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**Executive Board  
Annual Session**

**Rome, 4-8 June 2012**

# ANNUAL REPORTS

Agenda item 4

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## ANNUAL PERFORMANCE REPORT FOR 2011



This document is printed in a limited number of copies. Executive Board documents are available on WFP's Website (<http://executiveboard.wfp.org>).



## NOTE TO THE EXECUTIVE BOARD

### This document is submitted for approval by the Executive Board

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

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## DRAFT DECISION

The Board approves the Annual Performance Report for 2011 (WFP/EB.A/2012/4\*), 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 (APR) is in the format established in 2011. It provides an analysis of WFP's achievements in accordance with the Strategic Plan (2008–2013) in four parts:

**I: Introduction** – the context within which WFP's activities were undertaken.

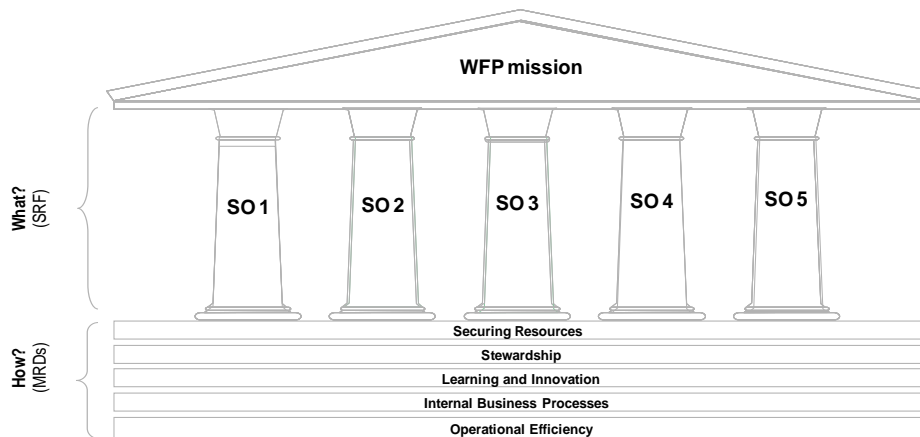
**II: Performance Results by Strategic Objective** – the achievements of WFP's operations at the output and outcome levels in terms of each Strategic Objective.

**III: Organizational Performance by Management Result Dimension** – the work done to support the Strategic Objectives.

**IV: Looking Forward** – future challenges and opportunities.

**Annexes** – detailed statistics and performance information.

WFP is like a building with foundations, pillars and a roof. The foundations are the Management Result Dimensions (MRDs), which are concerned with the efficiency with which WFP provides services. They answer the question: "Is WFP doing things right?" The MRDs support the Strategic Results Framework (SRF), which is concerned with WFP's effectiveness in serving beneficiaries in terms of the Strategic Objectives. It answers the question: "Is WFP doing the right things?" The SRF, which is concerned with results that affect beneficiaries directly, constitutes the pillars of the building.



The Annual Performance Report is based on this concept. The following colour coding is designed to indicate progress in terms of the MRDs and SRF:

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

Annex II-C gives details of the reporting approach used in this report.

Testing and validation in reporting on management achievements continued in 2011. Targets and internal benchmarks will be established for each MRD in 2012; the following coding indicates progress in 2011 compared with 2010:

- improvement or stabilization compared with 2010
- no change or improvement compared with 2010



## FOREWORD BY THE EXECUTIVE DIRECTOR

Political instability, escalating conflict, continued food price volatility and increasing numbers of people affected by weather-related disasters characterized 2011 and reinforced the need to find the most appropriate ways to support the most vulnerable people. WFP implemented new mechanisms in 2011, in response to the worst drought in 60 years in the Horn of Africa and the crisis in Libya. These responses included the use of the forward purchase facility as well as scaled up use of new tools such as cash and vouchers. This enables us to provide food assistance using the right tools in the right place at the right time. Just as important, WFP was able to maintain its funding levels at a time of financial austerity. We believe that management improvements and commitment to demonstrate value for money have enhanced the confidence of our donors.

The 50<sup>th</sup> anniversary of WFP's founding was commemorated in 2011, a year in which we responded to unprecedented challenges that had us working in new areas and new roles. We also benefited from the management reforms and programmatic improvements of the last few years that made WFP more effective, efficient and transparent and promoted best practices throughout the United Nations system.

A major story from 2011 is WFP's enhancement of its corporate governance structure and its commitment to institutional accountability and transparency. As part of this the Executive Management Council was established to identify risks and mitigating actions at the highest level. WFP has never been stronger: this was validated by the Joint Inspection Unit's report on accountability frameworks, which commended WFP's internal control framework as one of the best in the United Nations system.

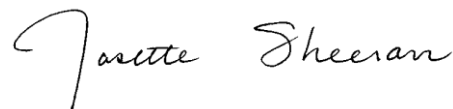
At the recommendation of the External Auditor and the Audit Committee, WFP adopted the Internal Control system of the Committee of Sponsoring Organizations of the Treadway Commission, a recognized global best practice. WFP now has a framework in place that outlines the principles of internal control, and will issue in 2012 – for the first time – a Statement on Internal Control that assesses its position in relation to the principles and its work to improve.

The Management Plan (2012–2014) is the first to integrate WFP's new performance management framework. This will provide clearer links with the Strategic Plan and the performance indicators for all activities, and will enable more accurate benchmarking across projects.

WFP is building on the reforms enacted in the past five years to promote best public practice – leveraging institutional strengths to carry out our humanitarian mission and maximize entrepreneurship. I am heartened to see these pace-setting reforms becoming established in the United Nations system. Today, WFP is guiding other agencies in adopting International Public Sector Accounting Standards and in enterprise resource planning.

WFP has increased the reach of its cash and voucher interventions from very small numbers to 3 million beneficiaries in just two years. The food purchased today is more nutritious, packaged in emergency-ready materials and targeted to particular groups in line with recent scientific findings on nutrition. Interventions have been scaled up, but it will take time, dedication and a continued willingness to learn and adopt new ideas to mainstream the changes into WFP's responses and programmes. It will also require new skills, which means retraining current staff or hiring staff with the skills needed. Some institutional constraints remain: these include the need to monitor and evaluate processes and outputs and outcomes over time in a way that is cost-effective and uniform across country offices.

WFP will not rest on its laurels. We recognize that we cannot transform the lives of the hungry if we cannot first transform the way we do business. Over the last 50 years WFP's reputation – the first to respond in an emergency, the provider of food for the most vulnerable people, a partner for communities and nations in the fight against hunger, and increasingly a good steward of investments – has been enhanced with each life-saving intervention. I cannot say with any certainty what challenges lie ahead in 2012, but I am certain that WFP will rise to the occasion.



**Josette Sheeran**

Executive Director

## EXECUTIVE SUMMARY

1. Today's world has many risks for those least able to cope with them. Food and oil prices are at an all-time high, 2011 was the costliest year ever in terms of damage caused by natural disasters, 1.5 billion people live amid political and criminal insecurity, and safe humanitarian space is shrinking.
2. The earthquake and tsunami in Japan showed that risks can affect rich and poor alike – but they have a disproportionate impact on vulnerable people. With one person in seven of the world's population undernourished, the safety margins are wafer thin, and for those struggling to survive on less than US\$1.25 a day the margins are easily breached. To meet these challenges, WFP applies an expanding range of food-assistance tools to provide the right food for the right people at the right time and in the right place.
3. In 2011, WFP provided food assistance for 99.1 million beneficiaries in 75 countries. Children remained the focus of WFP's support, accounting for 64 percent of beneficiaries; women and children together accounted for 84 percent.
4. This Annual Performance Report is an assessment of WFP's performance during 2011 in achieving the objectives of the Strategic Plan (2008–2013). It considers what WFP did and how it supported its achievements; it also demonstrates WFP's contribution to addressing the needs of the most vulnerable hungry poor and the extent to which it has done so economically, effectively and efficiently.
5. The analysis is based on information drawn from the standard project reports produced for each operation which track projects on selected output and outcome indicators. It is also derived from the annual Financial Statements and the individual reports of the Office of Evaluation, which draw conclusions about performance at the corporate level.
6. WFP made strong progress in 2011 in Strategic Objectives 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; and 4 – Reduce chronic hunger and undernutrition.
7. This is the first year in which WFP has reported significant progress against Strategic Objective 4. In 2011, WFP projects reported on enough indicators to show that progress is also being made in enhancing countries' capacity to reduce hunger under Strategic Objective 5 – Strengthen the capacities of countries to reduce hunger, including through hand-over strategies and local purchase.

### WFP's Response – Common Features of WFP Work in 2011

8. WFP's response to emergencies in 2011 underlined the importance of its global reach. The "Arab spring" and the earthquake in Japan required WFP to respond in countries where it had limited presence before the emergencies. WFP's regional presence enabled it to respond quickly to the conflict in Libya; and its global expertise in the logistics and emergency telecommunications clusters and in the United Nations humanitarian response depots enabled it to contribute effectively to the Japanese Government's response to the earthquake and tsunami.

9. New technology remains crucial in the fight against hunger. WFP's use of new technology in 2011, which ranged from mapping to mobile banking, helped to increase the efficiency and effectiveness of its response to emergency and development challenges.

10. The past year demonstrated again the value of partnerships in humanitarian responses. WFP's partnerships in 2011 were more extensive than ever before; their effectiveness is evident in the cluster approach to emergency telecommunications, logistics, food security and nutrition. WFP also established new partnerships for research and the development of best practices in nutrition, Purchase for Progress and school feeding. A milestone in 2011 was the launch in March of the centre of excellence on hunger under a partnership between WFP and the Government of Brazil.

### WFP's Response – New Hunger Solutions

11. WFP continues to seek and use innovative approaches to food assistance, with a focus on providing the right tools and the right food for effective food assistance.

- In terms of providing the right food, WFP continued to scale up the use of new nutritious products to respond to specific needs. It continued to integrate food and nutrition into its HIV response, it engaged at the policy level with governments to ensure that undernutrition remained central in the fight against hunger, and it refocused its nutrition interventions on the first 1,000 days<sup>1</sup> “window of opportunity” to reduce mortality and avert the long-term consequences of stunting. Nutrition interventions showed positive outcome trends in 2011: acute malnutrition rates were reduced in 60 percent of projects reporting on this indicator, and supplementary feeding performance rates showed good progress in targeted feeding programmes.
- In terms of utilizing the right tools, the number of WFP's cash-based interventions continued to rise in 2011: there was a five-fold increase in approved budgets compared with 2009 levels. WFP expects cash-based programming to continue to expand over the next three to four years. Purchase for Progress accounted for 13 percent of WFP's food purchases in 21 pilot countries; 207,000 mt of food had been contracted by the end of 2011, of which 130,000 mt had been delivered to WFP.

### WFP's Response – Emergency Operations

12. In 2011, emergency relief and early recovery operations accounted for two thirds of the food distributed and associated direct expenses, supporting 60 million beneficiaries. WFP used its new tools and worked with stabilization, development and human rights actors to facilitate the transition from relief to recovery and rehabilitation.

13. One of the most robust donor responses in recent years occurred in the Horn of Africa crisis: by the end of December 2011, 45 donors had provided US\$650 million for WFP's emergency response. WFP overcame logistics problems, establishing new overland corridors and creating staging areas along the Somali border; 100 airlifts carried 2,300 mt of food assistance to beneficiaries in need of special supplementary food. Advanced technology was crucial: WFP used the geographic information system for daily updates on ports, airports, hubs, logistics routes, camps and food security, and created maps showing the locations of small settlements to support emergency relief.

<sup>1</sup> Refers to a child's development from conception to 2 years of age.

14. The uprising in Libya led to conflict and political upheaval. The main obstacles were lack of access to areas deemed unsafe, which limited overland transport, and the establishment of a no-fly zone for commercial aircraft. In its response, WFP chartered a ship to transport cargo and aid workers – the first passenger ferry service for humanitarian partners. WFP used the United Nations Humanitarian Air Service to substitute commercial aircraft, and enlisted local partners and communities to help to deliver food to conflict and post-conflict zones.

15. In Pakistan, an estimated 5.8 million people were affected by floods in Sindh and Balochistan provinces. Life-saving support focused on households headed by women, and by the end of the year WFP had reached 3.5 million victims. In response to the many logistics challenges – damaged roads and infrastructure, insecurity and significant flooding in remote areas – WFP established ten hubs in the affected areas and deployed 14 boats to support operations in areas inaccessible by road. Special weather forecasts indicating the spread of the floods enabled effective planning and the diversion of helicopters to places most in need, and hence saved lives, time and money.

16. WFP strives to balance the principles of humanity, neutrality and impartiality. The interventions in Libya and Somalia were testing, but they reaffirmed that mutual understanding, communication and capacity development are central to meeting WFP's humanitarian imperative.

17. Indicators reported by projects under Strategic Objective 1 in 2011 showed an overall weighted improvement of 64 percent, reconfirming WFP's strength in responding rapidly to crises. This indicates good progress in reducing the number of food-insecure people in WFP-assisted communities: 56 percent of projects that reported on the indicator "household food consumption score" in acute emergencies showed improvement, which means that the consumption of 17 million crisis-affected beneficiaries had improved.

18. A number of large WFP operations reported negative trends in food consumption, however, reflecting a deterioration in the food security situation as a result of factors such as increased conflict and displacement, food price increases and poor harvests. This highlights the inherent risks and fragility in many of WFP's operating environments: food assistance can alleviate acute hunger at the onset of emergencies, but it is more difficult to address chronic problems. The focus on risk management is helping WFP to mitigate the impact of such contextual risks, but experience shows that residual risks remain an impediment to achieving objectives.

19. Indicators reported by projects under Strategic Objective 2 showed an overall weighted improvement of 68 percent during 2011. Two thirds of the projects that reported on the indicator "household food consumption score" showed improvement, which means that consumption improved for 1.9 million people. Five projects reported an increase in the number of productive assets used by communities due to WFP's intervention.

