carry 2.1 million mt of food. The timeliness of ocean transport in 2012 – 73 percent of shipments were despatched within delivery periods – reflects the efficiency of WFP's shipping service in coordinating deliveries with suppliers and country offices. To improve the efficiency of supply chains, WFP is introducing the liner management tool, which will upload information on containerized cargo into WINGS.

197. WFP's experience with shipping and the volumes of food involved enable it to negotiate favourable prices and avoid contracting shipping services through suppliers, saving an estimated US\$8.3 million in 2012. A further US\$3.2 million was saved because WFP arranged for unloading and bagging for some shipments, and savings on final freight accounts amounted to another US\$1 million. Savings on ocean freight during 2012 totalled US\$12.5 million.

198. WFP has been operating M/V Caroline Scan since September 2011 to ensure regular food deliveries to Mogadishu, Berbera and Bossaso, where there are significant security risks. The ship operates with an on-board protection force provided by European Union naval forces. The service has been used by 20 humanitarian organizations to support health, nutrition, protection and education programmes.

ARCHIBUS (*efficiency example*)

WFP operates approximately 1,000 premises in more than 90 countries and in 2012 paid US\$37 million in commercial rents, with rent-free premises accruing a further US\$9 million of in-kind benefits.

ARCHIBUS, launched in 2012, is facility-management software to replace annual calls for lease information from country offices. It includes a regularly updated database of facilities used for field security, emergency preparedness, logistics, personnel and information technology: every building and location has a unique ID, with geographic coordinates to facilitate mapping.

ARCHIBUS saves time in preparing the disclosures needed under IPSAS, for example with regard to obligations arising from multi-year leases, revenues from sub-letting and the in-kind value of 300 premises loaned by governments. The system also facilitates cost comparisons between countries or between premises in the same city. A link to purchase order information in WINGS saves time in data collection and entry, and reduces the current 200 staff hours required to verify expenditures against financial records. ARCHIBUS reduces the time required to produce annual totals from three weeks to less than a day, making quarterly financial closures possible for the first time. Documents can be uploaded to ensure that data are secure in countries where offices are at risk of civil disturbances or natural disasters.

WFP trained 180 country office staff in ARCHIBUS, saving an estimated US\$215,000 in travel costs by using the online Lync system.

Efficient IT services ensured continued connectivity and user satisfaction

199. WFP's IT and telecommunications networks must be available 24 hours a day, every day. In 2012 they were available for 99.6 percent of the time, with an average downtime of less than six minutes a day.

200. WFP's quarterly surveys of staff satisfaction with its IT services in 2012 showed that satisfaction averaged 76 percent. This was slightly below the target of 80 percent, but it is a significant result in view of the challenging conditions in which WFP operates.

Small-scale efficiencies in Ethiopia through better IT connectivity and process flows (*efficiency example*)

Small-scale efficiencies are just as valuable for a country office as major efficiency initiatives. Managers must seek savings wherever possible to provide the value for money that WFP requires.

Following a best-practice review by the regional bureau, the Ethiopia country office sought to improve internal business processes by enhancing IT connectivity and process flows. The existing fragmented processes required paper-based tracking of equipment and procurement and manual report generation, which caused delays and cost US\$7,000 a year in faxes among the 12 sub-offices. The country office saw that an initial investment of US\$35,000 and annual costs of US\$7,000 to improve connectivity would save US\$25,000 a year by saving time, minimizing maintenance and reducing the use of paper and faxes.

The travel authorization function is complete; the equipment and stock management and procurement-tracking modules are awaiting implementation. When fully functional, the new system is expected to save two to five days for each process.

Management Result Dimension 5 – Operational Efficiency

201. Operational efficiency includes issues related to the timeliness, cost-efficiency, continuity and appropriateness of WFP response. The analysis below considers operational efficiency in terms of corporate indicators and examples of action to optimize WFP's operations.

Table 21: Overall performance in operational efficiency

<i>MRD</i>	<i>Performance</i>
Cost efficiency is ensured	■
Timely responses to assessed needs	■
Continuity of delivery is maintained	■
Appropriate responses are provided	■

Table 22: Cost efficiency delivery is ensured

Performance indicator	2012 target	2010	2011	2012	Performance
Annual direct cost per beneficiary (US\$)	≤ 32.7	32.1	32.7	37.4	■
Annual cost of food assistance per beneficiary (US\$)	N/A			◆ 35.8	
Annual cost of cash and voucher transfers per beneficiary (US\$)	N/A			◆ 39.5	

The direct cost per beneficiary increased in 2012

202. In 2012, the average direct cost per beneficiary increased to US\$37.4, from US\$32.7 in 2011.⁹³ Following changes to the financial framework, WFP now disaggregates the costs of food transfers, non-food transfers and capacity development and, for the first time, reports on them separately. The new indicators will improve the tracking of costs in future.

203. The increase in cost per beneficiary reflects factors such as the shift to new and more effective transfer modalities, the provision of more nutritious foods, increases in the cost of some cereals and an increase in capacity-development activities.

204. The individual food basket has fallen from 39 kg per person in 2010 to 36 kg per person but the value of the food distributed has increased by 10 percent since 2010 from US\$21 per person to US\$24 per person, partly because more special nutritious foods are included. This has been accompanied by improved nutritional outcomes.

⁹³ An aggregate of the cost of food or cash and voucher transfers, transport, other direct operational costs and direct support costs.

205. An 11 percent reduction in the number of beneficiaries reached – from 109.2 million to 97.2 million – limited economies of scale, and there were fewer rapid-onset emergencies in 2012, for which assistance tends to be less costly. Costs have been reduced in many country offices but some basic costs such as security can be difficult to reduce in the short term when beneficiary numbers fall.

206. In 2012 increased capacity-development activities resulted in an increase in other direct operating costs. The number of WFP technical assistance and capacity-development projects has increased since 2010 to 48 out of 216 active projects with capacity-development and hand-over components.

WFP cost analysis of school feeding programmes (*efficiency example*)

Analysis based on the WFP-led 2012 global school feeding survey⁹⁴ indicates that almost all countries provide food for schoolchildren. Of the 370 million children involved, WFP feeds 26 million.

In view of current resource constraints, WFP and governments must maximize the impact of school feeding. With this in mind, WFP seeks to improve the cost-efficiency and cost-effectiveness of its programmes in low-income countries using:

WFP cost analyses. The annual costs of WFP's school feeding programmes have been reviewed since 2008 with a view to identifying savings. It emerges that there are substantial cost variations from country to country, which suggests that costs can be reduced in countries where they are high. WFP's country offices are increasing the frequency of cost reviews of their school feeding programmes, and five have adjusted their programmes to achieve budget reductions. In the Lao People's Democratic Republic, for example, analysis led to the replacement of canned fish with another food without compromising nutrition, which reduced food costs by 7 percent. In Rwanda, maize and beans are now procured locally and even though local food prices are higher than international prices, transport costs have been significantly reduced and unit costs have fallen by 25 percent from US\$19 per child to US\$14.

Government cost analyses. WFP's guidelines for assessing the costs of national school feeding programmes⁹⁵ are adapted to country contexts to ensure that reliable figures are available to inform government decision-making regarding cost-containment for existing programmes, the costs of different scale-up scenarios, and different design options. Such analyses have supported the transition to sustainable school feeding in Cape Verde, Côte d'Ivoire, the Dominican Republic, Ecuador, Namibia and Rwanda

The school feeding investment case. This is a cost/benefit analysis of the value added for each dollar invested in school feeding. It is based on academic evidence and country-specific data on nutrition and health, education and income transfers. In a sample of nine countries⁹⁶ providing school meals, take-home rations or biscuits, the ratio ranges from 1:3 to 1:8, which indicates that for every dollar invested, the economic returns from improved health and education among schoolchildren and increased productivity when they are working adults range from US\$3 to US\$8. School feeding is not so much a cost as an investment in a country's future.

⁹⁴ World Bank Partnership for Child Development. State of School Feeding Worldwide. Forthcoming.

⁹⁵ WFP *Programme Guidance Manual*, National Programmes Cost Assessment Guidelines.

⁹⁶ Bangladesh, Cambodia, Chad, Ethiopia, Honduras, Malawi, the State of Palestine, Rwanda and Tajikistan.

Performance indicator	2012 target	2010	2011	2012	Performance
Response time for sudden-onset EMOPs (<i>hrs</i>)	≤ 72			◆ 72	■
% Reduction in lead time	≥ 50			◆ 70	■
% Time saved between confirmed advance financing and receipt of goods	≥ 50			◆ 37	■

WFP responds promptly to sudden-onset emergencies, but will improve further

207. In 2012, WFP responded rapidly to food needs in sudden-onset emergencies by launching four immediate-response EMOPs and by utilizing resources from existing projects.

208. In Benin, Cuba, Ecuador and the Syrian Arab Republic, the target of delivering food assistance within 72 hours was attained. The immediate response in Ecuador was aided by past investment in preparedness such as a partnership agreement with the National Secretariat for Risk Management that rapidly assessed needs and distributed pre-positioned fortified biscuits for 28,000 beneficiaries. In the Syrian Arab Republic, 25,000 food parcels were procured and distributed in a few days to assist 125,000 internally displaced people. In Benin, the EMOP provided supplementary rations for 9,000 children under 5 in flooded communes to prevent acute malnutrition. In Cuba, WFP asked the Government to provide life-saving assistance for immediate distribution, pending WFP's procurement.

209. Immediate-response EMOPs are an efficient mechanism for mobilizing resources rapidly in emergencies, but ongoing WFP projects such as PRROs are often crucial to the effectiveness of the response, particularly in countries where natural disasters are frequent.

210. In the Philippines, WFP worked with the Government to prepare for the typhoon season through a PRRO to establish contingency food stocks and items such as storage tents and generators. In the wake of typhoon Bopha in December 2012, WFP rapidly assessed needs and mobilized a response within 48 hours of the request for help. The Government and WFP established a joint food pipeline to respond efficiently to the food needs of 400,000 people.

211. When a 7.4-magnitude earthquake on the Pacific coast of Guatemala affected 1.2 million people, WFP responded within 48 hours through a regional PRRO to distribute daily rations to shelters in one of the areas worst affected.

WFP achieved reductions in response times by using the advance financing and forward purchase mechanisms

212. Increasing the availability of advanced funding for projects and allowing forward purchases reduces response times. WFP is quantifying such efficiency gains by tracking lead times from purchase requests to deliveries of food to entry points.

213. For non-emergency operations, WFP aims to halve lead times by using the Forward Purchase Facility. In 2012, the average lead time of 106 days for normal operations was reduced by 70 percent – well above the 50 percent target – through the use of this mechanism. In projects

using advance financing mechanisms, such as the Immediate Response Account (IRA) or the Working Capital Fund, the average lead time was reduced by 37 percent. When food purchases were made with a combination of the Advance Financing Mechanism and the Forward Purchase Facility, the average lead time was cut by 85 percent. Evidence of the impact of these mechanisms may be observed in WFP's emergency responses in the Horn of Africa, the Sahel and the Republic of South Sudan.

Forward planning and purchasing (*efficiency example*)

An example of WFP's pursuit of operational efficiency is the expansion of its forward planning and purchasing approach, which was supported by the Board's decision in 2012 to allocate up to US\$300 million to the Forward Purchase Facility.

WFP has adopted an aggregated-demand approach to increase geographic coverage and enable procurement in developing markets and the purchase of more non-cereal foods. In 2012, for example, two thirds of nutrition products were bought through the forward-purchase approach to scale up nutrition programmes and improve the availability of nutritious foods.

Two supply lines, for East Africa and West Africa, were set up to improve response times. In the Republic of South Sudan, for example, the forward-purchase approach enabled WFP to pre-position food at the beginning of 2012 at locations inaccessible in the rainy season. The East Africa supply line enabled the Republic of South Sudan operation to purchase 95 percent of its food through the Forward Purchase Facility, with delivery within 22 days of requests. Lead times were significantly reduced, and food was available throughout the year.

The forward planning and purchasing approach also supports WFP's emergency responses. The West Africa supply line enabled WFP to ensure that food for the Sahel was available at ports within an average 30 days of request – a dramatic reduction in the normal time required to move food to the remote areas where it is most needed during crises.

In all, 800,000 mt of food was purchased through the forward planning approach in 2012, with improvements to lead times of 70 percent.

Table 24: Continuity of delivery is maintained

Performance indicator	2012 target	2010	2011	2012	Performance
% Funds advanced against total allocated to projects	≥ 25			◆ 42	■
Monthly average availability of food through forward purchase inventory (<i>mt</i>)	≥ 225 000			◆ 196000	■

WFP ensured continuity of delivery through advance financing and forward purchasing

214. Continuity of delivery is fundamental to effective food assistance, so tracking WFP's ability to ensure continuity is an important performance indicator. Two new indicators and targets are now included in the Management Results Framework to gauge WFP's ability to advance funds and to make food available to countries for purchase.

215. Advance financing is essential to ensuring the continuity of WFP operations. In 2012, US\$1 billion – 42 percent of cash resources – was used in advance of receipt of contributions to meet emergency needs, fill pipelines or reduce delivery times, well above the target of having 25 percent of funds available for advances.

216. The Forward Purchase Facility enables WFP to buy food on the basis of aggregated regional needs and funding forecasts with a view to exploiting favourable market conditions. In 2012, WFP maintained a stock of at least 196,000 mt of food acquired through the facility, within acceptable range of the target of 225,000 mt. WFP expects to increase the stocks of food acquired by forward purchase to 300,000 mt in 2013.

Table 25: Appropriate responses are provided					
Performance indicator	2012 target	2010	2011	2012	Performance
Actual vs. planned expenses by Strategic Objective and activity type (%)	≤ 5			◆ 2	■
% WFP projects with gender marker code of 2a or 2b ⁹⁷	≥ 50			◆ 24	■
% Strategic Results Framework indicators reported vs. planned	≥ 66			◆ 66 → 77	■

WFP's strategic response is consistent with that presented in the Management Plan

217. A new indicator has been introduced to measure the extent to which actual responses match the budget in the Management Plan: the target is deviation of less than 5 percent. In 2012, WFP's actual expenditures were 70 percent of the Management Plan budget: EMOPs accounted for most of WFP's work in the year, hence the largest proportion of funds was allocated to activities under Strategic Objective 1. The shares of the other Strategic Objectives were consequently below Management Plan levels.

218. Activities were in general consistent with the Management Plan, with an average deviation of 2 percent at the end of 2012, well within the target. Under Strategic Objective 1 activities deviated by 1.5 percent, with a trade-off in activities under Strategic Objective 2 in that less was spent on general food distributions and more on food-for-assets interventions.

Checks on gender mainstreaming in projects are in place, but do not meet targets

219. WFP uses the Inter-Agency Standing Committee gender marker to assess gender mainstreaming in project design. Projects that include gender outcome measurements – code 2 – are more likely to meet the needs of men, women, boys and girls and to improve gender equality. Projects that fail to include gender issues – code 0 – or that refer to them in only one or two elements – code 1 – are unlikely to have any impact on gender equality.

220. In 2012, 24 percent of new projects had a gender marker code 2,⁹⁸ less than the 50 percent target but encouraging in view of the prevailing circumstances in, for example, Bangladesh, DRC, Ethiopia, Kenya, Malawi, Mozambique, Sierra Leone, Syrian Arab Republic, Uganda and Yemen. This suggests that performance can be enhanced elsewhere with increased attention to gender issues at the project design stage.

⁹⁷ 2a reflects differences between women and men described in the needs assessment; 2b shows that the main purpose of the project is to increase equality.

⁹⁸ 73 new projects, of which 15 were Special Operations, code N/A.

Reporting levels for indicators in the Strategic Results Framework

221. All WFP projects have a logical framework that sets out the indicators used to measure success and indicators from the Strategic Results Framework. The proportion of indicators actually reported on in 2012 was 77 percent, compared with 66 percent in 2011 and 54 percent in 2010. This year is the fourth in which reporting against the 2008–2013 Strategic Results Framework has been carried out, so country offices are familiar with the indicators and have systems in place to monitor achievements against planned results. The national capacity index, an outcome indicator introduced in 2011, was reported by most projects with capacity-development components, which made it possible to analyse WFP's performance against Strategic Objective 5 for the first time.

222. The trend of reporting is positive, but challenges remain. The most frequently cited reasons why country offices do not report on logical framework indicators are that intervention periods are too short to set up monitoring and evaluation systems or to achieve planned outcomes, changes to programmes because of contextual issues, lack of data from cooperating partners and funding constraints. The 2013–2015 monitoring and evaluation strategy addresses some of these issues through improved guidance, capacity development, increased targeting of outcome measurements and the allocation of adequate budgets. Analysis of the existing Strategic Results Framework and reporting trends will inform the development of a new results framework for the Strategic Plan (2014–2017).