### WFP's Response – Transition

20. Transition settings are characterized by hope for the future and high expectations of improved living conditions as a result of interventions in the aftermath of crisis. WFP's extensive field presence, its ability to mobilize resources rapidly, its technical and logistics capacity, and its information and assessment systems give it a comparative advantage in promoting recovery and development initiatives while meeting basic humanitarian needs after a crisis. WFP's presence and its food assistance constitute a "peace dividend" in immediate post-conflict

environments; in cases such as South Sudan and Kyrgyzstan, support for peacebuilding is an objective of the WFP programme of work.

**21.** Performance in transition settings may be measured under Strategic Objectives 3 and 4. Indicators reported by projects under Strategic Objective 3 showed a weighted improvement of 80 percent during 2011. Of the projects that reported on the indicator “household food consumption score”, 80 percent showed improvement, which means that the consumption of 2.6 million people was improved.

**22.** Indicators reported by projects under Strategic Objective 4 showed a weighted improvement of 62 percent during 2011, indicating progress in reducing chronic hunger and undernutrition.

## Management Issues

### Securing resources

**23.** WFP’s revenue fell by US\$530 million – 12 percent – in 2011 to US\$3.74 billion. The decline in contribution revenue can be attributed in part to a reduction in the scale of emergencies: in 2010, WFP responded to large-scale emergencies in Haiti, Pakistan and the Sahel compared with one large-scale emergency in 2011 in the Horn of Africa. Contribution revenue covered 60 percent of WFP’s estimated needs of US\$6 billion in 2011, down from 62 percent in 2010 and 65 percent in 2009. To ensure adequate financial support, WFP continues to engage governments and the private sector in developing multi-year flexible contributions, new funding channels and twinning arrangements.

**24.** There was a greater diversity of funding sources in 2011. WFP received contributions from 93 funding sources, including 87 government donors; 31 host governments – six more than in 2010 – contributed US\$60 million – 2 percent – of 2011 contributions. Emerging economies increased their contributions by 26 percent from 2010, totalling US\$228 million. WFP received US\$196 million from multi-donor sources in 2011: the United Nations Central Emergency Response Fund alone was the seventh largest donor, with US\$126 million in funding.

**25.** WFP repositioned itself to promote private-sector partnerships during 2011 with a view to developing innovative partnerships in the markets with the greatest opportunities. Donations from the private sector reached US\$93.7 million, making it WFP’s tenth-largest donor. WFP’s global online donation is also growing rapidly: US\$7 million was raised in 2011. WFP’s e-mail supporter base grew 178 percent in 2011; Facebook and Twitter followers increased three-fold.

### Stewardship

**26.** WFP continues to implement optimum standards of internal control under the Strengthening Managerial Control and Accountability initiative. In March 2012, WFP became one of the few United Nations organizations to provide a formal statement on the effectiveness of internal control with its annual accounts.

**27.** WFP’s performance and risk management processes are firmly established, but they need time to mature. WFP has refined the Management Results Framework for use in 2012 and beyond and improved capacities for performance and risk management at all levels. It is now in a position to implement more rigorous results-based management and to address the related risks.



28. Challenges remain in terms of ensuring the safety and well-being of WFP staff. In 2011, four WFP national staff members lost their lives in the line of duty as a result of armed attacks in Ethiopia, Somalia and South Sudan, two of which occurred on roads and one at a programme site. WFP's staff work in operational environments with significant health and psycho-social risks: the medical services and the Staff Counselling Unit continue to help staff deal with these risks.

### Learning and innovation

29. The 2011 annual report of the Office of Evaluation highlights WFP's "can do" attitude, its committed staff and its capacity for innovation. Work to improve knowledge management and learning from innovations include the use of lessons-learned reviews at the end of any corporate emergency, enhancing disaster-preparedness capabilities through simulations and establishing focal points to analyse and follow up oversight recommendations.

30. Enrolment rates in WFP's management training and assessment centres are high; WFP has also expanded its on-line learning management system to cover 300 e-learning courses and 460 video simulations.

31. Investment in information technology increased significantly in 2011 to 9.7 percent of corporate expenditure, returning to the investment levels of 2007/08, when WINGS II was established. WFP continued the four information technology initiatives reported in the 2010 Annual Performance Report: i) Foodlink, which is improving WFP's telecommunications; ii) Connect, which integrates e-mail, voice and video into one service; iii) the Emergency Preparedness Integration Centre, which increases operational response capability; and iv) One Truth, which increases transparency and management capability through an easy-to-use consolidated record of operational information. WFP started to develop an invoice-tracking system in 2011 with a view to eliminating paper-based processes and improving efficiency.

### Internal business processes

32. WFP continues to allocate resources in response to identified needs: 83 percent of its resources were allocated to countries that accounted for four fifths of total requirements, a minor decrease from 85 percent in 2010. In line with the Board's decision that at least 90 percent of multilateral funds for development should be allocated to the poorest countries, 96 percent of such resources were allocated to these countries in 2011.

33. In 2011, WFP procured 2.4 million mt of food valued at US\$1.23 billion in 87 countries, of which 71 percent was purchased in developing countries. WFP continues to apply its import parity approach<sup>2</sup> with a view to purchasing food as efficiently as possible: this led to savings of between 17 percent and 28 percent of the cost of purchasing food in 2011, totalling US\$55 million.

34. WFP procured 400,000 mt of assorted foods worth US\$200 million in 2011, for example by purchasing nutritious products through the Forward Purchase Facility. WFP also started to implement a new approach to forward planning and purchasing that focuses on commonly used

<sup>2</sup> This compares local and international sourcing costs and delivery times for food. Each purchase request is evaluated with reference to cost and delivery time to determine whether local or international procurement is preferable, provided quality is maintained. Where time is not an issue, the source with the lowest costs is chosen for major purchases.

logistics corridors: in the first six months, 21 projects benefited from deliveries that arrived on average 52 days earlier than under conventional processes.

**35.** Humanitarian personnel must have access to information technology and communications facilities at all times. A measure of the effectiveness of WFP's information technology systems is that full services were available in 99.8 percent of WFP offices in 2011, as in 2010.

**36.** Resource shortfalls caused problems for several WFP operations. Most country offices facing significant shortfalls continued to support targeted beneficiaries by reducing the amount of food provided for individuals. Actual food distributions were 68 percent of planned levels, but WFP nonetheless managed to provide food for 106 percent of the planned beneficiaries. Resource shortfalls and pipeline breaks were associated with deteriorations in food security, and in some countries food shortages resulted in a decline in the "household food consumption score" indicator.

### Operational efficiency

**37.** The average cost per beneficiary has remained stable over the past four years. Minor fluctuations from year to year are caused by changing project requirements; the slight increase in 2011 is consistent with the goal of providing more nutritious and therefore more costly foods.

**38.** Driving down costs and increasing efficiency can best be tackled by looking for savings in all aspects of WFP's operations in a particular environment. An example cost saving and enhanced efficiency in this Annual Performance Report is the Sudan regional bureau. Between 2009 and 2011, the bureau reduced its emergency operation budget by 34 percent from US\$869 million to US\$572 million and cut the cost per beneficiary by 44 percent from US\$140 to US\$78 by rationalizing beneficiary caseloads and reducing or eliminating costs in all its operations.

**39.** The Country Strategy process continues to drive planning at the country level: 26 countries are involved, and the number of approved documents doubled in 2011. A review concluded that the process contributes significantly to enhanced collaboration between WFP and its stakeholders.

**40.** A measure of operational efficiency is WFP's capacity to work with partners to leverage its expertise in support of development actors. Collaboration among the Rome-based agencies increased during 2011 and is reflected in the joint leadership by WFP and the Food and Agriculture Organization of the United Nations of the food security cluster; the two organizations also collaborated in 86 projects in 50 countries in agriculture, education, food security thematic groups and assessments. WFP and the International Fund for Agricultural Development collaborated in 11 projects in nine countries in food-for-work, food-for-training and micro-credit programmes.

### Looking Forward

**41.** By far the most significant challenge facing WFP and its beneficiaries is the likelihood of sustained high food and oil prices. WFP's purchasing power declined by 25 percent in 2011; and the fact remains that without a significant increase in funding its purchasing power in 2012 will be significantly less than it was in 2010 and 2011 if prices remain high.



42. Innovative strategies are needed to generate more predictable funding. WFP must demonstrate more clearly how its work meets donor priorities: a visibility enhancement project is under way to demonstrate WFP's strengths in thematic areas such as nutrition, school feeding, Purchase for Progress, cash and vouchers, capacity development and climate change adaptation.

43. There is widespread acceptance that WFP is putting in place the right tools to make the transformation from food aid to food assistance. The process of scaling them up, however, is linked to WFP's ability to develop high quality programmes that use the right mix of food-aid and food-assistance tools. Work is under way to address this issue through improved monitoring and enhanced self-evaluation and training for programme staff.

44. Five themes will guide WFP's work from 2012. WFP must:

- continue to increase its efficiency and effectiveness and provide better value for money, and demonstrate that it is doing so;
- make risks more visible and seek stakeholders' support by sharing information about contextual, programmatic and operational risks;
- enhance its emergency preparedness and response capacity under the Preparedness and Response Enhancement Programme;
- review workforce skills to ensure that the right skills are available in the right places for making the transition to a food-assistance approach; and
- increase transparency and accountability by improving reporting on performance and developing the Strategic Plan (2014–2017).

45. The challenges for WFP are to continue to help countries to achieve Millennium Development Goal 1; to contribute effectively to alleviating hunger; and to adequately respond to emergencies in the Horn of Africa, the Sahel, Afghanistan and Pakistan despite resource constraints. WFP's commitment to improved performance and risk reporting highlights the need to enhance its preparedness, efficiency and effectiveness. WFP will strive to meet such challenges with its characteristic determination.



## PART I – INTRODUCTION

46. The Annual Performance Report (APR) is an accountability document. It assesses WFP's performance in 2011 in terms of effectiveness and efficiency in meeting the needs of the most vulnerable people, and progress towards the objectives of the Strategic Plan (2008–2013). It looks at what WFP did and how it supported its achievements, as shown in Diagram 1.

47. Determining humanitarian outcomes and impacts is not the sole domain of WFP; it also involves governments and partners. Outcomes and impacts are shared by United Nations agencies, other humanitarian actors and governments, and the results reported in this APR should be understood in that context.

48. In 2011/12 the Secretariat carried out a mid-term review of the Strategic Plan (2008–2013) and will report the results to the Board's 2012 Annual Session. The report and this APR draw on similar data, but like its predecessors the APR reports on progress during 2011 in terms of the Strategic Objectives and the Management Result Dimensions.

49. The fourth High Level Forum on Aid Effectiveness in Busan in December 2011 called for development partners to "strengthen [their] efforts to achieve concrete results", noting that this "involves better managing for results, monitoring, evaluating and communicating progress". The discussions were informed by the results of a study by WFP and the United Nations Development Programme (UNDP) under the auspices of the High-Level Committee on Management (HLCM), with support from The Boston Consulting Group (BCG). The team worked with United Nations agencies, private-sector organizations, non-governmental organizations (NGOs), the Organisation for Economic Co-operation and Development (OECD) and donors to assess various approaches for alignment with United Nations results reporting requirements. The four principles of results reporting defined by the team – mutual accountability, transparency, efficient use of resources and effectiveness – which were endorsed by the HLCM. WFP will apply these principles in its performance-management systems with a view to more comprehensive analysis of outcomes and impacts to supplement its reporting on inputs and outputs. Even though progress has been made, developing a robust performance-management system in 75 countries and 212 projects is a continuing challenge that requires time and resources.

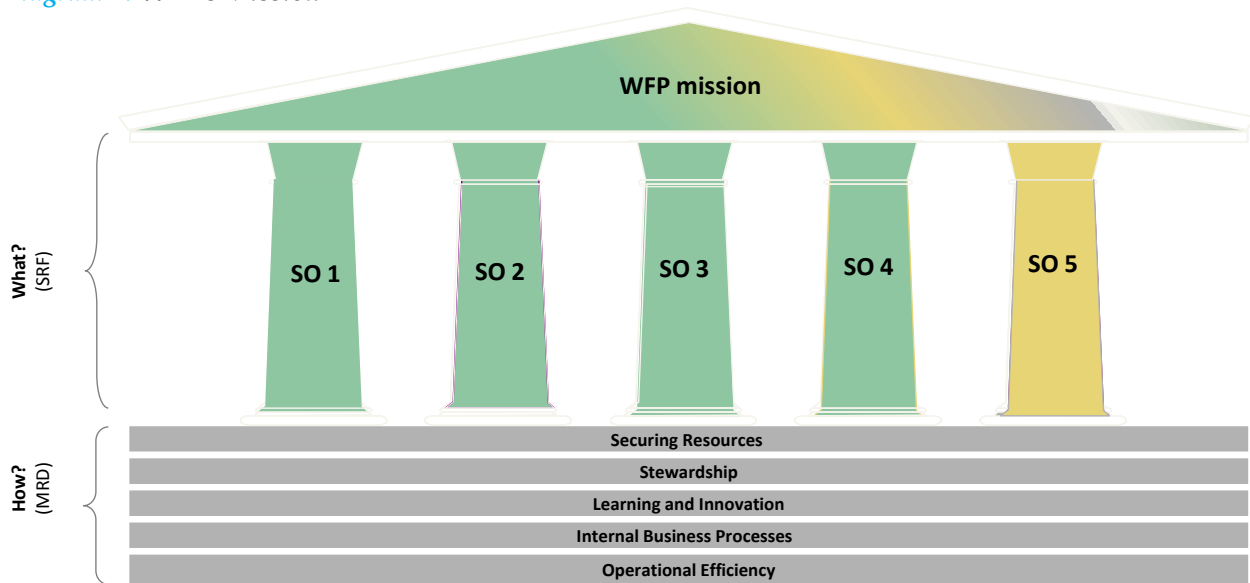
50. WFP reported significant progress in 2011 against four Strategic Objectives: 1 – Save lives and protect livelihoods in emergencies; 2 – Prevent acute hunger and invest in disaster preparedness and mitigation measures; 3 – Restore and rebuild lives and livelihoods in post-conflict and post-disaster or transition situations; and 4 – Reduce chronic hunger and undernutrition. These accounted for 98 percent of 2011 expenses.