PART IV – LOOKING FORWARD

223. The challenge of chronic malnutrition will continue to change in 2013 as it moves closer to urban areas and becomes concentrated in some developing and middle-income countries. The next natural disaster will yet again have the greatest impact on the people least able to cope – the chronically malnourished.

224. Targeted nutrition interventions will be the main development investment for 2013 and beyond; building resilience to shocks will also remain high on the development agenda.

225. WFP is preparing its Strategic Plan for 2014–2017 for approval later this year, so this section focuses on challenges and actions planned for 2013.

Preparing for the Strategic Plan (2014–2017)

226. The actions required to implement the new Strategic Plan will be set out in a plan of action in which the results focus of the past three years will be reinforced through adjustments to WFP's strategic and management results frameworks. Other crucial areas include: i) promoting the new strategy to partners and stakeholders; ii) implementing the organizational enhancement programme to make WFP “fit for purpose”; and iii) developing new resourcing strategies for private-sector and government partners to clarify the distinctions between partnerships, engagement and fundraising.

Implementing WFP's Organizational Enhancement Programme

227. This year will be crucial in making WFP “fit for purpose”: the adoption of the new organizational structure in February 2013 was a significant step. Some actions will achieve short-term improvements, others will be implemented through normal management processes, and some will require review followed by implementation in 2013 and 2014.

228. Actions to be undertaken during 2013 include: i) a review of business processes; ii) a review of WFP's liaison offices; iii) transfer of national staff from UNDP to FAO staff rules, which apply to all other WFP staff; iv) development of a new human resources strategy; and v) a review of the effectiveness of decision-making processes.

A New Focus on Partnerships and Governance in Fundraising

229. As competition for resources increases, WFP will develop new resourcing strategies in 2013 and 2014 in accordance with its new focus on partnerships and engagement rather than pure fundraising.

230. Work in 2013 will focus on the following:

- Flexible and predictable funding to leverage medium-term and long-term hunger solutions. WFP will continue to work with government partners to increase the share of flexible and predictable commitments as part of WFP's overall funding. An increase in multi-year contributions will help WFP to address humanitarian, development and resilience-building needs. More government partners are expected to enter multi-year partnership agreements with WFP in 2013. The Strategic Resource Allocation Committee will continue to ensure that contributions are allocated in line with

operational priorities, with at least 90 percent of multilateral funds for development allocated to the poorest countries.

- Efficient use of partners' contributions and internal finance mechanisms. In 2012, WFP advanced US\$636 million through the Working Capital Financing Facility and facilitated forward purchases of US\$280 million through the Forward Purchase Facility. Use of these mechanisms and increased use of intelligence from country and regional offices will enable WFP to make more efficient use of contributions and minimize the negative effects of uneven income. WFP will introduce competitive alternatives to the marking of partners' bags to ensure that contributions can be identified adequately.
- Enlarged contribution base. WFP will promote increased engagement by governments in recipient countries, non-traditional partners and the private sector. Innovative approaches such as twinning and debt swaps will facilitate contributions from low-income countries and several middle-income countries will become full-cost-recovery partners.
- Enhanced approach to partnerships. WFP will review its approach to partnerships in 2013 with a view to optimizing its assistance for beneficiaries. A culture of partnerships will be developed with governments, the private sector, NGOs, civil society, United Nations country teams, clusters and other United Nations agencies.
- Engagement with the G20 and G8. This remains a priority to keep food and nutrition security high on the international agenda. The Russian Federation, G20 president in 2013 and G8 president in 2014, will be a major partner in ensuring that the effectiveness of food assistance and the role of food assistance in social safety-nets are highlighted in the G20 Development Working Group. WFP will promote global food and nutrition security with the United Kingdom as chair of the G8 Food Security Working Group in 2013.
- Support for the Post-2015 Development Agenda. WFP, FAO and other partners will continue the consultations on hunger, food security and nutrition launched in 2012 to establish the new development agenda. Gender equality, a driver in breaking the cycle of hunger and poverty and nutrition during the first 1,000 days, will be central issues. Given its importance in development, WFP will advocate the retention of nutrition as a goal and expansion to include access to food, and will ensure that linkages to issues such as health are reflected.
- Gender. Preparation of the new Strategic Plan and Strategic Results Framework will be guided by gender mainstreaming. Accountability and reporting will become more prominent, and training will be extended. This shift will guide WFP's business processes from 2013 onwards.

Enhancing Emergency Preparedness and Response Capacity

231. The three-year Preparedness and Response Enhancement Programme will end in 2013. It focuses on accountability, partnerships and capacity development to enable governments to respond to emergencies. In 2013 WFP will:

- complete the establishment in country offices of the emergency preparedness and response package, which includes risk analysis, contingency planning and business continuity;
- roll out emergency training for all staff, ranging from mandatory e-learning courses to intensive training for staff selected for deployment;



- invest in operational information management to support operational decision-making;
- address geo-spatial information challenges such as data sharing and standardization and enhance clarity as to the use of such data; and
- launch a corporate emergency response facility – standard processes to facilitate an EMOP within 72 hours of a level-3 emergency.

232. WFP will enhance national emergency preparedness and response capacities by engaging disaster-management agencies. Ongoing pilots in 12 countries will generate lessons learned during 2013.

Actions Needed to Scale Up Cash-Transfer Mechanisms

233. The scale of cash-transfer mechanisms will continue to increase in 2013. With this in mind, a new analytical tool – the Omega Value – is being developed and ways of scaling up such transfers will be investigated.

Choosing the best transfer modality (*efficiency example*)

When a choice of transfer modalities is possible, the cost effectiveness of the options must be assessed. WFP's Omega Value analytical tool is based on a new metric – the nutrient value score – which assesses the nutrient value of a food basket with supply-chain analysis and costing. The Omega Value has been externally reviewed and accepted for publication in the 2013 special issue of *World Development* entitled "Impacts of Innovative Food Assistance Instruments".

Moving Forward with the Resilience Agenda

234. Of WFP's beneficiaries, 80 percent reside in fragile and shock-prone environments and find it harder and harder to prevent deterioration of their food security and to cope with crises without compromising livelihoods and future capacities. WFP's transition to food assistance provides for increased resilience building through asset creation, nutrition interventions and innovative tools such as micro-insurance, supported by food-security analyses and early-warning systems to help governments and communities to handle natural shocks and safeguard development gains.

Innovation on resilience through R4 – the Rural Resilience Initiative

R4 is a partnership between WFP, Oxfam America and Swiss Re. It offers an innovative model for building resilience, using government safety nets to expand access to insurance and risk-management services. R4 enables vulnerable people to purchase insurance with their labour on projects to reduce climate risks; better-off farmers are able to purchase insurance in cash. The pilot aims to assist 500,000 people in four countries by 2016.

Ensuring that WFP Has the Right Staff Profile

235. Following a review of staff management processes in the last quarter of 2012, and in accordance with recommendations from the External Auditor, WFP will develop a new human resources strategy with a view to improving operational efficiency and building capacities in support of the new organizational structure outlined in the Fit for Purpose document. WFP will also work to address a skills gap in financial management.

Safety and Security to Keep Programmes Running

236. Management of the inevitable security risks affecting WFP's field staff requires sustainable funding. The principle in 2013 will continue to be "no programme without security" and "no security without resources". In line with Fit for Purpose, WFP will continue to train business-focused security risk managers rather than traditional security officers with a view to more effective coordination among WFP's security department, the United Nations Department of Safety and Security and other risk-management actors.

Investing in Logistics Capacity

237. In 2013, WFP will invest to enhance its operational effectiveness. The new logistics execution support system for tracking food deliveries will be operationalized, for example, and other efficiency gains will result from improved management of landside transport, shipping and handling. WFP will continue to work with standby partners that offer additional expertise and surge capacity, and will seek to achieve the strategic priorities by supporting food-assistance initiatives such as cash and vouchers, P4P, temperature-controlled management of nutritious foods and capacity development for government partners.

The Djibouti humanitarian hub: gateway to the Horn of Africa

The port of Djibouti has handled 4 million mt of relief cargo in the last three years. To leverage the benefits of its location, WFP and the Government of Djibouti are developing a humanitarian logistics base with a view to enhancing the efficiency of humanitarian and commercial logistics.

The base will make it possible to deliver food and non-food items by road over a wider area and by sea to the Republic of South Sudan, Somalia and Yemen. The Government has allocated 40,000 m³ of land to WFP for construction of a grain silo with a capacity of 40,000 mt, two warehouses for 25,000 mt of food, a 2,500 m³ warehouse for non-food items and a yard for 200 containers. WFP will partner with experienced silo operators to train its staff to manage the facility.

Embedding Value for Money, Transparency and Accountability

238. A goal in 2013 is to clarify the meaning of the expression "value for money" in terms of WFP's operations and organization.

239. Transparency and accountability depend on optimum accounting standards, consistent reporting, the Entity Resource Planning system for collecting management data, clarity of purpose and objectives, and sound performance-management systems to measure results and hold those responsible to account.

240. For the past five years, WFP has been building the required systems and developing the necessary culture of openness and accountability. It will build on this work in 2013 by publishing reports on internal audits and inspections, by increasing managers' performance and accountability and by maintaining its lead in performance management and accountability through PROMIS.

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

KEY FIGURES

2010	2011	2012	
MDG 1 Eradicate extreme poverty and hunger			
BENEFICIARIES			
109.2	99.1	97.2	million hungry people in 80 countries (75 countries in 2010 and 2011)
89.0	82.9	82.1	million women and children
2.1	2.6	2.4	million refugees
15.4	15.1	6.5	million internally displaced people
3.1	3.1	0.7	million returnees
3.1	4.4	6.0	million 'cash and vouchers' beneficiaries
QUANTITY OF FOOD AID			
4.3	3.6	3.5	million mt of food distributed
3.2	2.4	2.1	million mt of food procured
DEVELOPING COUNTRIES AND WFP ASSISTANCE			
94.0	96.0	90.0	percent of development multilateral resources reaching concentration criteria countries
71.0	72.4	77.5	percent of development resources reaching least-developed countries
83.0	71.4	86	percent of food procured, by tonnage in developing countries
61.2	60.6	67.7	percent of WFP's resources reaching sub-Saharan African countries
MDG 2 Achieve universal primary education			
21.1	23.2	22.1 ¹	million schoolchildren received school meals/take-home rations
48.5	48.3	49	percent were girls

¹ Excluding WFP-assisted schoolchildren through trust funds in countries: El Salvador 1.3 million and Honduras 1.2 million.

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

2010	2011	2012	
MDG 3 Promote gender equality and empower women			
51.2	51.7	51.7	percent of beneficiaries were women or girls
n/a	n/a	0.7 ²	Ratio of women to men in leadership positions of food assistance committees
n/a	n/a	1.5 ³	Ratio of women to men holding food entitlements
n/a	n/a	0.8 ⁴	Ratio of women to men on food management committees trained in food distribution
MDG 4 Reduce child mortality			
66.1	63.2	63.7	million children were assisted in WFP operations
8.5	11.1	9.8	million malnourished children received special nutritional support
MDG 5 Improve maternal health			
2.7	3.1	2.9	million vulnerable women received additional nutritional support
MDG 6 Combat HIV/AIDS, malaria and other diseases			
16	16	14	of the 25 highest HIV and AIDS prevalence countries received WFP assistance
2.5	2.3	1.6	million people affected by HIV and AIDS received WFP food assistance
41	38	33	countries received assistance for tuberculosis (TB) and HIV and AIDS prevention activities

² Across 62 projects.³ Across 44 projects.⁴ Across 29 projects.

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

2010	2011	2012	
MDG 7 Ensure environmental sustainability			
24.3	21.3	15.1	million people received WFP food as an incentive to build assets, attend training, build resilience to shocks and preserve livelihoods
MDG 8 Develop a global partnership for development			
18	17	20	standby partners
10	4	3	FAO/WFP crop and food security assessment missions conducted
7	7	11	UNHCR/WFP joint assessment missions conducted
154.6	93.7	64.4	US\$ million support provided by corporate and private entities donating cash and in-kind gifts
1 997	2 147	1 447	non-governmental organizations worked with WFP

ANNEX II-A: WFP STRATEGIC RESULTS FRAMEWORK (STRATEGIC PLAN 2008–2013)

Please note:

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

Indicators are distinguished in the framework by font type as follows:

- Regular text: Internationally recognized indicators, based on agreed standards and used by United Nations agencies
- **Bold**: Developed in cooperation with WFP's operational partners
- *Italic*: WFP-specific methodological standards

STRATEGIC OBJECTIVE 1: SAVE LIVES AND PROTECT LIVELIHOODS IN EMERGENCIES			Impact: Contribution to MDGs 1 and 4
Goals			
1. To save lives in emergencies and reduce acute malnutrition caused by shocks to below emergency levels 2. To protect livelihoods and enhance self-reliance in emergencies and early recovery 3. To reach refugees, internally displaced persons (IDPs) and other vulnerable groups and communities whose food and nutrition security has been adversely affected by shocks			
Outcome	Indicator	Corporate target and performance measure ¹	Project target and data source
Outcome 1.1: Reduced or stabilized acute malnutrition in target groups of children and/or populations	1.1.1 Prevalence of acute malnutrition among children under 5 ² (weight-for-height as %) ³	Reduction in acute malnutrition prevalence achieved among children under 5 for 80% of projects	Target: Population-specific – Reduction in acute malnutrition prevalence rate Source: Survey data and/or monitoring data
		Stabilized prevalence of acute malnutrition among children under 5 for 80% of projects	Target: Population-specific – Acute malnutrition prevalence rate stabilized at pre-emergency levels Source: Survey data and/or monitoring data
	1.1.2 Prevalence of low mid-upper arm circumference (MUAC) among children under 5 ^{4, 5}	Low MUAC prevalence stabilized for 80% of projects	Target: Population-specific – Stabilized prevalence of low MUAC Source: Survey data or assessment data
	1.1.3 Supplementary feeding performance rates ⁶	Target met for 80% of projects	Target: Population-specific ⁷ Source: Programme monitoring
Outcome 1.2: Improved food consumption over assistance period for target households ⁸	1.2.1 Household food consumption score ⁹	Score exceeded the threshold for 80% of projects	Target: Food consumption score exceeded 21 or 28 ¹⁰ for target households Source: Annual survey data

¹ Only projects aligned with a specific Strategic Objective report on corporate indicators. Results analysis will only include data reported from these projects.

² Projects targeting children under 2 should measure prevalence of acute malnutrition of this target group.

³ The prevalence rate of acute malnutrition among children under 5 is a proxy for the nutritional status of the population.

⁴ Prevalence of low MUAC among children under 5 is a proxy for the nutritional status of the population.

⁵ Projects targeting children under 2 should measure prevalence of low MUAC in this target group.

⁶ Recovery, Death, Default and Non-response rates. These rates only apply in the context of treatment of moderate acute malnutrition (targeted interventions).

⁷ SPHERE standards (Recovery rate > 75%; Death rate < 3%; Default rate < 15%; Non-response rate < 5%) should be used as guidance.

⁸ Livelihood activities with food-security objectives contribute to this outcome (indicator to measure livelihood/asset protection is under development). Results will be disaggregated by target groups: IDPs, refugees, conflict- and/or disaster-affected households with schoolchildren or hosting orphans and other vulnerable children (OVC).

⁹ Along with the household food consumption score, country offices are recommended to measure the coping strategy index. Dietary diversity scores can also be computed from the Household Food Consumption Score module to indicate changes in the quality of the diets.

¹⁰ Threshold depends on local eating habits and diet composition.