51. This is the first year in which WFP has been able to report significant progress against Strategic Objective 4 and in which its projects have enough indicators to report that progress is also being made in Strategic Objective 5 – Strengthen the capacities of countries to reduce hunger, including through hand-over strategies and local purchase.

52. WFP is continuing to refine its Management Results Framework for reporting on performance indicators. Targets and internal benchmarks for the five Management Result Dimensions are based on the indicators used in the 2010 APR, augmented by experience gained in better managing and measuring each dimension. The achievements of 2011 are compared with those of 2010 and earlier years. Most reported indicators showed improved performance.

53. But there is no sign that the challenges facing the hungry poor are declining. Natural disasters, insecurity, conflict and rising food and fuel prices continue to create social and economic distress for hundreds of millions of people. Such crises continue to underline the fragility of coping mechanisms and the needs for more effective and efficient humanitarian assistance and more investment to enhance resilience. WFP is committed to providing services to increase the speed of delivery and the efficiency of humanitarian action, and it continues to improve its tools to provide more effective food assistance. In 2011 WFP focused on ensuring that the right food was provided for the right people at the right time and in the right place, and worked with partners to ensure that its activities are coordinated and support governments' priorities.

Diagram 1. WFP's Mission



## Strategic Context

54. Today's world has many risks affecting those least able to handle them:

- food prices were at an all-time high during 2011, with no sign of any significant reduction;
- 209 million people were affected by natural disasters of immense economic cost in 2011;
- the global economy is struggling to emerge from recession;
- 1.5 billion people live in countries affected by repeated cycles of political instability; and
- safe humanitarian space is shrinking.

55. Some of these risks affect rich and poor people alike – but they have a disproportionate impact on vulnerable groups. One person in seven of the world's population is undernourished<sup>3</sup> and a high proportion of women and children are malnourished. Safety margins are narrow and easily breached for those struggling to survive on less than US\$1.25 a day.

56. This is the environment in which WFP operates and in which its performance must be understood.

### Food prices remain at an all-time high.

57. Food prices reached their highest level in twelve years during 2011. The Food and Agriculture Organization for the United Nations (FAO) food price index (FFPI) based on a food basket of cereals, oilseeds, dairy products, meat and sugar peaked at 240 points in February 2011 (see Figure 1). In spite of a fall in the second half of 2011, the FFPI averaged 228 points, exceeding the previous peak of 200 points in 2008.<sup>4</sup> Oil prices were on average 26.5 percent higher than in 2010 and 21.6 percent higher than in 2008, the previous peak.

Figure 1. FAO Food Price Index



<sup>3</sup> Based on 2008 figures. During its meeting in 2010, the Committee on World Food Security asked FAO to review its methodology for estimating undernourishment in order to provide more timely updates and incorporate all relevant information, including analysis of the large number of household surveys that have become available in recent years. As this work remains in progress no updated estimate for the number of undernourished people in 2009 and 2010 were reported, nor was an estimate made for 2011.

<sup>4</sup> FAO (2012): FAO Food Price Index, Released on 12 January 2012.

**58.** Increases in global food prices reduced WFP's purchasing power in 2011. WFP spent US\$1.23 billion on food in 2011 compared with US\$1.25 billion in 2010<sup>5</sup> – but the volume of food purchased fell by 25 percent from 3.2 million mt to 2.4 million mt. The following points should be borne in mind:

- Food prices have increased sharply in some countries and affected vulnerable people in different ways. A review of the 2006–2008 global food price crisis in terms of the number of undernourished people showed variations across regions and countries; small import-dependent countries, especially in Africa, were affected most. Some countries insulated themselves through restrictive trade policies, but such policies increased price volatility worldwide.
- The impact of high and volatile food prices on household food security and nutrition varies according to type of food, policies that affect the way price is transmitted from world to domestic markets and the demographic and production characteristics of different households.<sup>6</sup>

**59.** Changes in food prices have the biggest effect on the poor, who either spend most of their income on food or derive much of their income from engaging in new economic activities, selling assets or borrowing. This affects in particular small-scale farmers, agricultural labourers and net food buyers such as landless or land-poor people.

**60.** Whenever possible, WFP provides light nutritious foods with less pronounced flavour and sources food locally or from nearby regions to minimize environmental and transport costs and benefit local and regional economies. Special nutritious foods are used to treat a specific problem in well-defined target groups such as young children. The proportion of these foods in the total purchased increased from 9.9 percent in 2010 to 12.8 percent in 2011. This is expected to increase in future with better planning and forward purchasing.

### **2011 was the costliest year in history in terms of damage caused by natural disasters.**

**61.** The United Nations International Strategy for Disaster Reduction recorded 302 human-impact disasters in 2011 that affected 206 million people and caused 29,500 deaths and damage estimated at US\$366 billion.<sup>7</sup> The earthquake and tsunami in Japan in March was the biggest disaster, causing 24,000 deaths and damage worth US\$210 billion. Flooding was significant for the second year running, affecting 106 million people; 63 million people were affected by drought and 34 million people by tropical storms.

**62.** WFP provided 600,000 mt of relief assistance valued at US\$610 million for victims of natural disasters – 18 percent of total 2011 assistance. The largest disaster responses were to the drought in the Horn of Africa and to flooding in Pakistan and Cambodia. WFP also supplemented the Government's relief work following the Japan earthquake by providing logistics and coordination support.

<sup>5</sup> These figures are in line with the scenario presented during the first quarterly operational briefing to the Board in February 2011.

<sup>6</sup> FAO. 2011. *The State of Food Insecurity, 2011*. Rome.

<sup>7</sup> The Office of United States Foreign Disaster Assistance/Centre for Research on the Epidemiology of Disasters International Disaster Database [www.em-dat.net](http://www.em-dat.net) and the Université Catholique de Louvain, Belgium. The data include complex disasters, droughts, earthquakes, extreme temperatures, floods, landslides, storms, volcanoes and wildfires.

**The world economic outlook provides little encouragement for the hungry poor.**

63. The global financial crisis is causing losses and dislocation in industrialized countries, but in many developing countries it is pushing people deeper into poverty. The crisis is being transmitted to the poorer countries through declining exports and shrinking remittances from citizens working overseas.

**Repeated cycles of political instability cause human misery and disrupt development.**

64. The World Bank estimates that 1.5 billion people live in countries affected by repeated cycles of political instability. This results in human misery and disrupts development: a civil unrest costs the average developing country 30 years of GDP<sup>8</sup> growth. Countries often face repeated waves of instability: 90 percent of conflicts in the last decade occurred in countries that had previously endured a civil war. A crucial factor in breaking these vicious cycles is the enhancement of governance and legitimate national institutions to provide security and alleviate international stresses, which increase the risk of conflict.

65. Socio-political developments during 2011 included the uprising in Tunisia that spread to other countries in North Africa and the Middle East, resulting in regime change in Egypt and conflict in Libya, with serious implications for the Maghreb region. The Syrian Arab Republic and Yemen were also involved in protracted crises related to high levels of insecurity. The electoral stalemate in Côte d'Ivoire culminated in a civil war; South Sudan became an independent state with its own insecurity problems and rebellions, and conflict increased in Afghanistan, Pakistan and Somalia and were exacerbated by climatic shocks.

**Safe humanitarian space is shrinking.**

66. Four WFP staff were killed and seven injured in the line of duty in 2011 as a result of violence. WFP's response strategies included: i) hiring security staff; ii) more security training and crisis management; iii) development of security protocols; iv) improved context-related equipment for staff; and v) basing field-level decisions on risk-management methods and tools.

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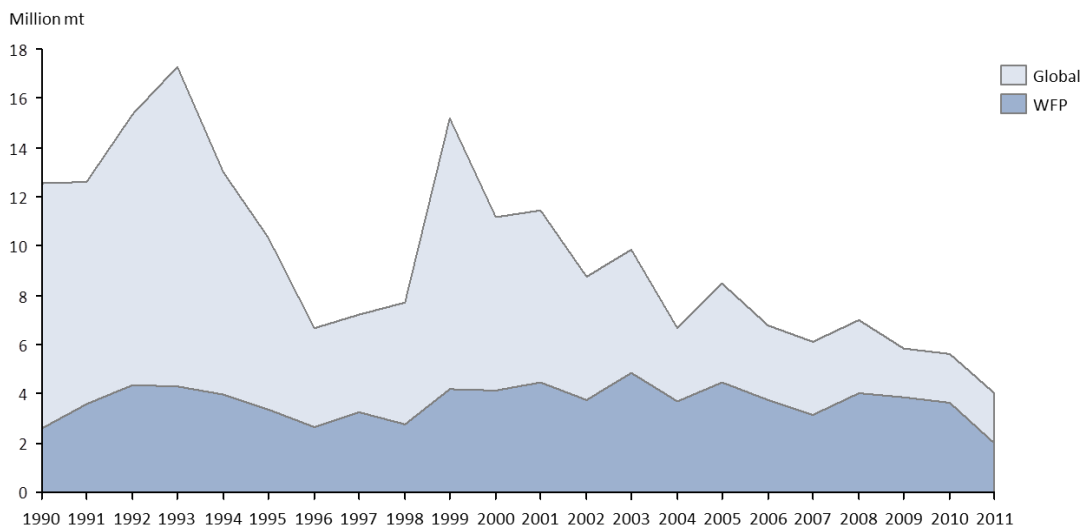
<sup>8</sup>Gross domestic product

## WFP's Response

**WFP continues to reach millions of people in need with a wider range of food-assistance tools.**

67. Global food aid deliveries continued to fall in 2011 and were the lowest since 1990 at 4.1 million mt (see Figure 2). The world continues to rely on WFP as the primary means for delivering food assistance: WFP provided 60 percent of global food aid in 2011 (see Annex VI).

*Figure 2: Global Food Aid Deliveries<sup>9</sup>*



68. WFP reached 99.1 million beneficiaries in 75 countries during 2011, providing 3.6 million mt of food and nutritionally improved products. The scaling up of new food-assistance tools was evident. The number of malnourished children receiving special nutritional support in 2011 was 11 million compared with 8.5 million in 2010; cash and voucher beneficiaries accounted for 4 percent of total beneficiaries, compared with 2 percent in 2010. Women and children accounted for 84 percent of beneficiaries.

### Significant and common features of WFP's response in 2011

69. The rest of this section provides examples of WFP activities during 2011. Significant features of this work are set out below.

- **The continued relevance of WFP's global reach.** The Arab Spring and the earthquake in Japan required WFP to respond in countries where it had limited presence before the emergencies. WFP's regional presence enabled it to respond quickly to the conflict in Libya; its expertise in logistics and emergency telecommunications and its United Nations Humanitarian Response Depots (UNHRDs) enabled it to support the Japanese Government's response to the earthquake and tsunami.

<sup>9</sup> Deliveries refer to quantities of food that actually reach recipient countries during a calendar year, and differ from shipment data and food aid distributed to beneficiary people. Source: INTERFAIS and FAO.



- **The importance of new technology in the fight against hunger.** WFP used several new technologies in 2011, from geographic information system mapping to mobile banking, which helped it to increase the efficiency and effectiveness of its responses to emergency and development challenges.
- **The crucial role of partnerships.** The past year demonstrated once again the value of effective partnerships in humanitarian work. WFP's partnerships were more extensive than ever before in a context of volatile food prices, emergencies and persistent hunger. The culture of working with others is now ingrained in WFP: the first question in an emergency is often "Who can WFP work with to respond effectively?" The effectiveness of partnerships is evident in the cluster approach to emergency telecommunications, logistics and food security, where WFP shares the lead with FAO. WFP has also established new partnerships for research and the development of best practices in nutrition, Purchase for Progress (P4P) and school feeding. A notable event in March 2011 was the launch of a centre of excellence on hunger as a joint partnership between WFP and the Government of Brazil.
- **The importance of rigorous needs assessment.** In 2011 WFP completed 11 nationwide food security assessments, 29 emergency assessments, 20 market assessments, 20 multi-agency assessments, and 30 country food security monitoring reports. These were used to develop 50 programme operations, inform responses and target food insecure households. The August 2011 evaluation report Enhancing Capacities in Food Security and Response Analysis Project (ENCAP) found that most operations were adequately based on assessment and analysis and that programme activities were generally relevant to identified needs.
- **The need for more systematic consideration of risk.** The evaluation of the Paris Declaration<sup>10</sup> concluded that risk aversion was an obstacle to progress, particularly in fragile states. Principles for addressing this issue established at the High Level Forum on Aid Effectiveness in Busan highlight the need for organizations to be "smart risk takers, weighing risks against desired outcomes, and the risk of not engaging" and to "confront and manage risks jointly with all partners". Organizations should also be more transparent in communicating risks and benefits. During 2011, WFP shared its risk-management practices with stakeholders and worked with others on harmonization, in line with the Busan principles.
- **The drive for innovation.** WFP continues to develop innovative approaches to food assistance and to adapt its practices to achieve optimum results. Learning opportunities in 2011 included: i) a mid-term evaluation of P4P that concluded that it should continue in its pilot form until 2013; and ii) an evaluation of the extent to which school feeding programmes respond to the Strategic Plan (2008–2013), the international context and aid effectiveness issues.
- **Humanitarian principles at the forefront of WFP operations.** WFP seeks to apply the principles of humanity, neutrality and impartiality. The interventions in Libya and Somalia tested these, but also reaffirmed that mutual understanding, communication and capacity development are central to achieving WFP's humanitarian aims.