STRATEGIC OBJECTIVE 1: SAVE LIVES AND PROTECT LIVELIHOODS IN EMERGENCIES			Impact: Contribution to MDGs 1 and 4
Goals 1. To save lives in emergencies and reduce acute malnutrition caused by shocks to below emergency levels 2. To protect livelihoods and enhance self-reliance in emergencies and early recovery 3. To reach refugees, internally displaced persons (IDPs) and other vulnerable groups and communities whose food and nutrition security has been adversely affected by shocks			
Outcome	Indicator	Corporate target and performance measure ¹	Project target and data source
Outcome 1.3: Stabilized enrolment of girls and boys at high risk of dropping-out from target primary schools	1.3.1 <i>Retention rate</i>	Retention rate met for 80% of projects	Target: Retention rate reached 70% for girls and boys in emergency situations Source: Survey data
Outcome 1.4: Maintained access to services for anti-retroviral therapy (ART), tuberculosis (TB) treatment and/or prevention of mother-to-child transmission (PMTCT)	1.4.1. Default rate ¹¹	Target met for 80% of projects	Target: Default rate < 15% Source: Programme monitoring
Output	Indicator		
Output 1.1: ¹² Food and non-food items, cash transfers and vouchers distributed in sufficient quantity and quality to target groups of women, men, girls and boys under secure conditions (to be used for Strategic Objectives 1–4)	1.1.1	Number of women, men, girls and boys receiving food, non-food items, cash transfers and vouchers, by category, activity, transfer modality and as % of planned	
	1.1.2	Tonnage of food distributed, by type, as % of planned distribution ¹³	
	1.1.3 (a)	Quantity of fortified foods, complementary foods and special nutritional products distributed, by type, as % of planned distribution	
	1.1.3 (b)	Quantity of fortified foods, complementary foods and special nutritional products distributed, by type, as % of actual distribution	
	1.1.4	Quantity of non-food items distributed, by type, as % of planned distribution	
	1.1.5	Total amount of cash transferred to beneficiaries	
	1.1.6	Total food/cash equivalent of vouchers distributed	
	1.1.7	WFP expenditures related to distribution of food, non-food items cash transfers and vouchers, by activity and transfer modality (US\$)	
	1.1.8	Number of institutional sites assisted (e.g. schools, health centres, etc.)	
	1.1.9	Number of United Nations agencies/international organizations that collaborate in the provision of complementary inputs and services	
	1.1.10	Number of NGOs that collaborate in the provision of complementary inputs and services	
	1.1.11	Number of joint United Nations programmes/activities	

¹¹ This indicator will be reported towards universal access to services for ART, TB treatment and/or PMTCT.

¹² This is the corporate output to be reported for all activities that include distribution of food and/or non-food items. Additional outputs are to be reported as they apply, by Strategic Objective.

¹³ Planned distribution includes quantity, quality and timeliness.



STRATEGIC OBJECTIVE 2: PREVENT ACUTE HUNGER AND INVEST IN DISASTER PREPAREDNESS AND MITIGATION MEASURES			Impact: Contribution to MDGs 1 and 7
Goals			
1. To support and strengthen capacities of governments to prepare for, assess and respond to acute hunger arising from disasters 2. To support and strengthen resiliency of communities to shocks through safety nets or asset creation, including adaptation to climate change			
Outcome	Indicator	Corporate target and performance measure	Project target and data source
Outcome 2.1: Early-warning systems; contingency plans; ¹⁴ food security monitoring systems set in place and enhanced with WFP capacity development support	2.1.1 Disaster preparedness index	Government capacity strengthened as per plan for 80% of countries supported	Target: Disaster preparedness index reached at or greater than 7, indicating that government capacity in disaster preparedness and food security information management increased with WFP support Source: Annual monitoring and/or survey data
Outcome 2.2: Adequate food consumption over assistance period reached for target households at risk of falling into acute hunger	2.2.1 <i>Household food consumption score</i> ¹⁵	Score exceeded the threshold for 80% of projects	Target: Food consumption score stabilized at or greater than 35/42 for target households Source: Annual survey data
Outcome 2.3: Hazard risk reduced at community level in target communities	2.3.1 <i>Household asset score</i> ¹⁶	Risk reduction and disaster mitigation assets increased for 80% of projects	Target: Asset score threshold set to capture increase (created or restored) in household disaster mitigation assets over base level Source: Survey data
	2.3.2 <i>Community asset score</i> ¹⁷	Risk reduction and disaster mitigation assets increased for 80% of projects	Target: Asset score threshold set to capture increase (created or restored) in community disaster mitigation assets over base level Source: Survey data

¹⁴ Refers to government or inter-agency contingency plans.

¹⁵ Along with the household food consumption score, country offices are recommended to measure the coping strategy index. Dietary diversity scores can also be computed from the household food consumption score module to indicate changes in the quality of the diets.

¹⁶ In this context, **household disaster mitigation assets** include both **natural** (e.g. water, fruit trees) and **physical** (e.g. plough, fishing gear) assets.

¹⁷ In this context, **community disaster mitigation assets** include both **natural** (e.g. shelterbelts, trees planted) and **physical** (e.g. dykes, shock-resistant roads) assets.

STRATEGIC OBJECTIVE 2: PREVENT ACUTE HUNGER AND INVEST IN DISASTER PREPAREDNESS AND MITIGATION MEASURES Goals 1. To support and strengthen capacities of governments to prepare for, assess and respond to acute hunger arising from disasters 2. To support and strengthen resiliency of communities to shocks through safety nets or asset creation, including adaptation to climate change			Impact: Contribution to MDGs 1 and 7
Outcome	Indicator	Corporate target and performance measure	Project target and data source
Output	Indicator		
(refer to Output 1.1 for distribution of food and non-food items, cash transfers and vouchers)			
Output 2.1: Disaster mitigation measures set in place with WFP capacity development support	2.1.1 Risk reduction and disaster preparedness and mitigation systems set in place, by type (early-warning systems; contingency plans; food security monitoring systems, etc.)		
Output 2.3: Built or restored disaster mitigation assets by target communities	2.3.1 Risk reduction and disaster mitigation assets created or restored, by type and unit of measure (area in hectares protected/improved; number of trees planted; dams constructed, etc.)		

STRATEGIC OBJECTIVE 3: RESTORE AND REBUILD LIVES AND LIVELIHOODS IN POST-CONFLICT, POST-DISASTER OR TRANSITION SITUATIONS			Impact: Contribution to MDGs 1 and 7
Goals			
1. To support the return of refugees and IDPs through food and nutrition assistance 2. To support the re-establishment of the livelihoods and food and nutrition security of communities and families affected by shocks 3. To assist in establishing or rebuilding food supply or delivery capacities of countries and communities affected by shocks and help to avoid the resumption of conflict			
Outcome	Indicator	Corporate target and performance measure	Project target and data source
Outcome 3.1: Adequate food consumption over assistance period reached for target households, communities, IDPs and refugees ¹⁸	3.1.1 Household food consumption score ¹⁹	Score exceeded the threshold for 80% of projects	Target: Food consumption score exceeded 35/42 for target households Source: Annual monitoring and/or survey data
Outcome 3.2: Increased access to assets in fragile, transition situations for target communities	3.2.1 Community asset score ²⁰	Functioning, useful productive assets increased for 80% of projects	Target: Asset score threshold set to capture increase (created or restored) in functioning productive community assets over base level Source: Survey data
Outcome 3.3: Stabilized enrolment for girls and boys, including IDPs and refugees, in assisted schools at pre-crisis levels	3.3.1 Retention rate	Retention rate met for 80% of projects	Target: Retention rate reached 85% for girls and boys in post-crisis situations Source: Survey data
	3.3.2 Enrolment: average ²¹ annual rate of change in numbers of girls and boys enrolled	Annual rate of increase of 5% met or exceeded for 80% of projects	Target: Annual rate of increase in numbers of girls and boys enrolled reached 5% Source: Annual monitoring and/or survey data
Outcome 3.4 (a): Reduced acute malnutrition in target groups of children and/or populations	3.4.1 Prevalence of acute malnutrition among children under 5 (weight-for-height as%)	Reduction in acute malnutrition prevalence achieved among children under 5 for 80% of projects	Target: Population-specific – Reduction in acute malnutrition prevalence rate Source: Survey data and/or monitoring data

¹⁸ Results will be disaggregated by target groups: IDPs, refugees, conflict-affected, disaster-affected, households with schoolchildren or hosting orphans and OVC. Mitigation and safety-net programmes, for households affected by HIV, contribute to this outcome. Household support can also contribute to improved adherence to ART or improved success of TB treatment for the individual client.

¹⁹ Along with the household food consumption score, country offices are recommended to measure the coping strategy index. Dietary diversity scores can also be computed from the household food consumption score module to indicate changes in the quality of the diets.

²⁰ In this context, **community assets** include **natural** (e.g. ponds, springs), **physical** (e.g. dams, roads to markets) and **social infrastructure** (e.g. schools, health centres) assets.

²¹ Average is calculated by dividing the sum of annual rate of change of each school surveyed by total number of target schools.



STRATEGIC OBJECTIVE 3: RESTORE AND REBUILD LIVES AND LIVELIHOODS IN POST-CONFLICT, POST-DISASTER OR TRANSITION SITUATIONS			Impact: Contribution to MDGs 1 and 7
Goals			
1. To support the return of refugees and IDPs through food and nutrition assistance 2. To support the re-establishment of the livelihoods and food and nutrition security of communities and families affected by shocks 3. To assist in establishing or rebuilding food supply or delivery capacities of countries and communities affected by shocks and help to avoid the resumption of conflict			
Outcome	Indicator	Corporate target and performance measure	Project target and data source
	3.4.2 Prevalence of low MUAC among children under 5	Low MUAC prevalence stabilized for 80% of projects	Target: Population-specific – Stabilized prevalence of low MUAC Source: Survey data and/or assessment data
	3.4.3 Supplementary feeding performance rates ²²	Target met for 80% of projects	Target: Population-specific ²³ Source: Programme monitoring
Outcome 3.4 (b): Reduced stunting in targeted children/targeted populations in post-crisis situations	3.4.4 Prevalence of stunting among children under 2 (height-for-age as %)	Reduction in stunting prevalence achieved among children under 2 for 80% of projects	Target: Population-specific – Reduction in prevalence rate of stunting Source: Survey data and/or monitoring data
Outcome 3.5: Improved nutritional recovery of ART and/or TB treatment clients	3.5.1 Nutritional recovery rate ²⁴	Target met for 80% of projects	Target: Nutritional recovery rate > 75% Source: Programme monitoring
Output	Indicator		
(refer to Output 1.1 for distribution of food and non-food items, cash transfers and vouchers)			
Output 3.2: Developed, built or restored livelihood assets by targeted communities and individuals	3.2.1 Number of community assets created or restored by targeted communities and individuals, by type and unit of measure		

²² Recovery, death, default and non-response rates. These rates only apply in the context of treatment of moderate acute malnutrition (targeted interventions).

²³ SPHERE standards (Recovery rate > 75%; Death rate < 3%; Default rate < 15%; Non-response rate < 5%) should be used as guidance.

²⁴ This indicator will be reported separately for ART and/or TB treatment.

STRATEGIC OBJECTIVE 4: REDUCE CHRONIC HUNGER AND UNDERNUTRITION			Impact: Contribution to MDGs 1, 2, 3, 4, 5 and 6
Goals			
1. To help countries to bring undernutrition below critical levels and break the inter-generational cycle of chronic hunger 2. To increase levels of education and basic nutrition and health through food and nutrition assistance and food and nutrition security tools 3. To meet the food and nutrition needs of those affected by HIV and AIDS, TB and other pandemics			
Outcome	Indicator	Corporate target and performance measure	Project target and data source
Outcome 4.1(a): Increased production capacity for fortified foods, including complementary foods and special nutritional products, in countries supported by WFP	4.1.1 % increase in production of fortified foods, including complementary foods and special nutritional products	Production target met for 80% of countries supported	Target: Percentage increase in production over assistance period, by commodity type established for each country assisted Source: Capacity assessment
Outcome 4.1(b): Adequate food consumption reached over assistance period for targeted households ²⁵	4.1.2 Household food consumption score ²⁶	Score exceeded the threshold for 80% of projects	Target: Food consumption score exceeded 35/42 in targeted households Source: Annual household survey or monitoring data
Outcome 4.2: Increased access to education and human capital development in assisted schools	4.2.1 Enrolment: average ²⁷ annual rate of change in number of girls and boys enrolled	Annual rate of increase of 6% met or exceeded for 80% of projects	Target: Annual rate of increase reached 6% Source: Annual monitoring and/or survey data
	4.2.2 Attendance rate: number of schooldays in which girls and boys attended classes, as % of total number of schooldays	Attendance rate of 90% met or exceeded for 80% of projects	Target: Attendance rate reached 90% Source: Annual monitoring and/or survey data
	4.2.3 Gender ratio: ratio of girls to boys enrolled	Gender ratio set at 1 for 95% of projects	Target: Gender ratio set at 1 Source: Annual monitoring and/or survey data
	4.2.4 Pass rate for girls and boys	Pass rate of 50% met or exceeded for 80% of projects	Target: Pass rate reached 50% Source: Survey data from sampled schools

²⁵ Mitigation and safety-net programmes, for households affected by HIV contribute to this outcome. Household support can also contribute to improved adherence to ART or improved success of TB treatment for the individual client.

²⁶ Along with the household food consumption score, country offices are recommended to measure the coping strategy index. Dietary diversity scores can also be computed from the household food consumption score module to indicate changes in the quality of the diets.

²⁷ Average is calculated by dividing the sum of annual rate of change of each school surveyed by total number of target schools.



STRATEGIC OBJECTIVE 4: REDUCE CHRONIC HUNGER AND UNDERNUTRITION			Impact: Contribution to MDGs 1, 2, 3, 4, 5 and 6
Goals 1. To help countries to bring undernutrition below critical levels and break the inter-generational cycle of chronic hunger 2. To increase levels of education and basic nutrition and health through food and nutrition assistance and food and nutrition security tools 3. To meet the food and nutrition needs of those affected by HIV and AIDS, TB and other pandemics			
Outcome	Indicator	Corporate target and performance measure	Project target and data source
Outcome 4.3: Improved nutritional status of target groups of women, girls and boys	4.3.1 Prevalence of stunting among target children under 2 (height-for-age as %) ²⁸	Nutritional target reached for 80% of projects	Target: 10% reduction ²⁹ in stunting prevalence per year Source: Monitoring data and/or survey data
	4.3.2 Prevalence of iron deficiency anaemia (IDA) among target women and children ³⁰	Nutritional target reached for 80% of projects	Targets: – 10% reduction in IDA prevalence per year if fortified food provided – 20% reduction in IDA prevalence per year if multiple-micronutrient powder provided Source: Monitoring data and/or survey data
Outcome 4.4: Improved adherence to ART and/or success of TB treatment for target cases ³¹	4.4.1 ART adherence rate ³²	ART adherence rate target reached for 80% of projects	Target: Population-specific – Adherence rate to ART Source: Monitoring data and/or survey data
	4.4.2 TB treatment success rate ³³	Treatment success rate ³⁴ of 85% reached for 65% of projects	Target: 85% TB treatment success rate ³⁵ Source: Monitoring data and/or survey data
Output	Indicator		
(refer to Output 1.1 for distribution of food and non-food items, cash transfers and vouchers)			

²⁸ Prevalence of stunting among target children under 5 (height-for-age as %) should be used for projects of a 5-year duration (refer to Indicator Compendium: project-specific).

²⁹ Indicates percent reduction, not a percentage point reduction.

³⁰ <110 g/l for pregnant women; <120 g/l for non-pregnant women; <110 g/l for children aged 6–59 months; <115 g/l for schoolchildren 5–11 years; <120 g/l for schoolchildren 12–14 years.

³¹ Case of tuberculosis refers to a patient in whom tuberculosis has been confirmed by bacteriology or diagnosed by a clinician (WHO, 2007).

³² For projects performing Care and Treatment programmes, it is mandatory to report *ART nutritional recovery rate* in addition to *ART adherence rate*.

³³ For projects performing Care and Treatment programmes, it is mandatory to report *TB nutritional recovery rate* in addition to *TB treatment success rate*.

³⁴ TB treatment success rate is % of TB cases who are cured plus % of those with a course of treatment completed (WHO, 2007).

³⁵ WHO's international target for patients going on TB treatment (WHO, 2007); Global tuberculosis control: surveillance, planning, financing (WHO, 2008)



STRATEGIC OBJECTIVE 5: STRENGTHEN THE CAPACITIES OF COUNTRIES TO REDUCE HUNGER, INCLUDING THROUGH HAND-OVER STRATEGIES AND LOCAL PURCHASE Goals 1. To use purchasing power to support the sustainable development of food and nutrition security systems, and transform food and nutrition assistance into a productive investment in local communities 2. To develop clear hand-over strategies to enhance nationally owned hunger solutions 3. To strengthen the capacities of countries to design, manage and implement tools, policies and programmes to predict and reduce hunger			Impact: Contribution to MDGs 1 and 8
Outcome	Indicator	Corporate target and performance measure	Project target and data source
Outcome 5.1: Increased marketing opportunities at national level with cost-effective WFP local purchases	5.1.1 <i>Food purchased locally, as % of food distributed in-country</i>	Target met for food purchased locally in 80% of countries supported	Target: Set for country – % increase in food purchased locally and cost-effectively Source: Annual monitoring data and cost-effectiveness analysis
Outcome 5.2: Progress made towards nationally owned hunger solutions ³⁶	5.2.1 National capacity index (NCI), by hunger solution	Target met for 80% of projects	Target: Set for country – Threshold set to capture increase in national capacity (based on initial assessment, by hunger solution) Source: Capacity assessment exercise

³⁶ Hunger solutions are about investing in people through effective, targeted social protection programmes, including sustainable home-grown and country-led responses to the urgent challenges of hunger and malnutrition facing the most vulnerable and poor people. Hunger solutions include P4P activities, targeted productive and social safety net programmes, home-grown school feeding, nutrition programmes, enhancing the resilience of vulnerable people through community-level disaster risk reduction, risk transfer and insurance schemes, natural resources management, asset creation, livelihoods diversification and infrastructure development programmes.

STRATEGIC OBJECTIVE 5: STRENGTHEN THE CAPACITIES OF COUNTRIES TO REDUCE HUNGER, INCLUDING THROUGH HAND-OVER STRATEGIES AND LOCAL PURCHASE		Impact: Contribution to MDGs 1 and 8
Goals <ol style="list-style-type: none"> To use purchasing power to support the sustainable development of food and nutrition security systems, and transform food and nutrition assistance into a productive investment in local communities To develop clear hand-over strategies to enhance nationally owned hunger solutions To strengthen the capacities of countries to design, manage and implement tools, policies and programmes to predict and reduce hunger 		
Output	Indicator	
Output 5.1: Food purchased locally	5.1.1 Tonnage of food purchased locally, by type and country classification	
Output 5.2: Capacity and awareness developed through WFP-led activities	5.2.1 Number of government/national partner staff receiving WFP technical assistance and training ³⁷	
	5.2.2 Number of national food security/nutrition programmes ³⁸ receiving WFP technical assistance	
	5.2.3 WFP expenditures for technical assistance to strengthen national capacity (US\$)	
	5.2.4 Number of WFP-managed hunger solutions, systems and tools ³⁹ handed over to the national government	



³⁷ Technical assistance and training refers to capacity development support: to facilitate the transition to national ownership of WFP-supported programmes and/or to strengthen national programmes owned and managed by government. It includes assistance to develop policy frameworks. Training intended to facilitate and strengthen WFP programmes should not be accounted for.

³⁸ National food security/nutrition programmes refer to programmes that are government owned and managed, supported by WFP technical assistance (e.g. public food distribution system, national school feeding programmes, etc.) and/or programmes which are in transition to national ownership (i.e. in hand-over to government).

³⁹ WFP's supporting analysis tools to implement hunger solutions are tailored, together with the required targeting and monitoring institutional tools - vulnerability and food security analysis, comprehensive food security and vulnerability analysis, early warning systems, needs assessment, contingency planning, market analysis – to the needs of the most vulnerable countries and communities. Operational tools used are as follows: local and international tendering processes, modalities (like food, cash and vouchers), food, cash or vouchers distribution mechanisms, food processing, food management, food ration calculation, cash/voucher entitlement calculation, general food distribution methodology, beneficiary registration, etc.

ANNEX II-B: OUTCOME PERFORMANCE REPORTING

INDICATOR	Reporting rate (%) ¹	Number of projects reported on indicators	Number of values ²	Number of comparable values ³	Improvement number (%)	Stabilization number (%)	Weighted improvement (%)
Strategic Objective 1							
Prevalence of acute malnutrition among children under 5 (weight-for-height as %)⁴	72	33	50	23	12 (52)	6 (26)	62
Prevalence of low mid-upper arm circumference (MUAC)⁵	57	8	8	2	2 (100)	0 (0)	
Supplementary feeding recovery rate	100 ⁶	34	39	37	24 (65)	10 (27)	
Supplementary feeding death rate	100	24	27	24	16 (67)	2 (8)	
Supplementary feeding default rate	100	31	36	32	15 (47)	8 (25)	
Supplementary feeding non-response rate	75	12	14	9	6 (67)	0 (0)	
Household food consumption score	98	66	66	49	32 (67)	8 (16)	
Retention rate	78	7	7	3	3 (100)	0 (0)	
ART/TB/PMTCT default rate	50	2	2	1	1 (100)	0 (0)	
Strategic Objective 2							
Disaster preparedness index	43	10	10	4	2 (50)	2 (50)	64
Household food consumption score	83	15	21	10	7 (70)	2 (20)	

¹ The reporting rate is calculated as the number of projects that reported on certain corporate indicators in standard project reports (SPRs) divided by the number of projects that included these indicator(s) in the logframes.

² One indicator value equals one project, with the exception of nutrition indicators, which are disaggregated by location.

³ Comparable values are those with baselines or previous values.

⁴ Projects targeting children under 2 to measure the prevalence of acute malnutrition among children under 2.

⁵ Includes prevalence of MUAC for children under 5 and under 2, depending on project targeting.

⁶ High reporting rates reflect inclusion of indicators commonly used by country offices in the 2011 SRF revision.



ANNEX II-B: OUTCOME PERFORMANCE REPORTING

INDICATOR	Reporting rate (%) ¹	Number of projects reported on indicators	Number of values ²	Number of comparable values ³	Improvement number (%)	Stabilization number (%)	Weighted improvement (%)
Households asset score	40	4	4	2	0 (0)	1 (50)	
Community asset score	60	9	10	6	5 (83)	1 (17)	
Strategic Objective 3							
Household food consumption score	85	29	31	20	13 (65)	3 (15)	
Community asset score	32	8	10	8	6 (75)	0 (0)	
Retention rate	33	7	7	6	4 (67)	1 (17)	
Enrolment rate	50	6	6	6	5 (85)	0 (0)	
Prevalence of acute malnutrition among children under 5 (weight-for-height as %) ⁷	71	5	7	0	0 (0)	0 (0)	
Prevalence of low MUAC ⁸	50	1	3	0	0 (0)	0 (0)	
Supplementary feeding recovery rate	100	6	6	4	2 (50)	2 (50)	66
Supplementary feeding death rate	75	3	3	2	1 (50)	1 (50)	
Supplementary feeding default rate	75	3	3	2	1 (50)	1 (50)	
Supplementary feeding non-response rate	33	1	1	0	0 (0)	0 (0)	
Prevalence of stunting among targeted children under 2 (height-for-age as %) ⁹	67	4	5	3	1 (33)	0 (0)	
ART nutritional recovery rate	100	5	5	3	2 (67)	0 (0)	
TB nutritional recovery rate	100	3	3	2	2 (100)	0 (0)	

⁷ Projects targeting children under 2 to measure prevalence of acute malnutrition among children under 2.

⁸ Includes prevalence of MUAC for children under 5 and under 2, depending on project targeting.

⁹ Prevalence of stunting among target children under 5 (height-for-age as %) is used for projects of a 5-year duration.

ANNEX II-B: OUTCOME PERFORMANCE REPORTING

INDICATOR	Reporting rate (%) ¹	Number of projects reported on indicators	Number of values ²	Number of comparable values ³	Improvement number (%)	Stabilization number (%)	Weighted improvement (%)
Strategic Objective 4							
% increase in production of fortified foods	67	2	2	2	1 (100)	0 (0)	
Household food consumption score	45	5	6	3	1 (33)	1 (33)	
Enrolment rate	59	20	20	19	12 (63)	4 (21)	
Attendance rate	78	36	36	31	26 (84)	0 (0)	
Gender ratio	100	38	38	36	16 (44)	14 (39)	
Pass rate	100	17	17	14	10 (71)	0 (0)	
Prevalence of stunting among targeted children under 5 (height-for-age as %)	83	10	13	6	6 (100)	0 (0)	
Prevalence of IDA in women and children	46	6	10	7	3 (43)	1 (14)	
TB treatment success rate	80	4	4	4	2 (50)	0 (0)	
ART adherence rate	100	7	7	5	5 (100)	0 (0)	64
Strategic Objective 5							
Food purchased locally, as % of food distributed in-country	100	27	27	24	13 (54)	4 (17)	53
National capacity index	100	23	29	8	4 (50)	3 (38)	



ANNEX II-C: METHODOLOGY – ASSESSMENT OF STRATEGIC OBJECTIVES

Methodology

The model adopted for assessment of the WFP Strategic Objectives provides a conclusive statement of achievements from 'strong progress' in green, 'some progress' in amber, 'no progress' in red and 'insufficient data for assessment' in grey¹ (see below).

Strong Progress	if $\geq 60\%$ of indicator values show improvement
Some Progress	if 40-59% of indicator values show improvement
No Progress	if $<40\%$ of indicator values show improvement
Insufficient Data	insufficient data for assessment

Initial steps to determine the assessment of Strategic Objectives

1. Identify the corporate outcome indicators under each Strategic Objective;
2. Note the number of projects that corresponds to indicators reported in the SPRs;
3. Determine and analyse the reporting rate.

Following the criteria used in the APR 2009, at least one indicator must be reported in 10 or more projects.

Example: The preliminary findings drawn from SPRs 2010 for Strategic Objectives 3 and 5 are as follows:

Strategic Objective 5

Indicator	Number of projects reported indicator in SPR 2010
Food purchased locally, as % of food distributed in-country	9
Hand-over strategy developed and implemented	3
%increase in government's funding for hunger solution tools in national plans of action	2

Strategic Objective 3

Indicator	Number of projects reported indicator in SPR 2010
Household Food Consumption Score	20
Coping Strategy Index	8
Community Asset Score	4
Retention rate	10

¹ Assessment of the WFP Strategic Objectives is "conclusive" when at least one indicator is reported in 10 or more projects with a reporting rate higher than 50 percent (See Annex II-B) while targets and internal benchmarks for each WFP Management Result Dimension are based on the indicators used in the 2010 APR.

ANNEX II-C: METHODOLOGY – ASSESSMENT OF STRATEGIC OBJECTIVES

Analysis:

All indicators reported under Strategic Objective 5 are in less than 10 projects. For this reason, they are not to be assessed. Detailed information can be found in the Annex II-B. Under Strategic Objective 3, there are two indicators reported in 10 or more projects, namely “household food consumption score” and “retention rate”.

1. The overall performance of Strategic Objective 3 must be assessed on the relative importance of 20 projects reporting on household food consumption score and 10 projects reporting on retention rate – known as the reporting rate: the number of projects reported on corporate indicators in SPRs divided by the total number of projects that have included these indicator(s) in the logframes.
2. The second criteria analyses whether the reporting rate is equal to or higher than 50 percent in at least one of the indicators.

Example: Note the number of projects that have included the indicator reported in the logframes and the number of projects that corresponds to the indicator reported in SPRs.

Strategic Objective 3

Indicator	Number of projects included indicator in the logframe	Number of projects reported indicator in SPR 2010	Reporting rate
Household Food Consumption Score	39	20	51%
Retention rate	22	10	45%

Household food consumption score with a 51 percent reporting rate fully meets the second criteria. The Strategic Objective 3 is now ready to be assessed.

Final steps to the assessment of Strategic Objectives

The indicator values² reported in the SPRs provide the status of project achievements or results: improvement, stabilization or decline.

STEP 1: Delete total number of values with only ‘1’ or incomparable sources for trend analysis.

Example (shown below): This assessment of Strategic Objective 3 is based on one indicator value per project. Only comparable values are used for trend analysis of the indicators.

² The majority of indicators have 1 indicator value equals to 1 project, with the exception of nutrition indicators. They are disaggregated based on locations (e.g. more refugee camps). 1 project may have more than 1 indicator value for the same indicator.

ANNEX II-C: METHODOLOGY – ASSESSMENT OF STRATEGIC OBJECTIVES**Strategic Objective 3**

Indicator	Number of projects included indicator in the logframe	Number of projects reported indicator in SPR 2010	Reporting rate	Total number of values	Total number of comparable values
Household Food Consumption Score	39	20	51%	20	18
Coping Strategy Index	12	8	67%	8	8
Community Asset Score	26	4	15%	4	2
Retention rate	22	10	45%	10	7

STEP 2: Analyse the above indicators using total number of comparable values and giving weight to the performance achievements/results relative to the reporting frequency.

Example: The preliminary findings drawn from SPRs 2010 showed greater percentage of ‘improvement’ values:

Strategic Objective 3

Indicator	Total number of comparable values	Results			Improvement (weighted)	
		Improvement	Stabilization	Decline		
Household Food Consumption Score	A 18	1 94%	0%	6%	80%	Strong progress
Coping Strategy Index	B 8	2 75%	0%	25%		
Community Asset Score	C 2	3 50%	50%	0%		
Retention rate	D 7	4 57%	29%	14%		

Analysis:

A, B, C and D represent the total number of comparable values reported to allow trend analysis. 1, 2, 3 and 4 represent the results reported in SPRs 2010. Out of 18 projects, 94 percent reported an improvement in household food consumption score.

To give weight to the performance results of this specific Strategic Objective, A, B, C and D are designated as weights. The overall 80 percent weighted improvement for Strategic Objective 3 is calculated on this basis:

$$(A*1 + B*2 + C*3 + D*4)/\text{sum}(A+B+C+D).$$

Conclusion: In 2010, WFP’s result for Strategic Objective 3 was STRONG PROGRESS.

ANNEX III-A: KEY PERFORMANCE INDICATORS 2012

	Target 2012	KPI 2012	KPI 2011	KPI 2010
Securing Resources				
Funding is secured against planned needs				
Confirmed contributions as % of expected funding in Management Plan	100	105	98	102
% Of gross needs met	≥ 61	55	59	54
Predictable contributions have grown				
% Funds received through multi-year contributions	≥ 5	10	5	4
% Multilateral confirmed contributions	≥ 12	11	12	9
A stable base of reserve funding is maintained				
% Reserve funding in place	100	95.3	98	106.3
The required staff profile is in place				
% Women staff in all positions	50	41	41	41
% Women staff at P5 and above	≥ 36	36	36	36
% Staff from developing countries at P5 and above	≥ 28	27	28	28
Stewardship				
Funds are utilized according to plan				
% Undistributed food at year end against total food programmed in that year	≤ 10	9.6	N/A	N/A
% Expenditure on cash and vouchers year end against total programmed in the year	≤ 10	6	N/A	N/A
% Unspent balance at project closure against total received	0	0.5	N/A	N/A
% Funding transferred at financial closure against total received	≤ 10	5	N/A	N/A
Security and safety of staff, premises and operations are increased				
MOSS compliance rate (%) based on security assessment mission	≥ 70	85	60	92
Well-being of staff is increased				
% Staff days lost through sickness and injury	≤ 5	1.8	1.8	1.6
Staff satisfaction with growth and development (%)	100	50	N/A	N/A
The greenhouse gas footprint of WFP is minimized				
% Change in CO ₂ emission ¹	≤ -6	-6.6	-5.9	6.5
Effective control frameworks are in place				
% Offices with annual performance plans	100	96	95	N/A
% Offices with risk registers	100	84	65	N/A

¹ Against 2008 baseline.

ANNEX III-A: KEY PERFORMANCE INDICATORS 2012

	Target 2012	KPI 2012	KPI 2011	KPI 2010
% Post-delivery losses	≤ 2	0.74	0.45	0.31
% Outstanding security assessment missions' recommendations	≤ 10	33	N/A	N/A
Number of medium- and high-risk internal audit recommendations outstanding for more than a year	0	163	201	155
WFP brand and public awareness are managed to increase positive visibility				
Gross revenue in online donations (US\$ million)	≥ 6	3	6.8	4
Value of pro-bono advertising (US\$ million)	≥ 84.8	48	84.8	249.7
Number of mentions in the media	≥ 125 000	45 492	79 082	57 534
% Growth of online presence	≥ 15	52	124	515
Learning and Innovation				
Identification, documentation and dissemination of lessons are encouraged				
Rating of reporting on lessons learned based on performance information	5	4	N/A	N/A
% Of outstanding evaluation recommendations	≤ 20	21	20	23
Staff capacity is developed to deliver WFP's strategy				
% Staff attending management training programme	100	257	87	81
Internal Business Processes				
Internal business processes are efficiently managed				
Efficiency index: Timeliness of internal business processes				
% Contributions that are registered within 30 days	100	75	78	82
% Shipments sailed earlier or within the delivery period	≥ 70	73.4	65.7	75.7
% Food delivered to WFP within the contractual period.	≥ 80	80.4	79	78
% Availability of IT critical services	99.9	99.6	99.8	99.8
Efficiency index: Quality of internal business processes				
% Country offices with Food Safety and Quality Management – vendor reliability evaluations	≥ 10	10	N/A	N/A
Ocean freight savings (US\$ million)	≥ 1	8.3	N/A	N/A
% Customer (end user) satisfaction	≥ 80	76	N/A	N/A

ANNEX III-A: KEY PERFORMANCE INDICATORS 2012

	Target 2012	KPI 2012	KPI 2011	KPI 2010
Operational Efficiency				
Cost efficiency is ensured				
Annual direct cost per beneficiary (US\$)	≤ 32.7	37.4	32.7	32.1
Annual cost of food assistance per beneficiary (US\$)	N/A	35.8	N/A	N/A
Annual cost of cash and voucher transfers per beneficiary (US\$)	N/A	39.5	N/A	N/A
Timely response to assessed needs				
Response time for sudden-onset EMOPs (hrs)	≤ 72	72	N/A	N/A
% Reduction in lead time	≥ 50	70	N/A	N/A
% Time saved between confirmed advance financing and receipts goods	≥ 50	37	N/A	N/A
Continuity of delivery is maintained				
% Funds advanced against total allocated to projects	≥ 25	42	N/A	N/A
Monthly average availability of food through forward purchase inventory (mt)	≥ 225 000	196 000	N/A	N/A
Appropriate responses are provided				
% Actual vs. planned expenses by Strategic Objective and activity type (%)	≤ 5	2	N/A	N/A
% WFP projects with gender marker code of 2a or 2b	≥ 50	24	N/A	N/A
% Strategic Results Framework indicators reported vs. planned	≥ 66	77	66	N/A

ANNEX III-B: METHODOLOGY – ASSESSMENT OF 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	
Strong progress	Actual value on or with minimal deviation from target
Some progress	Actual value with some deviation from target
No progress	Actual value with deviation from target above acceptable range

For example: **percent gross needs of funding met**, Target = 61 and Actual = 55, Target type = Achievement. The score is: $55/61 \times 100 = 90$

The score is greater than 75, corresponding to ‘Strong progress.’