<sup>10</sup> Oxford Policy Management/IDL (2008). Evaluation of the Implementation of the Paris Declaration: Thematic Study available at <http://www.dfid.gov.uk/aboutdfid/evaluation.asp> and <http://www.oecd.org/dac/evaluationnetwork>

## Drought and famine in the Horn of Africa

**70.** The Horn of Africa crisis witnessed one of the most robust donor responses in WFP's recent history. By the end of December 2011, 45 donors had provided US\$650 million towards WFP's emergency responses in Djibouti, Ethiopia, Kenya, Somalia and Uganda. Traditional donors increased their funding, governments in the region stepped up support and others provided their first-ever contributions to the region. Most support was in the form of cash, but many donors also provided in-kind contributions and services that supported WFP's supply lines and capacity to deliver. The private sector provided flexible funding and timely surge capacity in logistics and food production. To translate donors' support into timely action, WFP made extensive use of its advance financing mechanisms and the new Forward Purchase Facility (FPF). In Ethiopia, WFP borrowed cereals from the Emergency Food Security Reserve and non-cereals from NGO partners.

**71.** WFP's operational response was significant and immediate, mobilizing 130 staff from other locations to expand operations quickly and assume leadership of the emergency cluster. This surge capacity was provided for nutrition, pipeline management, programming, procurement, logistics, information management and administration. New field offices were opened in Ethiopia and Kenya to respond to the influx of refugees.

**72.** WFP had to surmount logistics obstacles such as lack of access to famine-affected areas in Somalia by establishing new overland corridors and creating staging areas along the Somalia border; 2,300 mt of special supplementary food were transported in 100 airlifts, which included air services provided by UPS, TNT Worldwide Courier Delivery Service and Korean Air. To ensure regular and predictable food deliveries and to reduce costs, 32 ships were chartered between July and December.

**73.** WFP worked with a number of humanitarian partners. Ships of the European Union Naval Force escorted vessels chartered by WFP to Somali ports, and WFP operated passenger flights to support the refugee operation in Dolo Ado in Ethiopia. As the logistics cluster lead, WFP made its time-chartered vessel used between Mogadishu and Bossaso available to the humanitarian community and provided common transport services. WFP transported 1,100 mt of urgent humanitarian cargo to Somalia in 2011 for eight international NGOs and five United Nations agencies.

**74.** Communications technology was crucial: effective emergency responses depend on reliable communications with the many organizations involved. In the Horn of Africa emergency:

- WFP sent regular early-warning alerts during the ten months before the declaration of the emergency in the region.
- WFP used the geographic information system (GIS) for daily updates on logistics routes, camps and food security. WFP created maps of small settlements to support emergency relief and a set of maps based on remotely sensed data using the Normalized Difference Vegetation Index (NDVI)<sup>11</sup> to enable users to monitor the development of the drought and source food locally where possible.

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<sup>11</sup> NDVI increases during wet seasons and decreases during dry seasons but gives an image representing the 20-year average. This indicator is used as a proxy for agricultural productivity.

- The emergency telecommunications cluster (ETC) was activated to ensure that communications services were in place when relief workers arrived. The cluster provided wireless internet connectivity in remote areas, expanded the areas covered by very high frequency radio, secured additional radio frequencies to relieve network congestion, installed additional very-small-aperture terminals and obtained permission from the authorities to share bandwidth in Ethiopia.

**75.** WFP expanded its operations to support 8.7 million people affected by drought and conflict, 1.3 million of whom were in Somalia.<sup>12</sup> It targeted 10.9 million people of the estimated 13 million in the region affected by the drought; governments and other partners supported the remainder. WFP provided life-saving nutritional support for 556,000 refugees in Kenya and 280,000 refugees in Ethiopia, mainly Somalis. Targeted supplementary feeding (TSF) and blanket supplementary feeding (BSF) were used where necessary to save lives in line with the first 1,000 days approach. Initial airlifts of ready-to-use supplementary foods and high-energy biscuits saved lives, especially among the mobile population in Somalia.

### North Africa uprisings

**76.** The political changes in North Africa were a challenge to WFP and the humanitarian community. The uprising in Libya led to a humanitarian crisis in which WFP had to contend with a shortage of international partners and limited national capacity to respond to the needs that emerged. As a result WFP's operation was a mix of saving lives and building capacity. WFP's leadership in the food security and logistics clusters focused on building the capacity of the Libyan Red Crescent and coordination with LibAid and local councils, an approach that enabled it to alleviate gaps in the food supply and meet the food needs of people displaced or otherwise affected by the conflict.

**77.** WFP mobilized resources quickly to meet emerging needs: US\$49.3 million was raised for regional food security activities and US\$10.8 million for logistics, including UNHAS and ETC activities in Libya. The funds were raised through regular inter-agency donor appeals and bilateral meetings. Donors attended most of WFP's cluster meetings on food security, livelihoods, logistics and ETC; in combination with regular external reporting and donor briefs, this ensured that donors were kept informed on WFP activities.

**78.** WFP rapidly reinforced its presence in Benghazi and placed teams at the borders with Egypt and Tunisia to meet the needs of individuals leaving Libya; it also distributed food throughout Libya. A regional emergency project provided support to the end of February 2012. By the end of 2011, WFP had reached 1.4 million beneficiaries in Egypt, Libya and Tunisia with 31,563 mt of food.

**79.** WFP had to overcome operational constraints such as lack of access to areas deemed unsafe for a field presence, which limited overland operations to cities west of Benghazi. A no-fly zone was established for commercial aircraft. In response, WFP:

- chartered a ship to transport humanitarian cargo and aid workers, linking Malta and Tunisia with Libyan ports for four months, shipping 18,100 mt of goods for 34 organizations and securing storage space in Libya for the humanitarian community;

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<sup>12</sup> In 2011, WFP supported 3.5 million drought-affected people and 280,000 refugees in Ethiopia; 2.2 million drought-affected people and 556,000 refugees in Kenya; 130,000 drought-affected people and refugees in Djibouti; and 700,000 drought-affected people in Uganda.

- utilized UNHAS to fill the gap caused by a lack of commercial aircraft, transporting 4,785 people from 153 agencies between Malta, Cairo and five Libyan cities; and
- enlisted local partners such as the Libyan Red Crescent, the Boy Scouts and LibAid to help to deliver food to conflict and post-conflict zones.

80. The need for humanitarian support in Libya declined with the formation of the interim government. WFP and other agencies are phasing out relief activities and shifting to recovery and development support for the Government. WFP will also work with Libyan organizations to ensure a functional system for providing basic foods and cash and vouchers.

#### **The Emergency Preparedness and Response Package (EPRP)**

Emergency preparedness is a crucial investment against disasters: it buys time, reduces the risk of a bad situation becoming worse and enables WFP to use its resources efficiently. As operational contexts become more hazardous and demanding, EPRP offers solutions and guides country offices as they step up emergency preparedness and response capabilities from risk identification to the crisis itself.

By the end of 2011, EPRP had been tested and rolled out in twenty country offices, where it received an overwhelmingly positive reception. Field staff welcomed the change to a practical, action-oriented approach with clear tasks, roles and responsibilities.

For the crises in Libya, the Syrian Arab Republic and the Horn of Africa, a new concept of operations (CONOPS) was developed as part of EPRP. This is useful as a concise communication to WFP staff and humanitarian actors of WFP's response to emergencies, and it enables rapid and coherent action as the situation evolves.

#### **Pakistan flooding**

81. A year after the 2010 floods, Sindh and Balochistan provinces again experienced extensive monsoon-related flooding. An estimated 5.8 million people were affected, 3 million of whom were in need of immediate food assistance.

82. WFP began providing life-saving monthly food rations in September 2011, targeting households headed by women. By the end of the year it had reached 3.5 million people, exceeding the original target as the flooding continued. In cooperation with the humanitarian community, the Government and partners, WFP responded rapidly and efficiently and distributed 57,000 mt of food per month.

83. The logistics challenges included badly damaged roads and infrastructure, insecurity and limited access to remote areas. WFP deployed specialist logistics officers to the field and established ten logistics hubs in the affected areas; it also deployed 14 boats to support operations in areas inaccessible by road. Ten large, strategically placed warehouses were established, and storage and transport were offered to the humanitarian community free of charge.

84. WFP's advance financing mechanisms bridged the gaps between the pledging of commitments and actual receipt of funds, preventing breaks in the food pipeline and enabling WFP to be among the first to respond.

85. Of the food procured for the 2011 EMOP, 66 percent was purchased from local or regional suppliers. This helped to reduce delivery times and costs and contributed to the national economy. Investments in national food processing industries will help to develop local capacities to produce special supplementary foods for preventing and treating malnutrition among children.

## Flooding in Cambodia

86. In 2011, Cambodia experienced its worst flooding in ten years: 1.6 million people were affected, of whom 250 were killed and 240,000 were forced from their homes. The rice crop was seriously affected, with 265,000 ha of cropland damaged and 10 percent of the crop destroyed, leading to a sharp rise in the price of rice. The situation will continue to be monitored.

87. WFP provided food assistance for 125,000 vulnerable people in 11 of the most severely affected provinces. A 12-month EMOP was launched to deliver food assistance for up to 150,000 vulnerable people in the flood zone, initially for emergency needs and later to assist with reconstruction and recovery.

### WFP response to the Japan earthquake

On 11 March 2011 a magnitude 9.0 earthquake off the north-eastern coast of Japan created a tsunami that caused many deaths and extensive damage. Thousands of people were injured, evacuated or missing, and millions were affected by lack of electricity, water and transport. Tsunami warnings were broadcast to countries around the Pacific.

The Japanese Government swiftly mobilized its disaster, health and safety organizations and requested WFP to provide logistics and coordination support for the four-month relief effort. Supplementary rations were distributed to 70,000 people in evacuation centres for a week after the earthquake.

WFP's response had some novel features: i) the operation was fully funded by the private sector, with the Japan Association for WFP leading the fundraising; ii) WFP deployed Japanese staff from several locations to provide operational, logistics, capacity development and management support.

WFP benefited from the technical expertise of its strategic partners: the logistics emergency team supported by TNT, UPS, Damco and Maersk facilitated worldwide shipping and transport and augmented WFP's capacity to deliver relief items to the affected areas.

## Use of cash and voucher transfers in WFP projects

88. WFP's cash-based interventions increased five-fold in 2011 from 2009 levels. At the end of the year 36 projects with a combined transfer value of US\$213 million targeted 8 million beneficiaries, compared with approved budgets of US\$138 million in 2010 and US\$41 million in 2009. WFP expects cash-based programming to continue to expand over the next two to three years. WFP also began to achieve scale in its interventions supported by cash and vouchers: in Kenya, cash transfers were a significant feature of drought relief operations, with almost half a million beneficiaries benefitting in 2011. Other large operations supported by cash and vouchers were in the Sudan and Haiti.

## Nutrition interventions in WFP projects

89. The Nutrition Improvement Approach approved in September of 2009 supports WFP in providing the right food at the right time and in prioritizing programmes that focus on the first 1,000 days of life. Distribution of new nutritious products is being scaled up on the basis of needs, with procurement doubling between 2010 and 2011.<sup>13</sup> In 2011 treatment of moderate acute malnutrition expanded in Pakistan, where a growing proportion of nutritious products provided for malnourished children are locally produced. These products are also being used in Niger, where 50 percent more malnourished children were treated in 2011, and in the Horn of Africa emergency response and refugee camps in Kenya and in Somalia.

<sup>13</sup> Ready-to-use foods such as Plumpy'sup, Plumpy'doz and Supercereal Plus



90. WFP continued to scale up the use of new nutritious products in 2011 to respond to particular needs by:

- integrating food and nutrition into its AIDS response to improve beneficiaries' nutritional status and adherence to treatment to improve cost-effectiveness and reduce mortality; and
- engaged with government policy-makers to ensure that undernutrition – wasting, stunting and micronutrient deficiencies – remains a priority in the fight against hunger.

91. Micronutrient deficiencies affect 2 billion people. WFP has been instrumental in creating momentum in the fortification of rice in Asia using new technologies in partnership with the Dutch manufacturing company DSM's Nutrition Improvement Programme. The aim is to ensure that most of the rice procured and distributed in the region can be fortified with a view to filling gaps in WFP's fortification work. WFP is also advocating with governments on policies and practical issues related to the fortification of rice.

92. The REACH “dashboard” enables ministries of health, agriculture, education, women's affairs, development and disaster preparedness to see nutrition information in a single graphic. The dashboard has been used in Bangladesh, the Lao People's Democratic Republic, Mauritania, Sierra Leone and the United Republic of Tanzania.

93. WFP and its REACH partners<sup>14</sup> researched linkages between agricultural development and health and nutrition programming and investigated ways in which smallholder farmers could benefit from food-supply chains generated by scaling up nutrition interventions. The resulting model will be operationalized in Sierra Leone through the REACH facilitation mechanism. Challenges include expanding nutrition-sensitive actions at the policy and implementation levels and helping governments to prioritize resources.

#### **New nutritional approaches and products**

Malawi, Mozambique and Zambia are examples of countries in which WFP has worked with partners to tackle undernutrition more effectively. WFP has helped governments to provide nutrient-dense supplements for young children, investigate the potential for enhancing production capacity and raising awareness to ensure long-term demand for these products.

WFP began work with private-sector and academic partners in 2011 to develop a product for treating malnutrition among adults with HIV or tuberculosis (TB), initially to find out about their preferences for various textures and flavours. On the basis of this research the partners will develop one or two nutritious products for treating wasting among adults.