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

Traffic Light	Index
Strong progress	3
Some progress	2
No progress	1

For example: **percent gross needs of funding met** – if traffic light is green, it is an indication of ‘Strong progress’ with an Index of 3.

Step 3: Calculate the arithmetic average of KPI indexes to assess the achievement of the management result

For example: ‘**Funding is secured against planned needs**’ is measured by two KPIs:

KPI	Index
Confirmed contributions as % of expected funding in Management Plan	3
% gross needs of funding met	3

The arithmetic average is **3 corresponding to the index value of the management result.**

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

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

For example: The index value is 3. “Funding is secured against planned needs” 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 2012**Summary**

The present report is submitted pursuant to Executive Director's Circular ED 2008/002 entitled "Establishment of Ethics Office in WFP" in which the Ethics Office is requested to report annually on the activities of the Ethics Office and the implementation of ethics policies. The report also includes information on the activities of the United Nations Ethics Committee of which the WFP Ethics Office is a member.

The current report covers the period 1 January–31 December 2012.

I. Introduction and Background

1. The WFP Ethics Office was established in January 2008 pursuant to the Secretary-General's Bulletin ST/SGB/2007/11 "United Nations system-wide application of ethics: separately administered organs and programmes." The primary objective of the Ethics Office is to ensure that all staff members of the organization observe and perform their functions consistent with the highest standards of integrity required by the Charter of the United Nations, and in accordance with the Standards of Conduct for the International Civil Service. The strategy for achieving this goal is to foster a culture of ethics, transparency and accountability. The principal responsibilities of the Ethics Office include implementation of the following policies or activities:

- A. *Financial Disclosure (ref. ED Circular 2008/004)*
- B. *Protection Against Retaliation (ref. ED Circular 2008/003)*
- C. *Confidential Advice (ref. ED Circular 2008/002)*
- D. *Training, Education and Outreach (ref. ED Circular 2008/002)*
- E. *Participation in the United Nations Ethics Committee and Network (ref. ED Circular 2008/002; ST/SGB/2007/11)*

2. This report of the WFP Ethics Office 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 (UNEC).

3. The present report provides an assessment of the activities undertaken by the WFP Ethics Office during the period 1 January–31 December 2012.

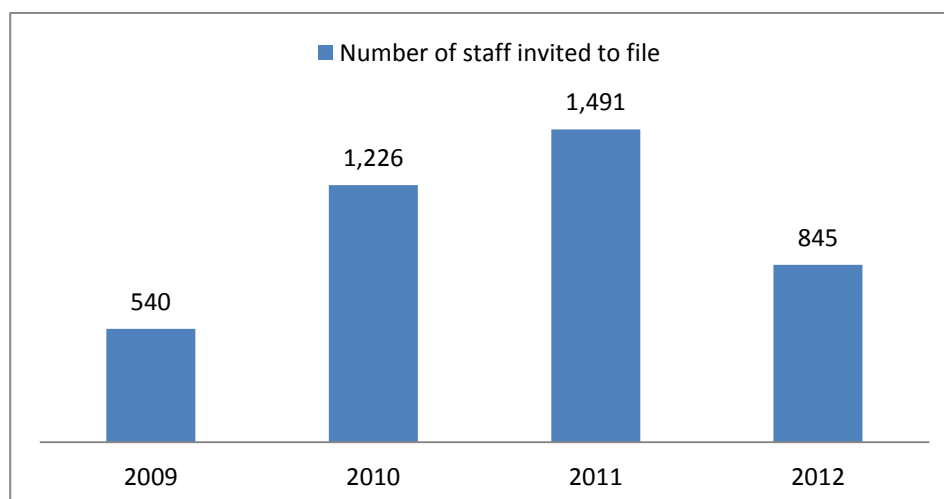
II. Activities of the WFP Ethics Office**A. Financial and conflict of interest disclosure programme**

4. WFP's policy on financial disclosure was adopted in April 2008 pursuant to Executive Director's Circular 2008/004 and was first implemented in 2009. The financial disclosure policy is a key component of WFP's commitment to transparency and public confidence-building. The Financial Disclosure Programme (FDP) acts as a safeguard and risk management tool for both staff members and the organization as a whole. The Ethics Office is mandated to administer the FDP in order to identify, manage and mitigate personal conflicts of

interest. The financial disclosure statements are reviewed by an external contractor, under the supervision of the WFP Ethics Office.

5. In 2012, the Ethics Office implemented its fourth annual financial disclosure exercise for the 2011 transaction year and completed the review of statements from the 2011 exercise. Eligible staff members included all staff at the D-1 and D-2 level, as well as all Country Directors, whatever their grades. The filing population also included all staff members whose occupational duties included procurement authority to release purchase orders of any type; all oversight (audit/investigation), investment (Treasury) and procurement officers; as well as all staff members who were members of a vendor management committee or had regular access to procurement for more than 75 percent of their time. For the 2012 FDP exercise, 845 WFP employees – representing 6.1 percent of the total staff population – were identified by senior unit or country office managers for completion of a conflict of interest questionnaire, and if necessary a financial disclosure statement. This total represents a substantial decrease (43 percent) over the previous year as indicated in Figure 1. The decrease can be attributed mainly to the new requirement in the 2012 exercise that staff members should be members of vendor management committees or should have had regular access to procurement information for more than 75 percent of their time: the previous criterion had merely specified staff members whose direct access to procurement information warranted the filing of a financial disclosure statement, without specifying the threshold of 75 percent of their time. The new percentage threshold tended to exclude from the disclosure requirement a relatively large number of staff members who could well have conflicts of interest, and is consequently being dropped for the 2013 exercise.

Figure 1: Financial Disclosure Participation by Calendar Year (2009–2012)



6. The 2012 FDP exercise presented a further opportunity to test the effectiveness of the new Conflict of Interest (COI) questionnaire introduced in 2011 as part of the annual exercise. The questionnaire consisted of a series of questions revolving around the most common conflicts of interest confronting WFP employees as identified from previous exercises. The COI questionnaire requests staff to provide information on any relationships they or their dependent family members may have had with any WFP vendors or partners or governments, and to report any outside activities, receipt of gifts or awards, family relations in the United Nations, landlord/renter relations, etc. Completion of the questionnaire was designed to elicit or uncover any potential conflicts of interest that may damage the reputation of the

organization before they occur, and is mandatory for all staff selected for the FDP exercise. As a result, all filers for the 2012 FDP exercise were reviewed for the most common conflicts of interest confronting WFP staff and the organization. The annual exercise took place from 2–30 April 2012. The filtering effect of the COI questionnaire reduced the number of full financial disclosure statements that needed to be filed by 330, and at the same time reinforced filers' obligations to avoid conflicts of interest. The questionnaire makes it easier to identify a conflict of interest because it focuses on the relationships and transactions between a staff member and a vendor or restricted entity.

7. In implementing the 2012 FDP exercise, the Ethics Office responded to a large number of e-mail messages, telephone calls and direct office visits regarding filing requirements. While the number of queries was substantial, it was far less than the previous year, reflecting the increased level of familiarity of staff with the procedures.

8. By the end of the 2012 exercise, 828 out of 845 eligible staff had completed a COI questionnaire, for a compliance rate of 98 percent; 498 of those individuals subsequently completed a financial disclosure statement. Of the remaining staff, 12 were granted approved exemptions,¹ while 5 have not filed questionnaires despite repeated reminders: their cases are still being followed up, and will eventually be referred to the Human Resources Division for disciplinary action. Review of the 828 statements and questionnaires filed revealed a potential or initial appearance of a conflict of interest in 36 cases, or 4.3 percent (Table 1).

Table 1: Status of Findings of the Review of Financial Disclosure Statement/Questionnaire

Finding on Review of Financial Disclosure	Year submitted	Percent
Statements/Questionnaires		
Status	2012	%
No actual or potential conflicts of interest (COI) found	792	95.65
Possible or initial appearance of COI but no COI found, e.g. family, tenant, vendor, government relationships, etc.	24	2.89
Actual COI found and resolved	12	1.45
Grand Total	828	100.00

9. In order to complete the review of questionnaire and financial disclosure statements, more information was requested from almost 50 percent of the staff who filed. This was down

¹ Exemptions were granted to staff who had been separated after the initial list of eligible staff was compiled; for staff on secondment; and for staff whose current duties were subsequently found not to correspond to the eligibility criteria.

substantially from the figure of 75 percent reported for the previous year's exercise. Additional information requested included the names and locations of assets and other details regarding other staff income, profits, liabilities and supplements. Companies and organizations affiliated with staff were reviewed against the WFP vendor list consisting of more than 2,000 companies.

B. Protection of staff against retaliation for reporting misconduct and for cooperation with duly authorized audits or investigations

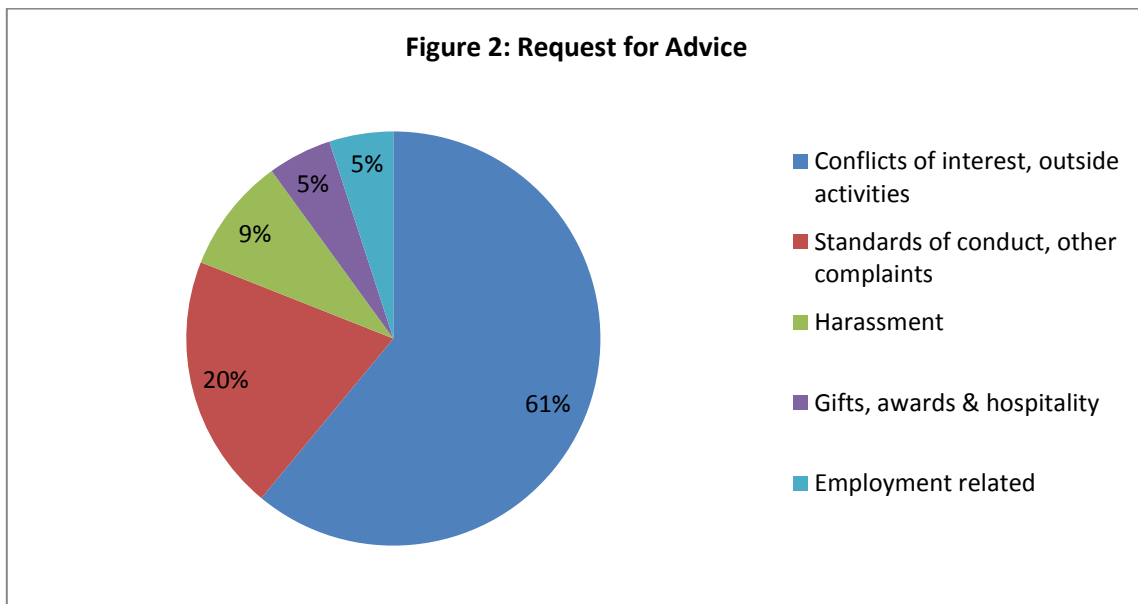
10. It is the duty of all staff to report any breach of WFP's regulations and rules to officials whose responsibility it is to take appropriate action and to cooperate with WFP's oversight functions. An individual who makes such a report in good faith has the right to be protected against retaliation. Among the key responsibilities of WFP's Ethics Office is to enhance protection against retaliation for individuals who report misconduct, provide information in good faith on wrongdoing by one or more employees, or cooperate with a duly authorized audit or investigation. The main objective of the policy is to ensure that staff members who have a duty to report misconduct and cooperate with audits and investigations are not prevented from doing so out of fear of retaliation.

11. During the 2012 reporting period, the Ethics Office received five inquiries related to protection against retaliation. This level of activity is similar to the experience in 2011 when the Office responded to six such inquiries. Preliminary reviews carried out by the Ethics Office in two of these cases resulted in a finding that there was no *prima facie* case of retaliation, and the complainants were so informed. One other case was referred for investigation subsequent to a *prima facie* finding of retaliation: the subsequent investigation revealed no case of retaliation. No formal retaliation complaints were filed in the remaining two cases. The allegations of misconduct made in one of these cases are now under investigation by the Office of the Inspector General. The last case was resolved as a managerial issue.

C. Confidential advice

12. The Ethics Office is mandated to provide advice to staff and management in a confidential setting in an effort to prevent, identify or manage actual or potential conflicts of interest. This activity not only helps staff maintain high professional and ethical standards but also helps to avoid or manage situations that could give rise to a conflict of interest.

13. During the reporting period, the Ethics Office registered 122 requests for advice on issues unrelated to financial disclosure or protection against retaliation, up from 107 in 2011 and 67 in 2010, indicating continued growth in its guidance function. The nature of these requests (Figure 2) included advice on conflicts of interest – outside activities (61 percent), harassment (9 percent), the acceptance of gifts or favours (5 percent), employment and post-employment related (5 percent), and others including the Standards of Conduct for International Civil Servants (20 percent).



D. Training, education and outreach

14. Training, education and outreach activities are key functions of the WFP Ethics Office and efforts designed to reinforce staff and management compliance with the highest ethical standards continued in 2012 through a variety of activities.

15. The WFP Ethics Office now has a United Nations online ethics training course available for all staff on its website, and has issued periodic notices encouraging staff to complete the online course. Funds are still being sought for a mandatory e-learning training course for all staff on the Standards of Conduct for International Civil Service, anti-fraud, anti-corruption practices, ethics awareness and harassment.

16. The Ethics Office gave a presentation to a global procurement meeting in Rome in September 2012. The Office collaborated with the Office of the Ombudsman and the Oversight Office in joint awareness training on ethics, the Standards of Conduct for International Civil Service, and harassment, sexual harassment, and abuse of power policies in Kabul in September 2012 at the request of the Afghanistan Country Director.

17. The Ethics Office also collaborated with the offices of the WFP and UNHCR Ombudsmen as well as with the UNHCR Ethics Office to jointly train WFP and UNHCR Respectful Workplace Advisors (RWAs) as "Ethics Ambassadors" in the North Africa region (Khartoum, April 2012), Latin America region (Panama, May 2012) and West Africa region (Dakar, October 2012). The training of RWAs as Ethics Ambassadors is a new initiative that began in 2011, and is scheduled for extension to all WFP regions. Newly trained Ethics Ambassadors will act as focal points in country offices for ethics issues and will provide colleagues with a confidential, neutral contact point and source of information and support when experiencing a workplace conflict or ethical challenge. They will refer to the Ethics Office in Headquarters for advice and consultation, and the Ethics Office, along with the Office of the Ombudsman, will be responsible for updating the Ethics Ambassadors on the latest relevant policies and practices.

18. The Ethics Office also continued its three-year collaboration with the Human Resources Division in 2012 to brief all newly recruited WFP personnel on ethical standards of integrity. Pamphlets summarizing the principal functions and policies of the Ethics Office were produced and distributed to all participants in all the awareness training sessions.

E. Standard-setting and policy support

19. Fostering a corporate culture of ethics, transparency and accountability requires frequent and consistent advocacy. Over the course of 2012, the Ethics Office continued to provide guidance to management on the incorporation of ethical standards in organizational practices and processes.

20. As *ex-officio* member of the Expanded Senior Management Group Meeting chaired by the Executive Director, the Director of the Ethics Office participates in weekly senior staff meetings to provide updates on the latest Ethics Office practices and policies. The Ethics Office is also invited on a regular basis to review any new corporate policy initiatives, and the Human Resources Division continued to request the advice of the Ethic Office on a regular basis. The Office also played an important advisory role to management for WFP participation in the review of the Standards of Conduct for the International Civil Service by the International Civil Service Commission (ICSC).

F. United Nations Ethics Committee and Network

21. The United Nations Ethics Office was established by the Office of the Secretary-General pursuant to bulletin ST/SGB/2007/11 which entered into force on 1 December 2007. The Committee 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 to consult on certain important and particularly complex cases and issues having United Nations system-wide implications. In 2011, for example, the WFP Ethics Office provided advice to WFP management on, *inter alia*, the ICSC review of the Standards of Conduct for the International Civil Service, reflecting the consensus of the Committee.