#### **WFP operations in transition settings**

94. Transition settings are often characterized by people's hope for the future and their expectation of improved living conditions following a crisis. WFP's field presence, its ability to mobilize resources rapidly and its technical and logistics capacities give it a comparative advantage in promoting recovery and development. WFP's food assistance constitutes a “peace dividend” in supporting stability in post-conflict environments. In Kyrgyzstan and South Sudan, for example, support for peacebuilding is an objective of its work.

<sup>14</sup> Wageningen University and Research Centre, Njala University, P4P and the Sierra Leone Agriculture Research Institute.

## Somalia

95. Somalia is a major challenge for WFP in terms of programming, particularly with regard to persuading the various official and unofficial authorities to buy in to its programmes. In 2011 the country office organized meetings to explain WFP's shift away from general food distribution to programmes targeting nutrition and livelihoods. Five authorities engaged with WFP's programme staff to develop a food-assistance strategy and a seasonal response analysis,<sup>15</sup> which led to significant improvements in WFP's coordination in Somalia. The dialogue is continuing in 2012 to finalize the response plan for the next six months and to review complementarities with United Nations and NGO partners.

## South Sudan

96. The Government of South Sudan has declared food security as its third-highest priority. WFP is assisting the Government by supporting the establishment of grain reserves at five storage compounds and 20 satellites and training government staff to manage the system. The reserves will reduce food delivery times in a crisis, thereby increasing the Government's ability to restore stability in communities, protect its citizens and build trust with the population.<sup>16</sup> The project addresses one of the causes of conflict – South Sudan's underdevelopment; it will also support state legitimacy by building government capacity.

## Côte d'Ivoire

97. In the Côte d'Ivoire post-electoral crisis 700,000 people were displaced in-country and 150,000 thousand in Liberia. Ghana and Togo were also affected. At the peak of the crisis the port of Abidjan was closed and alternative access routes had to be opened. In April 2011 UNHAS transported passengers and relief cargoes between Abidjan, western Côte d'Ivoire and carried out medical evacuations. WFP had to focus on life-saving and school feeding had to be re-oriented as an emergency response.

## Community consultations in the Central African Republic, Kyrgyzstan and Uganda on food security and peacebuilding

98. Access to food was a condition for peace in the Central African Republic, Kyrgyzstan and Uganda. Conflict had a negative impact on food security in all the communities consulted. Insecurity restricted access to farmland and inputs. Harvests were lost in all three countries; food prices increased and market access was restricted. Displacement and destruction disrupted farming in the Central African Republic and Uganda, and malnutrition rates were reported to be high during times of conflict. Communities in Kyrgyzstan suffered violence and discrimination even after the conflict, outlets for agricultural products were restricted and incomes fell. Many families are still in debt and rely on loans from relatives and friends to get them through the crisis.

99. Farming communities in all three countries felt that the Government should prioritize the distribution of seeds, tools and other inputs, and water for human consumption and irrigation. Other food-security needs are livelihood interventions, income-generating activities and employment schemes, particularly for young people.

<sup>15</sup> The five authorities included those in Somaliland and Puntland, and Galmudug, Himan, Heeb and Ahlu Sunna Wal Jamaa'a in central Somalia.

<sup>16</sup> Brinkman, H-J. and Hendrix, C.S. 2010. *Food Insecurity and Conflict: Applying the WDR Framework*. World Development Report background paper, p. 36. Washington DC, World Bank.

**100.** After inter-ethnic violence in southern Kyrgyzstan in 2010, WFP provided food assistance to enable displaced populations to return home and rebuild their livelihoods. WFP subsequently launched a recovery programme with FAO to repair infrastructure and promote reconciliation by addressing two of the causes of conflict – inequality in access to services, and high unemployment. Repairing the Uvam irrigation canal, part of the main water system in Kara-Suu district, had a particularly positive impact on recovery as communities worked on a common project and demonstrated their willingness to overcome past differences. The canal now serves 8,000 farming households and 40,000 residents of ten ethnicities.



## PART II – PERFORMANCE RESULTS BY STRATEGIC OBJECTIVE

### Overview

**101.** Part II reports the achievements of WFP operations in 2011 at the output and outcome levels against each Strategic Objective in the Strategic Plan (2008–2013). It draws on three sources of information:

- corporate-level data available for the indicators in the SRF;
- the results of independent evaluations of WFP projects; and
- examples that demonstrate successes and challenges.

**102.** Corporate-level data are drawn from the results in the SPRs prepared at the end of each year. WFP projects reported against one or more of the 21 SRF indicators, as endorsed by the Board in February 2009. The SRF was adjusted during 2011 to focus on outcome indicators measured and reported at the beneficiary and community levels,<sup>17</sup> reflecting lessons learned in the 2010 reporting cycle and the Programme Category Review (WFP/EB.A/2010/11/Rev.1). The results reported by projects are based on the revised SRF.<sup>18</sup>

**103.** There were 212 active projects<sup>19</sup> in 2011: 49 EMOPs<sup>20</sup>, 66 protracted relief and recovery operations (PRROs), 32 country programmes (CPs), 27 development projects (DEVs) and 38 special operations (SOs).

**104.** WFP took part in 83 joint United Nations programmes<sup>21</sup> in 47 countries during 2011, compared with 71 joint programmes in 46 countries in 2010. The top five partners were the United Nations Children’s Fund (UNICEF), FAO, UNDP, the World Health Organization (WHO) and the Office of the United Nations High Commissioner for Refugees (UNHCR). WFP collaborated with 2,100 NGOs, of which 90 percent were local NGOs or community-based organizations (CBOs), and with 30 organizations from the Red Cross and Red Crescent movements. These partners distributed 1.9 million mt of food on behalf of WFP, 52 percent of its food distribution in 2011.

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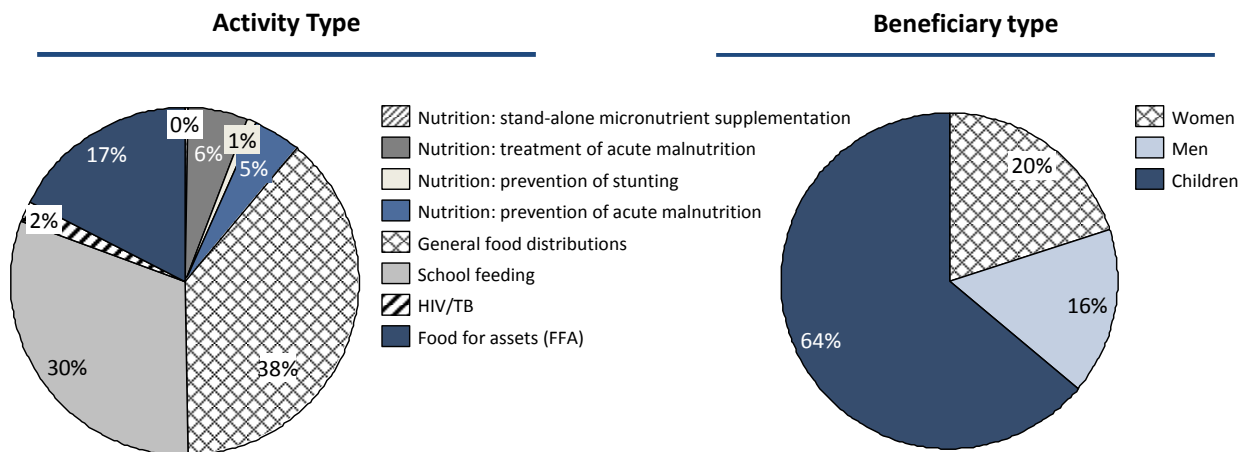
<sup>17</sup> WFP is committed to demonstrating change or impact by linking its performance to the MDGs through national MDG progress reports, UNDAF mid-term reviews and evaluations carried out by WFP, the United Nations, NGOs and stakeholders.

<sup>18</sup> Not all WFP projects reported results for the different indicators, and not all reported results are fully comparable because data sources may be inconsistent or because only single values were reported. Annex II-B contains discussion of 2011 performance and experience in reporting SRF indicators.

<sup>19</sup> “Active” signifies projects with food distribution or an operational activity such as an SO during the reporting period.

<sup>20</sup> Includes immediate response emergency operations (IR-EMOPs)

<sup>21</sup> In a joint programme or project two or more agencies carry out assessments and design of interventions with shared objectives, actions, timeframes and resource requirements, and with clear delineation of responsibilities. A programme should be outlined in a single document, which also describes the linkages among the parties and their responsibilities.

**Figure 3: Beneficiaries by Activity and Type**

**105.** In 2011 WFP assisted 99.1 million people with 3.6 million mt of food.<sup>22</sup> The total value of direct expenses was US\$3.5 billion: EMOPs and PRROs accounted for 85 percent of these, reflecting WFP's role in saving lives and restoring livelihoods after emergencies.

**106.** Children remained the primary focus of WFP support, accounting for 64 percent of beneficiaries; women and children together accounted for 84 percent (see Figure 3).

**107.** Two thirds of WFP's beneficiaries were supported by food interventions – 38 percent through general food distributions and 30 percent through school feeding; 14 percent benefited from nutritional activities, including nutrition support for people living with HIV and TB-DOTS patients.<sup>23</sup>

**108.** Food-for-assets (FFA) and food-for-training (FFT) programmes supported 21 million people, of whom 87 percent were engaged in activities related to climate change adaptation and disaster risk reduction (DRR). Most projects addressing these issues and challenges focused on reducing the risks of droughts, floods and tropical storms. Capacity development measures such as livelihood-support training for beneficiaries, the building of early-warning systems and training for counterpart staff in emergency preparedness were also common activities.

<sup>22</sup> While the total amount delivered to cooperating partners in 2011 was 3.8 million mt. Source: WFP Financial Statements 2011

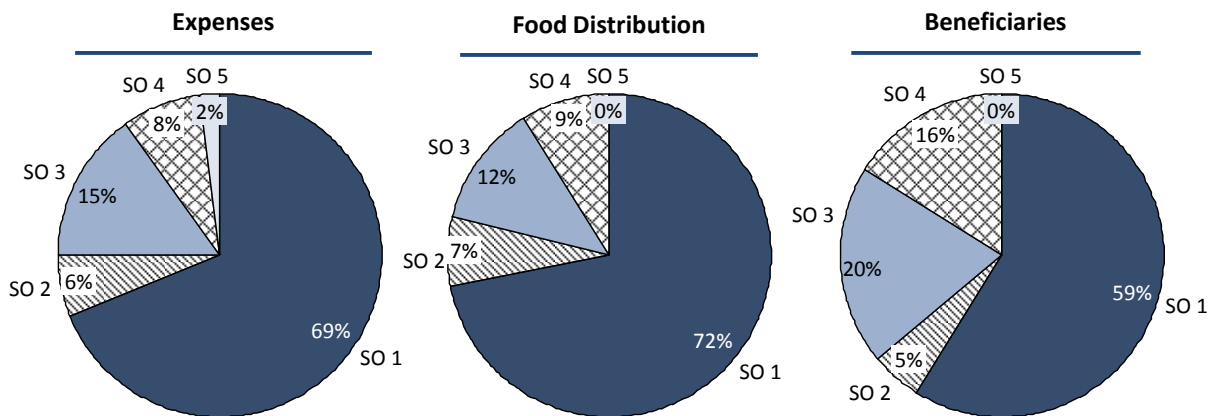
<sup>23</sup> Directly observed treatment, shortcourse is the internationally recommended approach to TB control.

## Results by Strategic Objective

### Output Results<sup>24</sup>

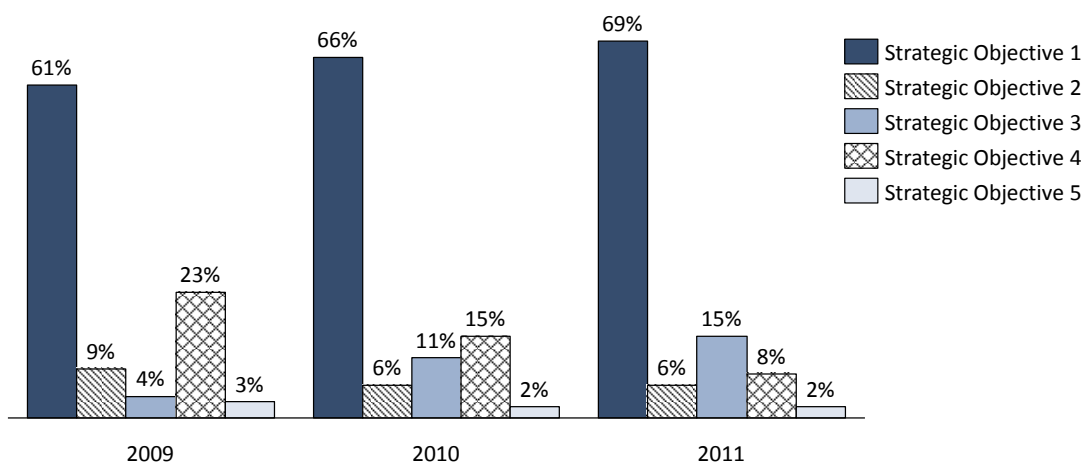
**109.** Emergency relief and early-recovery operations in 2011 accounted for two thirds of the total food distributed and two thirds of direct expenses; these figures are comparable with 2009 and 2010. In relief operations WFP aims to meet almost all of beneficiaries' food needs for a set period of time: as a result, more food is distributed under Strategic Objective 1. In other interventions, WFP's assistance covers only part of beneficiaries' food needs – it “fills the food gap” – and so reaches more beneficiaries (see Figure 4).

**Figure 4: Outputs by Strategic Objective**



**110.** The proportion of activities under Strategic Objective 3 – 12 percent of total food distributed and 15 percent of total expenses – was higher than in 2010. But activities under Strategic Objective 4 declined in terms of the proportion of food distributed, which accounted for 9 percent, and expenses, which accounted for 8 percent (see Figure 5).