22. The membership of the UNEC comprises 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. As of 31 December 2012, the Committee consisted of the following members: the Ethics Office of the United Nations Secretariat (chair), UNDP, UNICEF, UNFPA, United Nations Office for Project Services (UNOPS), WFP, United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA) and UNHCR.

23. As per the provision of the Secretary-General's Bulletin on United Nations system-wide application of the Ethics, the WFP Director of the Ethics Office participates in the UNEC meetings. As a member of the UNEC, the Director of the Ethics Office participated in all nine UNEC meetings as well as the Ethics Network meeting held in 2012. During the reporting period, UNEC addressed a number of issues of common interest including parameters of confidentiality of an ethics office, harmonization and coherence on ethics advice, implementation of financial disclosure programmes, review of the annual reports of UNEC members, and protection against retaliation policies and practices. The work of UNEC is reflected in the Report of the Secretary-General to the 67th Session of the General Assembly "Activities of the Ethics Office" (A/67/306).

24. In support of the Secretary-General's promotion of system-wide collaboration on ethics-related issues within the United Nations family, an Ethics Network for Multilateral Organizations was established on 21 June 2010. 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. Having held four meetings since its establishment, one of which occurred during the reporting period, the Network has thus far focused its collaborative efforts on the development of a compendium of practices in relation to the functions of an ethics office and on the exchange of experience and materials in the areas of surveys, ethics training, financial disclosure and ethics advisory services.

III. Conclusion

25. After four years of operation, the Ethics Office continued to assert its relevance and its role in fostering a culture of ethics, integrity and accountability within the organization while fulfilling its growing mandated responsibilities and overcoming staff constraints. Given the exponential growth each year in the number of queries or requests for advice addressed to the Ethics Office, the Office is hard-pressed to respond to the demands on it under its current staffing. The Director of the Ethics Office, Mr Joseph Scalise, retired at the end of December 2012, and efforts are now underway to recruit a replacement.

26. The United Nations Ethics Committee 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 WFP Ethics Office to maintain currency in the field and follow best practices.

ANNEX V: WFP EMPLOYEES WITH CONTRACTS OF ONE YEAR OR LONGER¹

CATEGORY	TOTAL	NUMBER OF WOMEN	PERCENTAGE OF WOMEN
Higher categories (D-2 and above)	46	10	22
International professionals (P-1 to D-1)	1 355	549	41
Junior professional officers	47	37	79
TOTAL INTERNATIONALLY RECRUITED	1 448	596	41
National professional officers	639	237	37
General service	2 799	1 104	39
Service contracts	6 449	1 460	23
TOTAL LOCALLY RECRUITED	9 887	2 801	28
TOTAL WFP EMPLOYEES²	11 335	3 397	30

¹ 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.

² Data extracted on 14 January 2013 from the WFP Information Network and Global System (WINGS).

ANNEX VI: GLOBAL FOOD AID PROFILE

	2008	2009	2010	2011	2012*
Food aid deliveries (million mt)					
Global food aid deliveries	6.5	6.1	5.9	4.1	3.6
Of which by WFP	4.0	3.8	3.3	2.4	2.2
Food aid deliveries by commodity					
Cereals	5.6	5.2	5.6	3.8	3.4
Non-cereals	0.9	0.9	0.3	0.3	0.2
Global food aid deliveries (%)					
Procurement in developing countries	32	31	32	34	
Deliveries by channel					
Bilateral	11	6	6	5	8
Multilateral	64	64	57	61	62
Non-governmental organizations (NGOs)	25	30	37	34	30
Food aid deliveries by category					
Emergency	76	74	74	68	62
Project	19	22	22	28	34
Programme	5	4	4	4	4
Food aid deliveries by region					
Sub-Saharan Africa	63	63	58	62	61
Asia	24	23	29	21	19
Eastern Europe and Commonwealth of Independent States (CIS)	2	2	1	0	0
Latin America and the Caribbean	5	5	8	7	5
Middle East and North Africa	6	5	4	10	15
Deliveries to					
Developing countries	98.3	97.9	98.4	95.8	
Least developed countries (LDCs)	68.8	66.9	66.5	64.2	
Low-income food-deficit countries (LIFDCs)	91.9	92.0	94.5	87.2	
Total cereal food aid deliveries as % of					
World cereal production	0.2	0.2	0.2	0.2	
World cereal imports	1.8	1.7	1.8	1.2	
Cereal food aid deliveries to LIFDC as % of					
LIFDC cereal production	0.5	0.4	0.5	0.3	
LIFDC cereal imports	6.4	5.6	5.9	3.7	

Sources: WFP/International Food Aid Information System (INTERFAIS), 4 April 2013

*2012 Figures are provisional

ANNEX VII: WFP FOOD PROCUREMENT IN 2012

	Quantities (mt)	% of total	US\$ million	% of total
Developing countries				
Least developed	683 625	33	282.3	26
Other low-income ¹	41 646	2	16.1	1
Lower middle-income ²	781 009	37	382.9	35
Upper middle-income ³	300 619	14	163.5	15
Subtotal	1 806 899	86	844.7	77
Developed countries				
Subtotal	299 386	14	258.7	23
TOTAL	2 106 285	100	1 103.4⁴	100

No.	COUNTRY	(mt)	US\$
Developing countries			
1	INDIA	318 275	104 013 917
2	INDONESIA	80 663	91 338 353
3	PAKISTAN	152 601	69 012 194
4	TURKEY	98 101	68 974 236
5	ETHIOPIA	112 454	46 764 696
6	SOUTH AFRICA	74 419	38 269 388
7	YEMEN	59 642	25 156 463
8	MYANMAR	52 373	24 794 177
9	UNITED REPUBLIC OF TANZANIA	77 119	23 843 372
10	KAZAKHSTAN	77 719	22 249 847
11	SUDAN	65 336	21 932 713
12	VIET NAM	42 433	19 189 376
13	ZAMBIA	66 208	19 136 044
14	UKRAINE	54 441	17 453 149
15	SYRIAN ARAB REPUBLIC	17 541	15 851 786
16	HONDURAS	22 605	15 755 882
17	MALAWI	35 374	15 001 423
18	KENYA	37 415	14 012 351
19	UGANDA	34 934	13 776 164

¹ With per capita gross national income (GNI) of US\$1,005 in 2010.

² With per capita GNI of US\$1,006 – US\$3,975 in 2010.

³ With per capita GNI of US\$3,976 – US\$12,275 in 2010.

⁴ This figure differs from the US\$1,148.4 million of food purchased reported in the notes to the 2012 audited financial statements.

The reason for the difference is that the US\$1,148.4 million figure is based on food purchased and received during the year whereas the US\$1,103.4 million figure is based on purchases committed during the year.

No.	COUNTRY	(mt)	US\$
Developing countries			
20	TOGO	24 477	11 549 993
21	STATE OF PALESTINE	18 322	11 197 531
22	RWANDA	22 938	10 828 731
23	MALI	17 490	9 090 539
24	CAMBODIA	20 679	9 057 242
Developing countries			
25	NIGERIA	28 114	9 052 708
26	DEMOCRATIC REPUBLIC OF THE CONGO	13 902	7 454 921
27	ARGENTINA	9 212	7 357 884
28	BENIN	15 971	7 250 081
29	BURKINA FASO	11 673	6 577 309
30	EGYPT	6 959	5 793 054
31	BANGLADESH	9 666	5 458 685
32	BRAZIL	14 705	5 142 769
33	MOZAMBIQUE	12 245	5 068 962
34	GUATEMALA	8 028	4 878 895
35	JORDAN	4 033	4 062 537
36	GHANA	7 489	4 001 134
37	ALGERIA	8 170	3 767 317
38	HAITI	3 481	3 522 354
39	THE NIGER	4 793	3 170 874
40	MALAYSIA	2 248	3 082 030
41	MOROCCO	1 757	2 795 871
42	MEXICO	1 531	2 633 206
43	PHILIPPINES	4 430	2 584 857
44	LEBANON	1 421	2 368 291
45	EL SALVADOR	2 851	2 120 594
46	NEPAL	2 694	2 082 232
47	LESOTHO	5 670	2 038 044
48	TIMOR-LESTE	1 476	2 033 997
49	LIBERIA	3 213	1 870 550
50	MADAGASCAR	3 835	1 603 218
51	CÔTE D'IVOIRE	3 399	1 550 622
52	CAMEROON	3 378	1 510 324
53	NICARAGUA	2 299	1 442 455
54	AFGHANISTAN	985	1 388 520
55	PARAGUAY	1 658	1 209 781
56	BOLIVIA (PLURINATIONAL STATE OF)	1 428	1 124 048
57	URUGUAY	2 256	1 110 600

No.	COUNTRY	(mt)	US\$
Developing countries			
58	ZIMBABWE	2 048	1 097 976
59	THAILAND	1 098	961 733
60	COLOMBIA	1 807	893 310
61	CHINA	551	871 880
62	SRI LANKA	2 152	807 050
63	LAO PEOPLE'S DEMOCRATIC REPUBLIC	1 332	677 805
64	CUBA	1 246	665 962
65	KYRGYZ REPUBLIC	1 026	522 590
66	ECUADOR	331	479 120
67	SENEGAL	2 646	447 689
68	SIERRA LEONE	623	432 766
69	THE REPUBLIC OF SOUTH SUDAN	925	397 250
70	IRAN (ISLAMIC REPUBLIC OF)	903	326 423
71	CENTRAL AFRICAN REPUBLIC	396	267 866
72	NAMIBIA	869	260 063
73	UZBEKISTAN	176	162 624
74	TAJIKISTAN	232	27 429
75	REPUBLIC OF CONGO	10	14 810
Subtotal (77% in value terms)		1 806 899	844 672 636

No.	COUNTRY	(mt)	US\$
Developed countries			
1	ITALY	80 538	58 772 807
2	BELGIUM	68 168	56 919 404
3	FRANCE	27 163	53 203 479
4	RUSSIAN FEDERATION	65 166	36 990 807
5	JAPAN	4 392	12 574 188
6	CANADA	10 508	6 501 552
7	UNITED ARAB EMIRATES	9 582	6 333 738
8	UNITED STATES OF AMERICA	4 941	6 157 157
9	AUSTRALIA	14 494	6 114 573
10	NETHERLANDS	8 194	5 716 832
11	IRELAND	565	2 802 944
12	GERMANY	2 396	2 242 963
13	HUNGARY	1 160	1 864 857
14	SPAIN	1 692	1 303 690
15	ESTONIA	299	551 902
16	BULGARIA	18	338 204
17	NORWAY	108	337 337
18	GREECE	1	19 930
Subtotal (29% in value terms)		299 386	258 746 362
TOTAL		2 106 285	1 103 418 998

ANNEX VIII: TOTAL CONFIRMED CONTRIBUTIONS¹ IN 2012 (US\$ thousand)

DONOR	TOTAL	Multilateral		Directed Multilateral				
		TOTAL	IRA*	DEV	EMOP	PRRO	SO**	OTHERS***
AFGHANISTAN	2	1				1		
AFRICAN DEVELOPMENT BANK	2 000				1 000	1 000		
AFRICAN UNION	450				200	250		
ANDORRA	88			72	9	7		
ANGOLA	1 588				1 566			
ARMENIA	178			178				
ASSOCIATION OF SOUTHEAST ASIAN NATIONS	455			355		100		
AUSTRALIA	121 729	31 617		10 486	19 870	41 914	6 295	11 547
AUSTRIA	1 082				629	453		
AZERBAIJAN	100	100						
BAHAMAS	13					13		
BANGLADESH	5 981			5 981				
BELGIUM	14 448	5 415	5 148	533	993	31	6 669	806
BENIN	1 991			1 991				
BHUTAN	5	5						
BRAZIL	82 548	28 486		8 068	6 459	17 225		22 311
BURKINA FASO	49							49
BURUNDI	2 129			2 129				
CAMBODIA	1 227			1 227				
CAMEROON	992			992				
CANADA	367 149	30 713	5 813	73 646	81 164	155 714	5 691	20 221
CHINA	4 563	563		500	1 500	2 000		
COLOMBIA	9 802	8				84		9 710
CONGO, DEMOCRATIC REPUBLIC OF THE	324					324		

¹ The US\$3,951 million represents donor confirmed contributions for contribution year 2012. This figure differs from contributions revenue of US\$4,044 million reported in the 2012 audited financial statements. The main reasons for the difference are: 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 VIII: TOTAL CONFIRMED CONTRIBUTIONS¹ IN 2012 (US\$ thousand)

DONOR	TOTAL	Multilateral		Directed Multilateral			
	TOTAL	IRA*	DEV	EMOP	PRRO	SO**	OTHERS***
CÔTE D'IVOIRE	1 735		*		535	1 200	
CROATIA	40					40	
CUBA	3 388				118	599	2 671
CZECH REPUBLIC	399		193	206			
DENMARK	43 510	32 386	8 050	1 763	54	8 270	901
ECUADOR	896	546					350
EGYPT	5 008	188	4 820				
ESTONIA	180			180			
EUROPEAN COMMISSION	386 136		20 680	185 619	112 574	49 383	17 881
FAROE ISLANDS	35					35	
FINLAND	25 990	7 528			7 925	7 383	1 962
FRANCE	30 747		1 870	10 691	17 675		511
GAMBIA	512			512			
GERMANY	150 055	27 803	4 512	24 141	86 296	5 042	2 261
GREECE	130			65	65		
HUNGARY	85			50	35		
ICELAND	295		195				100
INDIA	3 389	61	1 104	1 536	688		
INDONESIA	2 000				2 000		
IRAQ	20 131					20 131	
IRELAND	20 002	13 563	2 265	997	2 073	1 591	863
ISRAEL	200			100	100		
ITALY	14 592	9 044			2 642	664	2 242
JAPAN	190 749	4 522	659	21 739	76 389	86 099	2 000
JORDAN	47	47					
KAZAKHSTAN	20					20	
KENYA	2 559					2 559	
KUWAIT	255			255			
LESOTHO	1 330		1 330				
LIBERIA	2 500						2 500
LIECHTENSTEIN	385	111	111		111	162	
LUXEMBOURG	9 920	2 228	655	1 381	1 573	2 436	262
MALAWI	15 510					15 510	

ANNEX VIII: TOTAL CONFIRMED CONTRIBUTIONS¹ IN 2012 (US\$ thousand)

DONOR	TOTAL	Multilateral		Directed Multilateral				
		TOTAL	IRA*	DEV	EMOP	PRRO	SO**	OTHERS***
MALAYSIA	1 000							1 000
MEXICO	274					274		
MONACO	98			98				
MOZAMBIQUE	108	2			106			
NAMIBIA	786							786
NETHERLANDS	75 236	44 915	139		8 775	14 082	7 143	321
NEW ZEALAND	6 940	4 902				2 038		
NICARAGUA	15	15						
NORWAY	57 562	25 832	12 487	8 090	7 266	6 406	1 958	8 011
PAKISTAN	22 162					22 162		
PANAMA	68	68						
PERU	2 010	2 010						
PHILIPPINES	8 909					8 909		
POLAND	744	1	1		444	299		
PORTUGAL	99	99						
PRIVATE DONORS****	63 987	17 503		20 187	3 003	7 577	488	15 229
QATAR	267			267				
REPUBLIC OF THE CONGO	4 615			4 353			262	
REPUBLIC OF KOREA	5 788	200		2 600	1 900	800		288
ZAMBIA	651			571		80		
ROMANIA	40				40			
RUSSIAN FEDERATION	38 000			15 500	6 500	16 000		
SAUDI ARABIA	8 354			3 564	1 244	3 546		
SENEGAL	5 304					5 304		
SLOVAKIA	3	3	3					
SOUTH AFRICA	2 786				2 181	483		121
SPAIN	13 168				622	6 157	311	6 078
SRI LANKA	1 561	85				1 476		
SWAZILAND	9 206			2 600				6 607
SWEDEN	95 181	82 555	4 000		600	776	3 647	7 603
SWITZERLAND	60 828	6 079	5 183	7 696	21 967	22 142	481	2 463

ANNEX VIII: TOTAL CONFIRMED CONTRIBUTIONS¹ IN 2012 (US\$ thousand)