**Figure 5: Expenses by Strategic Objective (2009–2011)**



<sup>24</sup> Beneficiaries by Strategic Objective are accounted at the project level.

## Outcome Results

**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 purchase	Some progress

**111.** The indicators reported by projects under each of the five Strategic Objectives showed that WFP made strong progress in Strategic Objectives 1, 2, 3 and 4 in 2011.<sup>25</sup> The projects that reported activities under Strategic Objective 5 indicated that WFP achieved some progress in 2011, mainly by increasing capacities to support local purchases.<sup>26</sup>

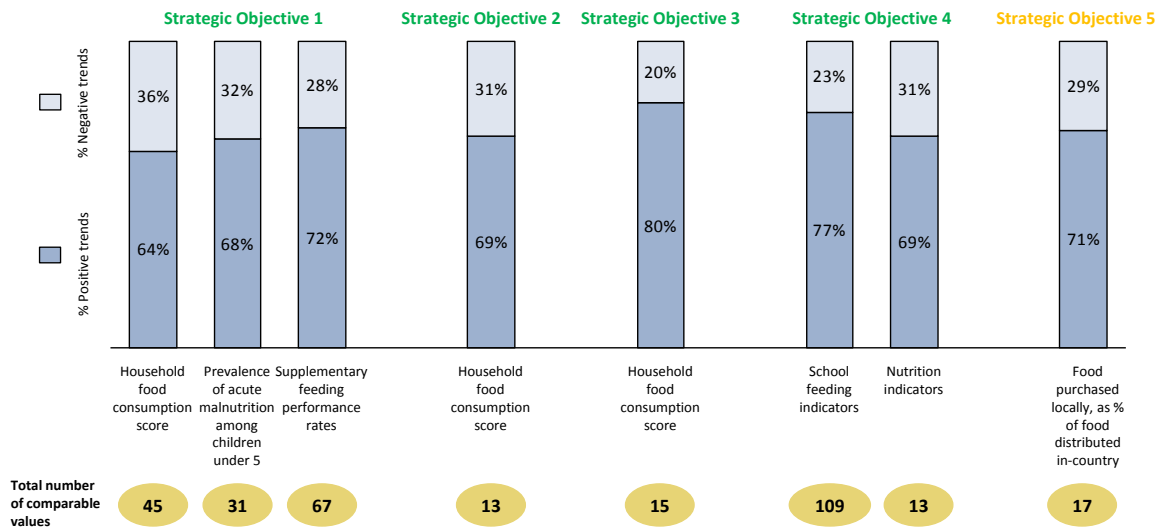
**112.** The revised SRF provides WFP with indicators that are more measurable at the beneficiary and community levels; these are included in this APR for the first time. Some results of WFP's work such as the performance of supplementary feeding programmes to address acute malnutrition are also measured by capturing changes in the programme area as a whole, including beneficiaries and non-beneficiaries, and so may not be solely attributable to WFP's food assistance.

**113.** WFP recognizes that food assistance is one part of the assistance needed to achieve the objectives of the Strategic Plan (2008–2013) and emphasizes that partnerships and multi-sectoral engagement at the field level are important factors in achieving results. The amount of funding received also influences the extent to which programme targets are met; regular revision of plans and activities is needed as funding levels vary.

<sup>25</sup> 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 it in their logframes – must be at least 50 percent (see Annex II-C).

<sup>26</sup> See Annex II-B for an overview of reporting on outcomes by Strategic Objective.

**Figure 6: Outcome Trends by Strategic Objective<sup>27</sup>**



114. Figure 6 shows the main outcome trends for all five Strategic Objectives and includes the number of comparable values for each of the selected indicators. Positive outcome trends include improvement and stabilization (see Annex II-B).

<sup>27</sup> Analysis based on selected indicators, in line with the method described in Annex II-C.

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

Estimated 2011 direct expenses: US\$2.2 billion

Strong progress

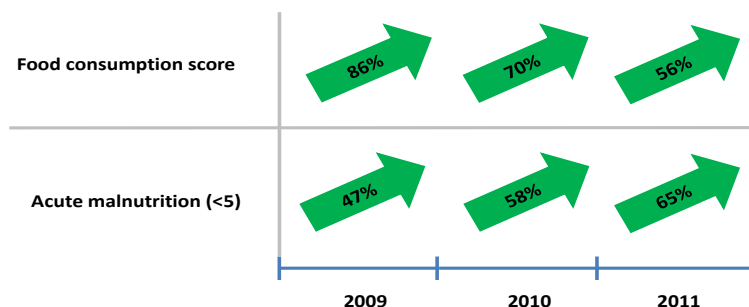
**115.** WFP’s interventions under Strategic Objective 1 are normally reactions to catastrophic events that endanger lives and livelihoods. The interventions aim to save lives by preserving or improving people’s ability to meet their food and nutritional needs with dignity.

**116.** Indicators reported by projects under Strategic Objective 1 in 2011 reconfirmed WFP’s strength in responding rapidly to crises: the overall weighted improvement was 64 percent.<sup>28</sup> This suggests that good progress was made in reducing the number of food-insecure people in WFP-assisted communities: 56 percent of projects that reported on the indicator “household food consumption score” showed improvement, which means that the food consumption of 17 million beneficiaries was improved in 2011 (see Figure 7).

**117.** A number of large WFP operations were unable to report positive trends in food consumption. This is a concern for WFP, but it reflects deterioration in national food security situations resulting from factors such as conflict and displacement, food price increases and poor harvests. These factors highlight the fragility and related risks in many of WFP’s operating environments: food assistance alleviates acute hunger but cannot, in and of itself, solve the crises that result in spikes of food insecurity.

**118.** Nutrition interventions showed positive outcome trends in 2011. Acute malnutrition rates were reduced in more than 60 percent of cases (see Figure 7), and the performance of supplementary feeding showed strong progress in targeted programmes.

Figure 7: Reported Trends in Strategic Objective 1 (2009–2011)



Source: standardized project reports (SPRs)

Figures represent the percentage of improvement\* from one year to the next

\*SPRs report a baseline value, a follow-up and a latest value for each indicator. Improvement means that the latest value reported is higher (or lower, depending on the indicator) than the baseline or previous follow-up value. Some projects report multiple values as a result of disaggregated reporting on selected indicators by gender, age, region, etc.

**119.** The aggregated data only tell part of the story: country examples provide a clearer picture of the results achieved under this Strategic Objective, along with the commentaries on corporate emergencies in Part I.

**120.** In Darfur, nutrition surveys indicated that the blanket supplementary feeding programme in operation since 2008 contributed significantly to preventing deterioration in the nutritional status of children during the lean season. The integrated blanket supplementary feeding

<sup>28</sup> For detailed reporting on outcome performance indicators, see Annex II-B.

programme reduced malnutrition rates considerably in the programme pilot areas in eastern Sudan.

**121.** In Kakuma refugee camp in Kenya, acute malnutrition rates declined in 2011. This was attributed to effective partnerships among agencies that enhanced the complementarity of inputs. WFP provided Nutributter for children under 2 and ensured a full food basket. Partners such as the UNHCR and NGOs improved infant and young child feeding practices through “mother-to-mother” and “father-to-father” support groups, ensured increased access to micronutrients through improved fortified blended food, Nutributter for children under 2 and kitchen gardening; and provided firewood, which together reduced food sales.

**122.** In the targeted supplementary feeding programme in Ethiopia, WFP provided fortified blended food and vegetable oil for acutely malnourished children under 5 and pregnant and lactating women identified through nutrition screenings. The results in 2011 followed the patterns of 2010: supplementary feeding default and death rates were well within SPHERE<sup>29</sup> standards and recovery rates improved steadily during the year.

**123.** In Pakistan, WFP’s assistance was critical in saving lives and maintaining adequate food consumption among people affected by flooding. An independent study at the end of the year concluded that 83 percent of flood-affected families in Sindh had an adequate food consumption score, compared with 51 percent observed in an assessment by the Government and the United Nations at the start of the flooding.

**124.** A feasibility study in Côte d’Ivoire concluded that cash transfers were the best means of assisting vulnerable households affected by the post-election crisis, because markets in the areas concerned were still operating. The objectives were to provide resources for households to buy food and improve their consumption, and to reduce negative coping mechanisms such as prostitution and child labour. Post-distribution monitoring at the end of 2011 showed an increase in the number of daily meals in the targeted households, an increase in the food consumption score and a reduction of negative coping strategies as measured by the coping strategy index. The success of the project was a result of a partnership with mobile telephone provider MTN, *Action contre la faim* (ACF) and communities.

**125.** In the Democratic Republic of the Congo (DRC), nutritious food provided for malnourished anti-retroviral therapy (ART) patients ensured regular attendance at clinics and contributed to nutritional rehabilitation. WFP’s assistance was a significant factor in keeping the percentage of defaulters below the target of 15 percent or less.

#### **Beneficiary verification in the Sudan**

A major component of WFP’s programme in the Sudan in 2011 was the verification exercise. This entailed updating beneficiary lists using biometric data, identifying beneficiaries such as babies who may not have been registered in camps, and de-registering individuals who had left. WFP increased its sensitization work with community leaders in camps that refused verification, and by the end of 2011 had verified 1.1 million internally displaced persons (IDPs) among the caseload of 1.7 million in Darfur. The process will continue until all IDP camps have been verified.

<sup>29</sup> The Sphere Project sets minimum standards in core areas of humanitarian assistance; see [www.sphereproject.org](http://www.sphereproject.org)



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

Strong progress

### Estimated 2011 direct expenses: US\$181 million

**126.** Indicators reported by projects under Strategic Objective 2 showed a weighted improvement of 68 percent in 2011. Two thirds of the projects that reported on the indicator “household food consumption score” showed improvement,<sup>30</sup> which means that food consumption improved for 1.9 million people. Projects that reported trends in the number of productive assets used by communities recorded an increase.

**127.** WFP’s support for the Government of Afghanistan included financial and technical assistance in risk and vulnerability assessment and food-security monitoring. The 2011 analysis of the disaster preparedness index, which is composed of contingency planning, food-security monitoring and early warning systems, indicated: i) that the Government has the capacity to lead the development of national contingency plans but needs external support to develop contingency planning at the sub-national level; and ii) that the food-security monitoring system and the early warning system can be managed by the Government with support from WFP and partners. WFP’s assistance will continue in 2012.

**128.** WFP’s disaster preparedness pilot in the Philippines is intended to enhance the Government’s capacity to prepare for and respond to natural disasters in vulnerable municipalities. The results included: i) construction of an emergency food and seed storage facility; ii) implementation of community-based projects to mitigate the effects of landslides and floods; iii) construction of a centre for coordinated emergency response; iv) enhancement of early-warning and communication capacities in units for disaster risk reduction and management; v) enhancement of technical capacities in local governments through training in contingency planning and emergency management, which included facilitation of a response simulation for the Philippines National Disaster Risk Reduction and Management Council (NDRRMC) and its partners; and vi) enhancement of the Government’s logistics capacity for disaster response through training in warehouse management and improvements to food-tracking systems. In view of these positive results, NDRRMC asked WFP to replicate the projects in other vulnerable communities and allocated US\$3 million to match WFP’s commitments.

**129.** During the drought in the Horn of Africa household food consumption in Ethiopia improved in comparison with 2008 levels, when conditions were similar. This is probably the result of continuous support by the productive safety net programme (PSNP) in 2011, whose distributions – of full rations – were more timely and predictable than in 2008.

**130.** A promotional cash-based safety-net project in Bangladesh, which targeted extremely poor women in disaster-prone areas, led to a threefold increase in the value of productive assets owned by women and doubled average household incomes. Household food consumption improved by 52 percent, and women reported increased control over household finances and greater mobility to visit markets. Incident committees were established to review cases of loss of productive assets and awards of cash compensation. The project is based on a 24-month cycle and includes an asset grant, a monthly allowance and training to enable participants to purchase and manage livelihood assets. It has provided insights into ways in which WFP can help the Government to design and manage its own safety-net programmes.

<sup>30</sup> For detailed reporting on outcome performance indicators see Annex II-B.



**131.** In Kenya, WFP helped families to meet their immediate food needs, safeguard their livelihoods and create productive assets with a view to withstanding the effects of erratic weather patterns. The project focused on harvesting rainwater, managing water resources such as ponds, dams and irrigation systems, planting tree seedlings and improving roads linking communities to markets. A 2011 impact evaluation reported that the outputs enhanced resilience and transformed pastoral communities that had for years relied on relief assistance: 55 percent of the communities and 29 percent of households increased the number of assets owned.

**Rehabilitation and preparedness training for beneficiaries**

In Nicaragua WFP adopted a comprehensive approach to DRR in consultation with local governments, identifying training approaches relevant to vulnerable populations. Beneficiaries were trained and engaged in rehabilitation and preparedness activities in exchange for food. Training focused on agriculture, livelihood support, early warning systems and community preparedness. To support recovery from crop losses and improve resilience to drought, WFP and local governments supported land rehabilitation, reforestation and water and soil conservation.

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

Strong progress

### Estimated 2011 direct expenses: US\$474 million

**132.** Indicators reported by projects under Strategic Objective 3 showed a weighted improvement of 80 percent during 2011. Of the projects that reported on the indicator “household food consumption score” 80 percent showed improvement,<sup>31</sup> which means that food consumption improved for 2.6 million people. While only three projects reported on the “community asset score” indicator, 100 percent of these showed improvements.

**133.** The FFA programme in Afghanistan contributed to social, economic and environmental improvements in terms of building resilience, reducing disaster risk and improving communities’ access to productive assets. WFP assisted several flood-mitigation projects in 2011 that were building protection walls, dams and terraces. Of the 58 communities sampled, 55 showed increased community asset scores at the end of the year; the average community asset score increased from 27 in 2010 to 48 in 2011. WFP was also involved in water-management schemes to enhance the efficiency of irrigation, increase vegetation cover to control erosion and improve water movement into the soil layer.