DONOR	TOTAL	Multilateral		Directed Multilateral				
		TOTAL	IRA*	DEV	EMOP	PRRO	SO**	OTHERS***
SYRIAN ARAB REPUBLIC	884			884				
TANZANIA (UNITED REPUBLIC OF)	339	105			233			
THAILAND	123	115				7		
GUYANA	10				10			
TIMOR-LESTE	1 700			1 700				
TUNISIA	400					400		
UGANDA	756	756						
UNITED NATIONS CENTRAL EMERGENCY RESPONSE FUND (CERF)	136 788				61 393	64 776	10 619	
UNITED NATIONS COMMON FUNDS AND AGENCIES (Excl. CERF)	79 799			18 445	2 309	8 935	35 340	14 770
UNION OF SOUTH AMERICAN NATIONS	1 000					1 000		
UNITED ARAB EMIRATES	2 926			2 334	0	270		322
UNITED KINGDOM	200 540	3 949		7 005	72 452	79 996	8 003	1 134
UNITED STATES OF AMERICA	1 456 562	5 994		74 791	594 697	739 320	28 079	13 681
WORLD BANK	710							
ZIMBABWE	9 966			550				160
GRAND TOTAL	3 951 108	418 121	44 514	337 976	1 213 906	1 608 384	175 497	197 178

*Bilateral Contributions***38 463**

* 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

ANNEX IX-A: DIRECT EXPENSES¹ BY REGION AND CATEGORY, 2009–2012

	2009		2010		2011		2012	
	US\$ thousand	%	US\$ thousand	%	US\$ thousand	%	US\$ thousand	%
GRAND TOTAL	3 985 613	100	4 000 330	100	3 768 990	100	4 148 105	100
DEVELOPMENT	275 906	7	287 842	7	315 986	8	348 672	8
RELIEF	3 239 887	81	3 220 081	80	2 925 212	78	3 288 536	79
Emergency	1 418 385		1 660 195		1 367 243		1 403 214	
PRRO	1 821 502		1 559 885		1 557 969		1 885 322	
SPECIAL OPERATIONS	176 364	4	221 510	6	217 619	6	216 068	5
BILATERALS, TRUST FUNDS AND OTHERS ²	293 457	7	270 898	7	310 173	8	294 830	7
SUB-SAHARAN AFRICA	2 519 433	100	2 340 804	100	2 180 900	100	2 677 966	100
Percentage of all regions	63		59		58		65	
DEVELOPMENT	187 950	7	169 819	7	200 771	9	219 450	8
RELIEF	2 171 822	86	1 978 477	85	1 762 579	81	2 241 753	84
Emergency	927 054		890 118		794 411		1 026 227	
PRRO	1 244 768		1 088 359		968 168		1 215 525	
SPECIAL OPERATIONS	130 703	5	131 967	6	148 010	7	168 616	6
BILATERALS AND TRUST FUNDS	28 958	1	60 540	3	69 540	3	48 147	2
ASIA	763 435	100	895 743	100	796 289	100	771 925	100
Percentage of all regions	19		22		21		19	
DEVELOPMENT	77 256	10	84 286	9	62 301	8	83 324	11
RELIEF	650 793	85	769 909	86	695 828	87	633 179	82
Emergency	321 789		440 383		279 982		179 106	
PRRO	329 004		329 525		415 846		454 073	
SPECIAL OPERATIONS	27 036	4	35 622	4	24 529	3	33 925	4
BILATERALS AND TRUST FUNDS	8 349	1	5 927	1	13 631	2	21 497	3

¹ Excludes programme support and administrative costs.

² Operational Expenses includes General Fund, Special Accounts and Trust Funds that cannot be apportioned by project/operation.




ANNEX IX-A: DIRECT EXPENSES¹ BY REGION AND CATEGORY, 2009–2012

	2009		2010		2011		2012	
	US\$ thousand	%	US\$ thousand	%	US\$ thousand	%	US\$ thousand	%
EASTERN EUROPE AND CIS	50 432	100	29 313	100	29 716	100	23 756	100
Percentage of all regions	1		1		1		1	
DEVELOPMENT			2 550	9	9 693	33	10 051	42
RELIEF	49 992	99	26 060	89	19 529	66	13 303	56
Emergency	9 035		12 683		15 446		204	
PRRO	40 957		13 376		4 083		13 099	
SPECIAL OPERATIONS	413	1	704	2	188	1	135	1
BILATERALS AND TRUST FUNDS	26	0	-1	0	305	1	267	1
LATIN AMERICA AND THE CARIBBEAN	242 893	100	362 832	100	282 025	100	159 539	100
Percentage of all regions	6		9		7		4	
DEVELOPMENT	22 264	9	13 541	4	21 584	8	20 094	13
RELIEF	113 970	47	237 827	66	180 844	64	81 733	51
Emergency	28 299		177 783		128 683		4 920	
PRRO	85 671		60 044		52 161		76 813	
SPECIAL OPERATIONS	4 232	2	47 122	13	10 775	4	7 395	5
BILATERALS AND TRUST FUNDS	102 427	42	64 342	18	68 822	24	50 317	32
MIDDLE EAST AND NORTH AFRICA	175 272	100	197 617	100	275 331	100	346 684	100
Percentage of all regions	4		5		7		8	
DEVELOPMENT	10 440	6	13 952	7	19 933	7	16 836	5
RELIEF	161 727	92	181 221	92	235 415	86	319 016	92
Emergency	111 978		122 337		149 605		198 071	
PRRO	49 839		58 883		85 811		120 945	
SPECIAL OPERATIONS	1 576	1	446	0	17 584	6	5 226	2
BILATERALS AND TRUST FUNDS	1 440	1	1 998	1	2 399	1	5 606	2

¹ Excludes programme support and administrative costs.

² Operational Expenses includes General Fund, Special Accounts and Trust Funds that cannot be apportioned by project/operation.

ANNEX IX-B: DIRECT EXPENSES¹ BY COUNTRY, REGION AND PROGRAMME CATEGORY, 2009-2012

(US\$ thousand)

	2009					2010					2011					2012				
	Development	Relief	Special Oper.	Bilaterals Trust Funds and others ²	Total	Development	Relief	Special Oper.	Bilaterals Trust Funds and others ²	Total	Development	Relief	Special Oper.	Bilaterals Trust Funds and others ²	Total	Development	Relief	Special Oper.	Bilaterals Trust Funds and others ²	Total
GRAND TOTAL	275 906	3 239 887	176 364	293 457	3 985 613	287 842	3 220 081	221 510	270 898	4 000 330	315 986	2 925 212	217 619	310 173	3 768 990	348 672	3 288 536	216 068	294 830	4 148 105
SUB-SAHARAN AFRICA																				
Angola	-	1 015	-	-	1 015	-	35	-	-	35	-	-	-	-	-	-	-	-	-	-
Benin	2 959	2 283	-	38	5 280	1 856	959	-	0	2 815	806	5 068	-	2	5 876	-94	579	110	55	651
Burkina Faso	8 689	18 351	-	884	27 924	5 484	11 386	-	1 011	17 881	4 125	8 645	-	1 191	13 961	7 144	35 450	-	1 632	44 226
Burundi	-	44 512	-	462	44 973	-	22 918	-	31	22 948	3 382	15 899	-	68	19 349	5 458	14 852	-	414	20 724
Cameroon	3 447	7 735	-	44	11 226	2 165	14 212	-	47	16 424	33	16 548	-	269	16 850	2 074	14 485	-	161	16 719
Cape Verde	385	-	-	-	385	630	-	-	-	630	175	-	-	-	175	228	-	-	-	1
Central African Republic	4 270	28 960	3 281	-	36 411	3 599	17 563	2 695	45	23 902	3 624	13 545	4 610	842	22 621	2 333	15 009	5 893	105	23 341
Chad	9 986	107 412	11 817	343	129 558	6 678	127 362	11 685	832	146 557	8 025	143 694	16 152	19	167 890	6 886	149 684	14 072	185	170 628
Congo	-	4 568	-	4	4 571	-	11 383	226	-	11 610	-824	12 267	257	-	11 699	3 375	5 865	221	27	9 848
Congo, Dem. Rep. of the	-	165 448	11 932	38	177 418	-	115 237	19 990	1 234	136 461	-	122 519	18 618	2 427	143 564	-	101 966	21 483	5 197	128 646
Côte d'Ivoire	916	14 905	151	-	15 971	1 043	6 338	0	37	7 418	2 563	29 945	4 146	103	36 757	99	26 487	3 604	511	30 701
Djibouti	552	6 609	-	39	7 200	801	8 137	-	-0	8 938	925	11 370	-	33	12 327	966	15 174	-	88	16 228
Eritrea	-	285	-	-	285	-	35	-	-	35	-	-	-	-	-	-	-	-	-	-
Ethiopia	26 414	354 215	4 041	15 178	399 847	26 247	416 298	3 125	32 859	478 529	27 029	339 050	3 837	21 981	391 897	28 448	316 969	6 509	6 715	358 641
Gambia	2 201	556	-	8	2 764	1 267	543	-	128	1 939	1 891	-128	-	263	2 026	3 060	9 301	-	59	12 419
Ghana	2 956	10 387	-	114	13 457	4 370	1 889	-0	911	7 169	3 461	7 014	11	1 615	12 101	6 858	11 456	26	1 880	20 220
Guinea	6 312	8 949	332	61	15 653	1 920	2 939	273	7	5 139	2 630	9 488	9	72	12 199	5 032	3 272	-	98	8 401
Guinea-Bissau	-	4 096	-	249	4 344	-	4 700	-	649	5 348	84	6 952	-	929	7 966	3 087	61	-	463	3 610
Kenya	23 722	222 834	-	449	247 005	21 655	191 706	-	1 264	214 625	21 702	228 590	-	1 373	251 665	20 646	306 776	-	1 122	328 544
Lesotho	1 439	6 257	-	1 133	8 829	957	5 742	-	157	6 856	3 688	1 636	-	961	6 285	4 899	2 757	-	748	8 404
Liberia	1 985	12 990	2 451	188	17 614	2 354	14 511	1 535	683	19 084	-26	32 892	1 104	630	34 600	5 644	20 847	403	2 210	29 103
Madagascar	8 706	7 068	24	138	15 936	7 982	7 532	-	437	15 951	7 634	7 450	-	256	15 340	6 930	8 793	-	77	15 800
Malawi	16 303	21 186	-	2 123	39 613	7 423	9 818	-	695	17 936	12 465	7 593	-	793	20 851	12 870	22 997	-	1 147	37 014
Mali	6 179	3 185	-	1 297	10 661	5 258	6 628	-	1 432	13 318	8 389	7 237	59	1 659	17 344	11 376	51 383	536	2 427	65 722
Mauritania	3 454	9 317	-	-	12 771	4 149	7 503	-	801	12 453	8 430	2 120	-	1 334	11 885	3 796	27 992	3 638	-4 419	31 008
Mozambique	5 298	22 508	169	638	28 612	3 863	19 165	46	1 443	24 516	5 260	24 165	0	3 112	32 537	8 263	12 636	307	1 864	23 070
Namibia	-	485	-	15	500	-	746	-	89	835	-	870	-	-0	870	-	591	-	31	622
The Niger	6 206	17 514	1 304	36	25 060	7 211	127 635	6 796	239	141 880	6 119	89 677	8 687	2 193	106 676	6 030	210 362	10 408	849	227 649
Rwanda	11 363	10 075	-0	504	21 943	8 324	9 830	-	653	18 807	5 919	10 608	-	1 893	18 420	5 303	12 061	-	1 346	18 710
Sao Tome and Principe	1 030	-	-	82	1 112	665	-	-	78	743	819	-	-	-	921	850	-	-	20	869
Senegal	2 201	8 449	-	217	10 867	1 931	9 120	-	1 960	13 011	1 438	13 454	-	1 321	16 214	6 033	30 897	-	1 563	38 493
Sierra Leone	2 657	9 462	171	467	12 756	815	8 880	62	1 600	11 356	6 080	8 397	-	1 272	15 750	5 102	6 107	-	412	11 621
Somalia	-	247 236	20 057	596	267 889	-	104 916	13 362	1 611	119 889	-	116 098	20 657	728	137 484	-	196 505	28 113	16	224 634
South Africa	-	7	-	-	7	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
South Sudan	-	-	-	-	-	-	-	-	-	-	-	-1 021	9 010	616	8 605	-	225 019	46 196	2 943	274 158
Sudan	5 231	527 724	74 197	-225	606 927	1 639	545 624	71 617	704	619 584	51	363 926	60 707	9 315	434 000	-	266 252	25 897	7 044	299 193
Swaziland	-	3 811	-	-	3 811	-	3 262	-	132	3 415	-	2 133	-	196	2 330	940	1 724	-	67	2 731
Tanzania (United Republic of)	6 907	17 645	399	781	25 733	15 961	16 648	209	1 502	34 320	18 960	17 398	92	1 195	37 644	15 962	18 821	-	1 306	36 090
Togo	-	1 766	-	1	1 767	-	1 647	-	7	1 654	-	952	-	487	1 440	-	139	85	312	6
Uganda	9 969	80 669	-9	205	90 834	16 838	38 017	-0	913	55 768	27 486	21 104	-10	2 322	50 903	25 165	27 173	-3	1 668	54 003
Zambia	6 217	9 425	-	375	16 018	6 740	8 372	-	1 305	16 416	8 427	3 426	-	1 086	12 939	4 388	530	-	1 293	6 221
Zimbabwe	-	153 769	386	270	154 425	-	79 123	350	676	80 148	6	61 925	-	946	62 876	-	70 827	-	452	71 279
Other Regional Expenses	-6	-1 742	-0	2 207	459	-4	98	-2	4 367	4 460	-7	75	63	5 935	6 066	-12	8	890	6 366	7 253
TOTAL REGION	187 950	2 171 822	130 703	28 958	2 519 433	169 819	1 978 477	131 967	60 540	2 340 804	200 771	1 762 579	148 010	69 540	2 180 900	219 450	2 241 753	168 616	48 147	2 677 966

¹ Excludes programme support and administrative costs.
² Includes all expenses for Bilaterals, Trust Funds, General Fund and Special Accounts.
 Negative figures represent financial adjustments.



ANNEX IX-B: DIRECT EXPENSES¹ BY COUNTRY, REGION AND PROGRAMME CATEGORY, 2009-2012
(US\$ thousand)

	2009					2010					2011					2012					
	Develop- ment	Relief	Special Oper.	Bilaterals Trust Funds and others ²	Total	Develop- ment	Relief	Special Oper.	Bilaterals Trust Funds and others ²	Total	Develop- ment	Relief	Special Oper.	Bilaterals Trust Funds and others ²	Total	Develop- ment	Relief	Special Oper.	Bilaterals Trust Funds and others ²	Total	
ASIA																					
Afghanistan	-	189 089	16 457	1 075	206 621	-	142 559	13 553	494	156 606	-	179 219	14 487	582	194 289	-	189 158	15 003	2 204	206 364	
Bangladesh	39 299	27 778	-	164	67 241	42 492	32 793	-	453	75 738	36 783	4 581	-	2 635	44 000	38 156	2 415	-	1 547	42 118	
Bhutan	1 831	-	-	5	1 836	2 027	-	-	19	2 046	1 873	-	-	36	1 909	1 994	-	-	2	1 995	
Cambodia	2 254	11 861	-	59	14 175	1 455	14 597	-	219	16 272	5 181	9 698	-	391	15 269	17 615	5 165	-	569	23 349	
India	5 773	6	-	3 941	9 720	9 530	-	-	953	10 482	6 203	-1	-	3 345	9 547	3 115	-1	-	11 103	14 217	
Indonesia	-	15 495	2 300	539	18 334	-	8 488	1 519	423	10 429	-	6 763	663	1 069	8 494	1 943	1 297	1 648	1 110	5 998	
Korea D.P.R. of	-	37 225	-	785	38 010	-	29 780	-	692	30 472	-	38 791	-	35	38 825	-	96 519	-	19	96 538	
Lao, People's Dem. Rep. of	7 815	7 496	-	101	15 411	6 808	8 454	-	182	15 444	4 504	4 595	-	604	9 703	6 209	112	-	398	6 719	
Myanmar	-	35 086	3 139	54	38 279	-	20 872	295	11	21 178	-	27 286	394	84	27 764	-	34 230	16	231	34 477	
Nepal	1 296	51 825	-	154	53 274	7 137	49 660	-	133	56 931	4 925	42 782	-1	116	47 822	7 774	27 733	-	1 253	36 760	
Pakistan	18 890	201 826	763	195	221 674	13 728	347 829	17 690	868	380 116	2 749	327 778	7 058	1 614	339 198	294	238 414	16 689	787	256 184	
Philippines	-	24 105	2 656	75	26 836	-	38 458	940	126	39 524	-	20 829	38	203	21 071	-	19 675	416	334	20 425	
Sri Lanka	97	38 615	1 501	188	40 401	1 109	71 366	1 221	31	73 727	221	27 607	1 015	70	28 913	726	18 092	116	139	19 074	
Timor-Leste	-	10 388	221	220	10 829	-	4 995	404	465	5 863	-137	5 854	464	1 281	7 462	5 499	369	37	1 151	7 056	
Other Regional Expenses	-	-	-	793	793	-	56	-	859	915	-	45	410	1 566	2 022	-	-	-	0	651	
TOTAL REGION	77 256	650 793	27 036	8 349	763 435	84 286	769 909	35 622	5 927	895 743	62 301	695 828	24 529	13 631	796 289	83 324	633 179	33 925	21 497	771 925	
EASTERN EUROPE AND CIS																					
Armenia	-	449	-	30	479	106	1 424	-	-	1 531	1 302	2 669	-	-	3 971	1 868	957	-	-	2 825	
Azerbaijan	-	213	-	-	213	-	-	-	-	-	-	-	-	88	88	-	-	-	16	16	
Georgia	-	15 226	413	-4	15 635	-	4 331	7	-	4 338	-	764	5	53	822	-	473	-	5	478	
Kyrgyz Republic	-	8 663	-	-	8 663	-	12 046	697	-1	12 742	-	13 841	183	64	14 088	-	7 977	135	195	8 306	
Russian Federation	-	371	-	-	371	-	421	-	-	421	-	-	-	-	-	-	-	-	-	-	
Tajikistan	-	25 070	-	-	25 070	2 444	7 621	-	-	10 065	8 391	2 255	-	101	10 747	8 183	3 897	-	51	12 131	
Uzbekistan	-	-	-	-	-	-	-	-	-	-	-	1	-	-	1	-	-	-	-	-	
Other Regional Expenses	-	-	-	-	-	-	217	-	-	217	-	-	-	-	-	-	-	-	-	-	
TOTAL REGION	-	49 992	413	26	50 432	2 550	26 060	704	-1	29 313	9 693	19 529	188	305	29 716	10 051	13 303	135	267	23 756	

¹ Excludes programme support and administrative costs.