**134.** With rising food insecurity and declining socio-economic opportunities in Pakistan, WFP aimed to promote household food security and recovery from shocks in vulnerable areas. At the end of 2011, 61 percent of the households assisted had an acceptable food consumption score against a baseline of 53 percent; consumption was significantly lower in groups that were not assisted. Livelihood-restoration activities planned and implemented in consultation with beneficiaries aimed to create assets that would help communities to withstand disasters. An independent assessment found that access to community assets among WFP beneficiaries increased by 50 percent, and that 67 percent of households regularly used the assets.

**135.** A nutrition and food security assessment in Zambia in the last quarter of 2011 recorded marked improvement in most outcome results compared with 2010. Food assistance contributed to an improvement in the percentage of households with an acceptable food consumption score; the crude mortality rate and the prevalence of acute malnutrition among children under 5 were also less than in 2010. One reason for the improvement was a reduction in the number of people in Meheba and Mayukwayukwa refugee camps after the voluntary repatriations in recent years: the remaining refugees had improved access to land for farming and greater benefits from resources such as agricultural inputs and health services.

**136.** In Iraq, the school feeding programme is implemented jointly by WFP and the Ministry of Education in collaboration with communities. After roll-out in three governorates early in 2011 there was an 11 percent increase in enrolment compared with 2010 – 14 percent for girls and 10 percent for boys – and retention rates were high. The main reasons for dropouts were poverty, illness, distance from schools and low awareness of the benefits of education. National ownership and leadership were critical factors in the encouraging initial findings and the sustainability of the programme, which was fully rolled out in September 2011 and primarily funded by the Government. WFP continues to support the programme and to build institutional capacities with a view to hand-over in 2012.

<sup>31</sup> For detailed reporting on outcome performance indicators, see Annex II-B.

**137.** Throughout 2011 the recovery of the earthquake-affected population in Haiti was undermined by high food prices and decreasing humanitarian assistance. WFP therefore decided to concentrate the available resources to maintain its caseload of 1.1 million children in the school meals programme. This made it possible to continue daily meals in WFP-assisted schools, where retention rates were 58 percent for girls and 61 percent for boys – well above the national average of 50 percent. Support from private-sector donors enabled delivery to schools of half of the planned number of fuel-efficient stoves. WFP continues to work with the Government and donors to promote a nationally owned sustainable school meals programme with links to small farms.

**138.** The objective of WFP's assistance for malnourished ART and TB-DOTS patients in Zimbabwe is to improve the nutritional well-being of chronically ill adults by increasing adherence to treatment with a view to lasting recovery. Beneficiaries are given fortified blended foods to assist nutritional recovery; a household transfer is provided to minimize the vulnerability of patients' families. An outbreak of diarrhoeal diseases challenged the success of the programme in 2011: the nutritional recovery rate among adults exceeded 60 percent but was still below the 80 percent target set by WFP and the Ministry of Health and Child Welfare. Nutrition support also helped with adherence to treatment: 95 percent of patients receiving food assistance continued their courses of medication.<sup>32</sup>

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<sup>32</sup> For standard analysis the threshold for acceptable adherence is 80 percent.

## Strategic Objective 4 – Reduce chronic hunger and undernutrition

Strong progress

**Estimated 2011 direct expenses: US\$238 million**

**139.** Indicators reported by projects under Strategic Objective 4 showed a weighted improvement of 62 percent during 2011, indicating strong progress in reducing chronic hunger and undernutrition.<sup>33</sup>

### School feeding

**140.** School feeding was the primary intervention under Strategic Objective 4. Of projects that reported on enrolment rates, 85 percent reported improvement. Reported pass rates for boys and girls, which reflect the effectiveness of school feeding in ensuring that the education cycle is completed, showed improvement in 66 percent of projects, compared with 46 percent in 2010. The trends in attendance rates and gender ratios show that it is difficult to maintain progress when interventions have already achieved positive rates.

**141.** A 2010 impact evaluation of school feeding in Cambodia encouraged WFP to expand the scholarship component in line with national priorities because the high value and strict targeting associated with scholarships makes them an effective social-protection tool; WFP was also urged to provide school meals to address micronutrient deficiencies. In response, WFP allocated a higher proportion of resources to scholarships: in the 2011/12 school year, scholarship programmes have been scaled up from 20,000 to 70,000 poor students. The new cash scholarship pilot is accompanied by an impact evaluation to determine ways in which different transfer modalities can achieve objectives in education, value transfer, health and nutrition. The school meals programme, on the other hand, focused on areas with poor food security and education indicators. End-of-year results showed that the school feeding programme had: i) helped to promote food security and access to education; and ii) supported the Government in promoting early childhood development and right-age enrolment, reducing drop-out rates and encouraging completion of primary education. Food or cash scholarship programmes provided high-impact safety nets for children from vulnerable households in food-insecure areas. WFP and its research partners have received funding for a study in the coming school year to assess whether fortified rice in school meals could be used to address micronutrient deficiencies.

**142.** In the Gambia, WFP's school feeding programme helped to increase enrolment and maintain the attendance and nutritional status of primary and pre-school children by providing daily cooked rations of rice, peas, salt, oil and garden produce. The annual rate of change in enrolment for 2011 increased by 4 percent, somewhat below the 6 percent target, because of a disparity between the resources available for urban schools compared with rural schools, which in turn affected the number of beneficiaries. WFP will have to find additional resources for regular school feeding with simultaneous capacity development and the development of a hand-over strategy.

<sup>33</sup> For detailed reporting on outcome performance indicators, see Annex II-B.

## Nutrition

143. Improvements were registered in two thirds of the projects reporting on stunting among targeted children under 5 and in 80 percent of projects reporting on iron-deficiency anaemia in 2011.<sup>34</sup>

144. The Great Start campaign led by the Government of Uganda and WFP is a nutrition sensitization initiative in south-western region conceived in response to high regional stunting rates that reached 45 percent in Bundibugyo district. It is not food-based but it aims to promote a balanced diet among pregnant and lactating women and children aged 6–24 months – the window of opportunity for reducing stunting. Activities include: i) cookery demonstrations at antenatal, post-natal and child clinics; ii) distribution of menu cards for pregnant and lactating women and young children at health centres; iii) radio programmes for sensitization on proper nutrition for groups at risk; and iv) sensitization and training for market vendors. WFP's role in this initiative is to build on the work that all United Nations agencies are mandated to do to achieve the MDGs. Preliminary results from the Ministry of Health show that the rate of low birthweight fell from 9 percent in 2010 to 7 percent in 2011 at health facilities implementing Great Start. In 2012 the campaign will aim to integrate nutrition information and education into local government services with a view to ensuring ownership and developing a hand-over strategy.

145. WFP and the Government of the Democratic People's Republic of Korea (DPRK) are producing Super-Cereal and biscuits enriched with vitamins and micronutrients to combat undernutrition among 2.3 million children and their mothers. Challenges remain, however, in that: i) production of nutritious foods was hampered by pipeline breaks, forcing WFP to prioritize certain areas and the most vulnerable groups; and ii) scarcity of ingredients, vitamin and mineral mixes and packaging. Additional resources will be needed to ensure adequate assistance for the targeted beneficiaries.

## Mitigation, safety nets and care and treatment for people affected by HIV and TB

146. WFP reached 2.3 million people affected by HIV and TB in 2011 through food assistance, vouchers and nutritional support programmes. The target for TB treatment success was met in 75 percent of projects; 73 percent of projects reporting ART adherence reported rates of over 80 percent.

147. WFP's assistance in Tajikistan helped to maintain treatment completion rates among TB patients and their families under the DOTS programme. Assistance is conditional on adherence, so food is an enabler for clients to complete their treatment and avoid the risks from disease strains that are resistant to multiple medications. By preventing the depletion of assets and enabling beneficiaries to use their limited incomes to meet other needs, WFP's programme also helped to improve food security.

148. In Zimbabwe, WFP provided nutrition support to 580,000 beneficiaries, including malnourished ART clients, and households affected by HIV or supporting orphans and other vulnerable children. The 2011 country portfolio evaluation highlighted the critical role of nutrition in boosting adherence to ART and weight gain among chronically ill people, contributing to their capacity to lead productive lives and their willingness to undergo voluntary testing.

<sup>34</sup> In 2010 both indicators showed improved values in 50 percent of cases.

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

Some progress

### Estimated 2011 direct expenses: US\$78 million

**149.** WFP has two indicators to measure outcome-level results for Strategic Objective 5 at the corporate level. For local purchases, WFP measures the proportion of food procured locally as a percentage of the food distributed to WFP beneficiaries. For capacity development WFP introduced a new indicator, the national capacity index (see Box after paragraph 154), late in 2011 and will seek to report against this indicator during 2012.

**150.** The 17 projects reporting on the local purchase indicator showed a weighted improvement of 53 percent during 2011.

**151.** Most projects reporting on capacity development and hand-over focused on outputs, providing qualitative descriptions of support given with a view to handing WFP-assisted programmes over to national ownership and enhancing capacities in national programmes. Examples of such activities are given below.

**152.** In Lesotho, WFP's strategy for handing over the school feeding programme to the Government had three elements: i) scaling up the quality of the programme by exploring a home-grown approach; ii) research and capacity development to increase national capacities to run the programme; and iii) advocacy to increase the budget assigned to the programme. Significant results were achieved in all three areas in 2011. WFP's support paved the way for a continuous supply of locally produced food to schools, even those in remote areas, through production schemes set up with farmers and enhancement of access to markets in smallholder farmers' trade associations. Research enabled WFP and the Government to address gaps in the logistics capacity of the national food management unit through a capacity development plan; WFP also purchased information technology and other equipment for the food management unit's ten district warehouses to enhance their efficiency and effectiveness. WFP's advocacy resulted in the allocation of 25 percent of the government budget for the programme in 2011. The Government is committed to increasing its financing of operational expenses to 100 percent by 2013.

**153.** WFP's regional capacity development programme for school feeding in Latin America and the Caribbean responds to regional needs by offering technical support to foster government ownership. The first phase was implemented in countries interested in technical assistance with earmarked resources for evaluating a national school feeding programme. At the request of the Government of the Dominican Republic, an evaluation of the national school feeding programme was carried out in 2011 with UNDP, UNICEF and FAO, supported by the Government and other stakeholders. The Government endorsed WFP's tool for measuring programme quality standards, which was used to identify areas for improvement. Partnerships with UNDP, UNICEF, the Nutrinet Foundation and Tetra Pak helped to demonstrate the relevance of United Nations technical assistance for host governments.

**154.** Most school feeding projects in the region are nationally supported and sustainable. Previous achievements and capacity development can be exploited to improve programmes and provide guidance for governments in the early stages of transition to national ownership. Advocacy and South-South cooperation to utilize each country's expertise will move the project forward.

**National capacity index**

In 2011, WFP developed the national capacity index (NCI) to measure progress towards nationally owned hunger solutions against five quality standards: i) strong policy frameworks; ii) strong institutional structure and coordination; iii) stable funding and budgeting; iv) sound programme design and implementation, including evaluation; and v) strong community participation and ownership. Armenia, Cape Verde and Tajikistan calculated a baseline value for NCI in 2011 and established a framework for planning and designing capacity development initiatives. The NCI will be integrated into country office progress reports from 2012.

**Progress on gender**

**155.** Half of the projects implementing general food distributions showed an increase in the proportion of women in leadership positions on food management committees in 2011, particularly under Strategic Objectives 1 and 3. This reflects WFP's priority of facilitating women's participation and decision-making in household and community affairs.

**156.** Many WFP projects use innovative and context-based approaches to mainstreaming gender. Examples include sensitization and awareness-raising activities, the introduction of child-care facilities for FFW, the involvement of women in leadership positions in economic activities and the engagement of men in nutrition activities.

**157.** The Gender Innovations Fund was established in 2010 to mainstream gender in WFP in line with the gender policy. The fund supports country offices in establishing partnerships with governments, NGOs and communities to design and implement context-based interventions promoting positive gender relations and the empowerment of women in food and nutrition security issues. The fund has to date allocated US\$2 million to support 31 projects at the policy and community levels; five projects were completed in 2011.

**158.** An impact assessment of four of the five completed projects observed that they led to new partnerships and funding opportunities and enhanced the profile of WFP in the promotion of food security and gender equality among national partners.



## Lessons Learned

**159.** WFP's implementation of food-assistance programmes in 2011 identified lessons that apply across all five Strategic Objectives:

- WFP works in fragile operating environments where long-term progress is difficult and influenced by contextual risks. WFP must continue to work with its stakeholders to improve risk assessment and use it to set realistic medium-term and long-term objectives for addressing inherent risks.
- Working to reduce food insecurity involves recognition of the multi-dimensional nature of the MDGs and commitment to more inter-sectoral interventions in health, nutrition, food production and emergency preparedness and environmental and other issues .
- Negative trends in beneficiaries' food security are often associated with resource constraints and pipeline breaks. In some cases the "seasonality" of donor responses resulted in last-minute deliveries of food; this resulted in hunger risks when contextual factors prevented WFP from reaching beneficiaries for prolonged periods. In other cases WFP operations faced pipeline shortfalls and shortages of special nutrition products. WFP's work to enhance the accuracy of forward planning and increase food purchases for delivery through common corridors is increasingly significant in ensuring timely deliveries of food to people who need it.
- More effective monitoring and evaluation (M&E) is central to improving WFP's performance. Resources permitting, WFP will begin in 2012 to implement its three-year M&E Strategy which seeks to enhance performance measurement through improved M&E processes and systems at country office, regional bureau and Headquarters levels.
- Better resource forecasting and operational planning are crucial in increasing the flow of nutritious products to WFP projects. Greater certainty with regard to future demand reduces the risks to suppliers and generates incentives for advance production with long lead times.
- More effective mechanisms such as rights and complaints systems are needed to promote accountability to beneficiaries and generate feedback for monitoring WFP's performance. Dedicated WFP complaints desks have helped to enhance operational transparency and accountability by hearing and resolving issues raised by beneficiaries.