² Includes all expenses for Bilaterals, Trust Funds, General Fund and Special Accounts.

Negative figures represent financial adjustments.

ANNEX IX-B: DIRECT EXPENSES¹ BY COUNTRY, REGION AND PROGRAMME CATEGORY, 2009-2012

(US\$ Thousand)

	2009					2010					2011					2012				
	Development	Relief	Special Oper.	Bilaterals Trust Funds and others ²	Total	Development	Relief	Special Oper.	Bilaterals Trust Funds and others ²	Total	Development	Relief	Special Oper.	Bilaterals Trust Funds and others ²	Total	Development	Relief	Special Oper.	Bilaterals Trust Funds and others ²	Total
LATIN AMERICA AND THE CARIBBEAN																				
Bolivia (Plurinational State of)	1 588	2 973	-	778	5 339	2 574	2 468	-	2 559	7 601	947	3 296	-	1 955	6 198	1 030	798	-	697	2 525
Chile	-	-	-	-	-	-	442	-	-	442	-	-	-	-	-	-	-	-	-	-
Colombia	-0	20 581	-	6 104	26 685	-2	19 743	-	12 741	32 483	-1	24 722	-	12 222	36 944	-	7 784	-	5 174	12 957
Cuba	634	3 701	-	-	4 335	213	236	-	162	611	914	20	-	469	1 403	250	715	-	280	1 244
Dominican Republic	-	564	-	-	564	-	-	-	60	60	-	-	-	1 341	1 341	-	-	-	930	930
Equador	-9	1 745	-	37 739	39 475	-15	2 540	-	1 578	4 103	-2	1 430	-	2 612	4 040	-2	3 170	-	1 638	4 807
El Salvador	-	876	-	15 397	16 274	-	3 338	-	22 522	25 859	-	1 403	-	16 739	18 142	-	2 469	-	12 564	15 033
Guatemala	1 105	7 786	-	486	9 377	711	13 504	-	1 519	15 733	3 225	6 579	-	3 712	13 517	2 657	5 357	-	1 682	9 696
Haiti	2 393	65 808	4 232	71	72 504	548	188 537	47 122	175	236 382	-	139 344	10 775	632	150 752	4 731	55 911	7 395	920	68 957
Honduras	7 320	5 939	-	14 756	28 014	4 807	3 094	-	20 538	28 439	11 183	610	-	25 229	37 022	6 793	994	-	23 489	31 276
Nicaragua	5 474	3 211	-	489	9 174	1 525	3 630	-	948	6 103	4 423	3 401	-	815	8 640	4 371	2 417	-	797	7 585
Panama	-	50	-	-	50	-	-	-	-	-	-	-	-	9	9	-	-	-	15	15
Peru	604	512	-	26 241	27 358	-7	-0	-	1 154	1 147	-	-	-	1 709	1 709	-	-	-	781	781
Other Regional Expenses	3 154	223	-	366	3 743	3 186	296	-	386	3 868	894	38	-	1 376	2 308	264	2 119	-	1 350	3 733
TOTAL REGION	22 264	113 970	4 232	102 427	242 893	13 541	237 827	47 122	64 342	362 832	21 584	180 844	10 775	68 822	282 025	20 094	81 733	7 395	50 317	159 539
MIDDLE EAST AND NORTH AFRICA																				
Algeria	-	17 477	-	1 120	18 596	-	18 027	-	1 434	19 461	-	18 261	-	133	18 394	-	25 602	-	44	25 646
Egypt	5 517	-	-	109	5 627	8 467	-	-	44	8 511	9 687	4 422	-	187	14 296	10 061	56	-	2 849	12 966
Iran, Islamic Republic of	-	2 551	-	-	2 551	-	3 035	-	-	3 035	-	3 550	-	-	3 550	-	1 264	-	-	1 264
Iraq	-	36 473	-	-	36 473	271	16 402	-	-	16 673	1 542	14 496	5 913	-	21 952	527	17 982	2 180	77	20 766
Jordan	-	-	-	-	-	-	-	-	102	102	-	-	-	147	147	0	15 060	-	1 430	16 490
Libya	-	-	-	-	-	-	-	-	-	-	-	22 204	11 240	-	33 444	-	16 947	1 239	-	18 186
State of Palestine	-	60 726	1 576	16	62 317	-	76 304	123	-0	76 427	-	68 380	18	101	68 500	-	56 170	-	82	56 252
Syrian Arab Republic	1 258	21 499	-	22	22 778	1 796	31 981	-	38	33 815	6 863	39 836	-	48	46 748	2 859	65 540	956	10	69 366
Tunisia	-	-	-	-	-	-	-	-	-	-	-	5 949	-	-	5 949	-	1 504	-	-	1 504
Yemen	3 665	22 903	-	-1	26 568	3 417	35 296	323	57	39 092	1 840	56 803	412	1 291	60 347	3 388	108 084	851	837	113 160
Other Regional Expenses	-	187	-	174	361	-	177	-	324	502	-	1 513	-	490	2 004	-	10 806	-	278	11 084
TOTAL REGION	10 440	161 817	1 576	1 440	175 272	13 952	181 221	446	1 998	197 617	19 933	235 415	17 584	2 399	275 331	16 836	319 016	5 226	5 606	346 684
OTHER	-22 004	91 493	12 404	152 256	234 149	3 694	26 588	5 648	138 091	174 021	1 702	31 018	16 534	155 476	204 729	-1 084	-448	771	168 996	168 234

¹ Excludes programme support and administrative costs.

² Includes all expenses for Bilaterals, Trust Funds, General Fund and Special Accounts.

Negative figures represent financial adjustments.



ANNEX IX-C: DIRECT EXPENSES¹ BY COUNTRY, SPECIAL STATUS CATEGORY AND REGION, 2009–2012

	2009		2010		2011		2012	
	US\$ thousand	%	US\$ thousand	%	US\$ thousand	%	US\$ thousand	%
DEVELOPMENT AND RELIEF:	3 515 792	100.0	3 507 923	100.0	3 241 198	100.0	3 637 208	100.0
BY SPECIAL STATUS CATEGORY²								
Least developed countries	2 392 382	68.0	2 371 939	67.6	2 102 005	64.9	2 496 957	68.7
Low-income, food-deficit countries	3 285 073	93.4	3 308 053	94.3	3 010 605	92.9	3 205 532	88.1
BY REGION/COUNTRY GROUP								
Sub-Saharan Africa	2 359 772	67.1	2 148 296	61.2	1 963 350	60.6	2 461 202	67.7
Asia	728 049	20.7	854 194	24.4	758 129	23.4	716 503	19.7
Eastern Europe and CIS	49 992	1.4	28 610	0.8	29 222	0.9	23 354	0.6
Latin America and the Caribbean	136 234	3.9	251 367	7.2	202 428	6.2	101 827	2.8
Middle East and North Africa	172 167	4.9	195 173	5.6	255 349	7.9	335 852	9.2
DEVELOPMENT:	275 906	100.0	287 842	100.0	315 986	100.0	348 657	100.0
BY SPECIAL STATUS CATEGORY²								
Least developed countries	193 079	70.0	204 474	71.0	228 630	72.4	270 246	77.5
Low-income, food-deficit countries	268 834	97.4	276 860	96.2	306 835	97.1	342 237	98.2
BY REGION/COUNTRY GROUP								
Sub-Saharan Africa	187 950	68.1	169 819	59.0	200 771	63.5	219 450	62.9
Asia	77 256	28.0	84 286	29.3	62 301	19.7	83 324	23.9
Eastern Europe and CIS	-	-	2 550	0.9	9 693	3.1	10 051	2.9
Latin America and the Caribbean	22 264	8.1	13 541	4.7	21 584	6.8	20 094	5.8
Middle East and North Africa	10 440	3.8	13 952	4.8	19 933	6.3	16 836	4.8

¹ Exclusive of programme support and administrative costs.

² Actual classifications for each year.

ANNEX X-A: UNITED NATIONS AND INTERNATIONAL ORGANIZATION PARTNERSHIPS

PARTNERS	2010		2011		2012	
	No. of projects	No. of countries	No. of projects ¹	No. of countries	No. of projects	No. of countries
UNICEF	134	62	126	56	131	63
FAO	93	56	86	50	105	58
WHO	74	44	72	38	64	41
UNDP	64	44	64	37	54	37
UNHCR	52	38	59	43	53	42
International Red Cross and Red Crescent Movement (ICRC, IFRC, National Red Cross and Red Crescent Societies)	n/a	n/a	46	34	51	38
UNFPA	44	31	41	22	36	26
UNAIDS	33	28	27	23	25	19
OTHERS*	31	22	27	14	25	18
IOM	26	21	37	24	20	17
World Bank	25	19	22	18	16	14
IFAD	17	14	11	9	11	10
ILO	17	14	18	10	12	8
UNESCO	19	13	15	11	10	7
UN Women**	10	9	8	6	7	7
UN-HABITAT	4	2	1	1	4	3
UNEP	4	4	3	2	3	2
ICRC	14	10	n/a ²	n/a	n/a	n/a
IFRC	13	8	n/a ³	n/a	n/a	n/a

* OTHERS include entities such as United Nations missions.

** Unifem was merged with UN Women in January 2011.

*** Acronyms are listed at the end of the document.

¹ Projects are categorized at the activity level for country programmes, and the country level for regional projects. Special operations are excluded.

² In 2011, the partnership data collection was enhanced to better capture the entire scope of operational collaboration with the International Red Cross and Red Crescent Movement, i.e. ICRC, IFRC and the National Red Cross and Red Crescent Societies.

³ See footnote 2.

ANNEX X-B: NON-GOVERNMENTAL ORGANIZATIONS PER SECTOR OF COLLABORATION¹

SECTOR OF COLLABORATION	TOTAL No.	Global NGOs No.	Local NGOs No.
General food distribution	346	76	270
FFA/FFW: land or water development and improvement	346	39	307
Nutrition: treatment of acute malnutrition	253	64	189
FFA/FFW: agricultural/crop production promotion	233	46	187
Nutrition: prevention of acute malnutrition	222	73	149
School feeding: primary and secondary schools	202	39	163
FFA/FFW: agroforestry projects	177	25	152
Food for training	174	42	132
FFA/FFW: transportation (e.g. access roads, rural roads, etc.)	159	33	126
FFA/FFW: public amenities/schools/housing	139	21	118
HIV/TB: care and treatment	137	33	104
Cash transfers and/or vouchers	126	41	85
Nutrition: prevention of stunting	88	17	71
Others	68	28	40
HIV/TB: mitigation and safety nets	60	16	44
Nutrition: stand-alone micronutrient supplementation	59	7	52
FFA/FFW: animal husbandry and pisciculture projects	57	7	50
School feeding: nurseries and kindergartens	51	10	41
Capacity development: strengthening national capacities	47	21	26
Capacity development: disaster/emergency preparedness	39	10	29
FFA/FFW: food reserves	32	6	26
School feeding: emergencies	29	4	25
FFA/FFW: others	22	8	14
Settlement/resettlement	8	1	7
Capacity development: food fortification	3	1	2

¹ The list of sectors of collaboration is similar to APR 2011 and not as in previous years (APR 2009 and APR 2010).

ANNEX XI: END-NOTES

- All monetary values are in United States dollars (US\$), unless otherwise stated.
- One billion equals 1,000 million.
- All quantities of food are in metric tons (mt), unless otherwise specified.
- Direct expenditures include food, external transport, landside transport, storage and handling (LTSH), direct support costs (DSC) and other direct operating costs (ODOC) components, but exclude indirect support costs (ISC) and programme support and administrative (PSA) budget costs.
- Totals reported in this document may not add up exactly as a result of rounding.
- Low-income, food-deficit countries (LIFDCs) include net food-importing countries with per capita income below the level used by the World Bank to determine eligibility for International Development Association (IDA) assistance and for 20-year International Bank for Reconstruction and Development (IBRD) terms; these are applied to countries in World Bank categories I and II. The historical ceiling of per capita gross national income (GNI) for 2008, based on the World Bank Atlas method, is US\$1,855. In 2012, 66 countries were classified by FAO as LIFDCs.
- Three criteria are used for the identification of least developed countries (LDCs), as reviewed every three years by the Economic and Social Council of the United Nations (ECOSOC): i) low income as measured by gross domestic product (GDP) per capita; ii) weak human resources, as measured by the composite Augmented Physical Quality of Life Index (APQLI), which is based on indicators of life expectancy at birth, per capita calories supply, combined primary and secondary school enrolment ratio, and adult literacy rate; and iii) low level of economic diversification, as measured by the composite Economic Diversification Index (EDI), which is based on the share of manufacturing in GDP, the share of the labour force in industry, annual per capita commercial energy consumption and the United Nations Conference on Trade and Development's (UNCTAD) merchandise export concentration index. In 2012, 48 countries were included as LDCs.
- From 2007 onwards, WFP must meet the Board's guidelines of allocating at least 90 percent of development multilateral funds to countries that meet the concentration criteria:
 - are least developed or have equally low income;¹ and
 - face a problem of chronic malnutrition measured as a rate of under-five child stunting greater than 25 percent.²

¹ Gross national income (GNI) per capita US\$503.1 in 2009.

² See data from UNICEF http://www.unicef.org/protection/Progress_for_Children-No.9_EN_081710.pdf

ACRONYMS USED IN THE DOCUMENT

APR	Annual Performance Report
ART	anti-retroviral therapy
C&V	cash and vouchers
CIS	Commonwealth of Independent States
COI	Conflict of Interest
COMET	country office monitoring and evaluation tool
DEV	development project
DRC	Democratic Republic of the Congo
EMOP	emergency project
ETC	emergency telecommunications cluster
FAO	Food and Agriculture Organization of the United Nations
FDP	Financial Disclosure Programme
FFA	food for assets
GNI	gross national income
HLCM	High-Level Committee on Management
ICRC	International Committee of the Red Cross
ICSC	International Civil Service Commission
IDA	iron deficiency anaemia
IDP	internally displaced person
IFAD	International Fund for Agricultural Development
IFRC	International Federation of Red Cross and Red Crescent Societies
ILO	International Labour Organization
IOM	International Organization for Migration
IRA	Immediate Response Account
ISC	indirect support costs
ITHACA	Information Technology for Humanitarian Assistance, Cooperation and Action
KPI	key performance indicator
LDC	least developed country
LEAP	Livelihoods Early Assessment and Protection
LESS	logistics execution support system
LIFDC	low-income, food-deficit country

MDG	Millennium Development Goal
MRD	Management Result Dimension
MUAC	mid-upper arm circumference
NGO	non-governmental organization
OVC	orphans and other vulnerable children
P4P	Purchase for Progress
PMTCT	prevention of mother-to-child transmission
PRRO	protracted relief and recovery operation
PSA	Programme Support and Administrative (budget)
REACH	Renewed Efforts Against Child Hunger and Undernutrition
RWA	Respectful Workplace Advisor
SO	special operation
SO	Strategic Objective
SPR	standard project report
SRF	Strategic Results Framework
SUN	Scaling Up Nutrition
TB	tuberculosis
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNEC	United Nations Ethics Committee
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
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
USAID	United States Agency for International Development
WHO	World Health Organization
WINGS	WFP's Information Network and Global System