**160.** It is essential to harness local capacities to maximize the impact of WFP's interventions and government involvement at the central and district levels at every stage of a project cycle. Where such capacity is low, WFP must facilitate more comprehensive training and institutional strengthening. The development of capacities in food management, monitoring and information management were critical in responding efficiently to humanitarian needs in 2011.

## PART III – ORGANIZATIONAL PERFORMANCE BY MANAGEMENT RESULT DIMENSION

### Overview

**161.** This part of the APR focuses on WFP's performance against each of the five Management Result Dimensions established in 2009. These help managers to identify and respond to challenges in a structured way and measure the effectiveness of WFP's management and financial and resource structures in supporting the Strategic Objectives.

**162.** The Management Result Dimensions are not expected to change from one year to another. Individual management results will change, however, as WFP faces new challenges. WFP reviewed its performance indicators during 2011 and refined the Management Results Framework for 2012 onwards on the basis of lessons learned during the 2010 reporting cycle.

**163.** The achievements of 2011 are presented according to indicators used in the 2009 and 2010 APRs to reveal trends in organizational performance. Management results are discussed under each dimension on the basis of selected indicators and analyses of progress during the year. Elements of the 2012 framework are highlighted where appropriate.

**164.** In accordance with the Board's request to enhance reporting on efficiency improvements,<sup>35</sup> this APR highlights WFP initiatives related to efficiency under the relevant Management Result Dimensions.




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<sup>35</sup> WFP/EB.2/2011/5-E/1.

## Results by Management Result Dimension

### Management Result Dimension 1 – Securing Resources

**165.** Securing resources includes issues related to the mobilization of resources to carry out WFP's work. Table 2 shows the progress made in securing funding against planned needs and ensuring a diverse WFP workforce. Additional performance indicators under this dimension are reported in Annex III.

<i>Table 2: Securing Resources</i>			
	2011	2010	Progress
% of funding received against planned requirement <sup>36</sup>	55	58	
% of top 20 donors with increased contributions >10 percent	40	20	
% of leadership positions occupied by women at P5 and above	36	36	

#### **WFP revenue falls in 2011 and covers a smaller percentage of estimated needs.**

**166.** WFP's total revenue in 2011 was US\$3.74 billion, 12 percent less than the 2010 figure of US\$4.27 billion. Actual contribution revenue fell from 58 percent in 2010 to 55 percent in 2011, below the US\$3.75 billion forecast reported in the fourth update on the Management Plan at the Board's 2011 First Regular Session.

**167.** The decline in contribution revenue can be attributed to a tighter fiscal policy in some donor countries, to the impact of having recognized a significant contribution in 2010 that was allocated to 2011 in accordance with IPSAS, and to a reduction in the scale of emergencies: the programme of work was US\$6 billion in 2011 compared with US\$6.7 billion in 2010.

**168.** To ensure sufficient financial support, WFP continues to engage governments and the private sector in developing multi-year flexible contributions, new funding channels and twinning arrangements.

#### **Greater diversity of funding sources as the top 20 donors increase their contributions**

**169.** WFP received US\$3.68 billion from 93 funding sources in 2011, including 87 government donors. Funding opportunities in 2011 continued to be sought on the basis of the "Resourcing for a Changing Environment" policy,<sup>37</sup> which promotes: i) flexibility and predictability; ii) contributions from recipient governments and pooled or thematic funds; iii) support from emerging economies; iv) investment in country-level resource mobilization; and v) effective, responsive, transparent and efficient use of resources.

**170.** Donor seminars were held to showcase the comparative advantages of predictable and flexible funding and the quality and transparency of WFP's prioritization processes. A five-year Strategic Partnership Agreement worth US\$224 million was signed with Canada, and another worth US\$31 million was signed with Luxembourg. Multi-year agreements were signed with Belgium (US\$4 million), Cambodia (US\$6 million), Ireland (US\$1.4 million), the

<sup>36</sup> Funding received includes programme category funds, contributions received and allocations made to programme category funds from advance facilities and multilateral unallocated funds. "Planned requirement" is the final direct cost budget as presented in Statement V of the Comparison of Budget and Actual Amounts section of WFP's 2011 Annual Accounts.

<sup>37</sup> WFP/EB.1/2010/5-B/Rev.1.

Russian Federation (US\$90 million), the United Kingdom (US\$184 million) and the United States (US\$205 million).

**171.** The strong relationships with Brazil and with developing economies are founded on innovative funding: the value of twinning arrangements doubled in 2011, providing opportunities for South–South cooperation and leveraging cash contributions from traditional donors.

**172.** In 2011, US\$60 million was contributed by 31 host governments – six more than in 2010 – accounting for 2 percent of contributions. Afghanistan, DRC, Ethiopia, Namibia and São Tomé and Príncipe became donors for the first time. Reductions in contributions from host governments were partially offset by significant donations made for the first time by DRC, Ethiopia, the Philippines and Sri Lanka.

**173.** Contributions from emerging economies continued to grow in 2011, increasing by 26 percent to US\$228 million. Brazil’s in-kind contribution of 710,000 mt of food was a record; China, Israel, Mexico, Morocco, the Russian Federation and the United Arab Emirates also made record contributions.

**174.** WFP received US\$196 million from multi-donor funds in 2011, mainly from country-specific common humanitarian funds (CHFs) and the United Nations Central Emergency Response Fund (CERF), which was WFP’s seventh largest donor in 2011 with US\$126 million in allocations to meet needs in Côte d’Ivoire, Ethiopia, Kenya, DPRK, Niger, Pakistan, Somalia, Sri Lanka and the Sudan.

**175.** In spite of the global financial crisis, six OECD-DAC donors – Australia, Canada, Germany, Japan, Sweden and Switzerland – made record contributions in 2011. Canada was ranked second for the first time, and Germany doubled its 2010 contributions.

**176.** Significant benefits were derived from twinning arrangements,<sup>38</sup> the value of which doubled with US\$112 million of cash contributions for twinning with 249,000 mt of in-kind contributions from 19 countries.

**177.** WFP repositioned itself in 2011 to promote private-sector partnerships with a view to working in markets with the greatest opportunities. Contributions from the private sector reached US\$93.7 million, making it WFP’s tenth-largest donor. Since the Board’s approval of the private partnerships and fundraising strategy in 2008, US\$488 million has been raised. The private sector contributed US\$24 million to the Horn of Africa response; WFP’s response to the earthquake in Japan was totally funded from the private sector. The online donation system is growing rapidly, raising US\$7 million in 2011; the e-mail support base grew by 178 percent and Facebook and Twitter followers increased three-fold.

**178.** Two private-sector partnerships stood out in 2011: i) WFP’s partnership with PepsiCo and the United States Agency for International Development (USAID) promotes long-term nutrition and economic security in Ethiopia by increasing the production and marketing of chickpeas; WFP will develop a locally sourced ready-to-use supplementary food based on chickpeas to combat malnutrition; and ii) WFP and LG Electronics launched a TV application that enables users to participate directly in the fight against hunger by donating to WFP and learning interactively about its work; it also has an “emergency mode” that enables users to donate to particular emergencies.

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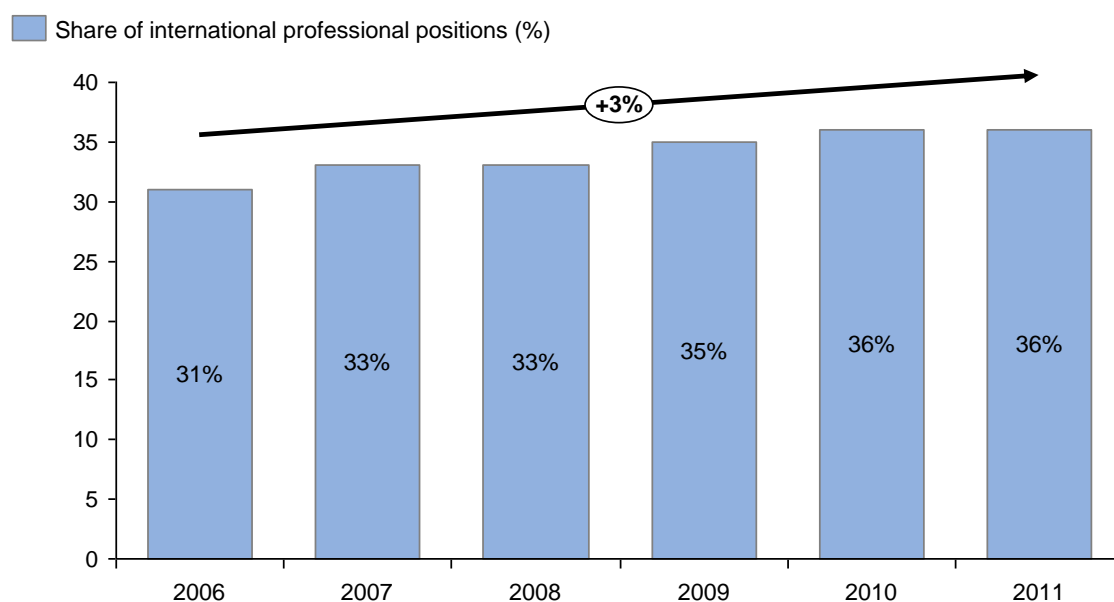
<sup>38</sup> Twinning means matching cash contributions to in-kind contributions from some developing countries.

**The proportion of women in leadership positions remains stable, with an increase in the number of women country directors.**

**179.** At 31 December 2011 there were 11,799 employees with WFP contracts of one year or longer; of these 92 percent were based in the field, the same proportion as in the previous two years. Internationally recruited employees accounted for 12 percent of the workforce, of whom 41 percent were women; the remaining 88 percent were locally recruited, of whom 28 percent were women.

**180.** The proportion of WFP leadership positions held by women in 2011 was 36 percent, the same as in 2010 (see Figure 8). As of 31 December 2011, 39 percent of country directors were women, compared with 32 percent in 2010; the number of women deputy country directors rose from 3 to 19. These figures reflect WFP's policy of giving women opportunities to gain experience in management roles with a view to future promotion.

*Figure 8: Percentage of Leadership Positions Held by Women*



**181.** WFP started a review of staff skills in 2011, supported by a major international consulting firm; the results will be available in the latter half of 2012.

**182.** WFP was on the Inter-Agency Standing Committee (IASC) panel to select humanitarian coordinators and seeks to increase its representation in the system. Of the 43 countries in the cluster system, 31 have humanitarian coordinators. But only two WFP staff members are humanitarian coordinators, with three in the pool of candidates.

**Improving career management and the staffing review process in country offices** *(efficiency example)*

In 2011, WFP established a new career model for international professional staff to reflect the growing complexity of its work and the needs of its workforce and to enhance its ability to attract and retain staff. The aim is to improve transparency and consistency in recruitment, promotion and reassignment. Mobility is a major feature of this career model, but a small number of positions will be designated “non-rotational” because of the specialized nature of the work involved.

WFP developed a structure and staffing review toolkit to enhance transparency in workforce planning and to provides a roadmap for country directors and Human Resources Division (HR) staff to enable them to align organizational structures and positions with operational needs and the resources available.

The Colombia country office used the toolkit to review its staffing structure in 2011 to prepare for a new PRRO that involved a shift from food-based activities to technical support to promote national ownership: the toolkit promoted collaboration among staff at the country, regional and Headquarters levels to ensure that optimum staffing levels were achieved.

## Management Result Dimension 2 – Stewardship

**183.** Stewardship refers to effective management of the resources under WFP’s control. Table 3 shows progress made in utilizing funds according to plan, establishing improved management controls and ensuring the safety and well-being of staff. Additional performance indicators under this dimension are reported in Annex III.

	2011	2010	Progress
% of expenditures on food Actual versus planned	63	57	●
Number of high-risk oversight recommendations outstanding	15	22	●
% post-delivery losses	0.45	0.31	●
Security incidents	786	785	●
MOSS compliance rate (%)	60	92	●

### WFP’s expenses fall as operational activity declines.

**184.** In 2011, WFP spent US\$4.02 billion – 5 percent less than in 2010. The tonnage of food delivered fell by 17 percent, from 4.6 million mt in 2010 to 3.8 million mt in 2011,<sup>39</sup> this is reflected in reduced expenses and an increase in the use of assistance tools such as cash and vouchers. Of the total food budget, 63 percent was expended.

**185.** In 2011, the average time elapsing before contributions were collected was 6.3 months; this is less than in 2010 but similar to earlier years. Prompt collection of contributions gives WFP the flexibility to use them to improve the delivery times, for example by using advance financing mechanisms or by pre-positioning food. Increases in the use of nutritious products with longer lead times and shelf life explain the increase from 3.7 months to 4.1 months in the time taken to turn inventories over.

**Table 4: Financial Ratios (months)**

	2011	2010
Average collection period for contributions receivable	6.3	7.6
Inventory balances held	4.1	3.7

**186.** The overall deficit over expenses in 2011 was US\$280.7 million, compared with a surplus of US\$28.5 million in 2010. This is primarily a result of:

- a decrease in contribution revenue of US\$533.3 million, from US\$4,129.8 million in 2010 to US\$3.6 billion in 2011; and
- a decrease in spending of US\$220.9 million, from US\$4.24 billion in 2010 to US\$4.02 billion in 2011.

<sup>39</sup> The total amount actually distributed to beneficiaries in 2011 was 3.6 million mt. Source: SPRs.



187. The deficit is a natural consequence of a lower level of programme activities and income in 2011. WFP's financial position continues to be healthy.<sup>40</sup>

### **More effective managerial controls resulted in a Statement on Internal Control in the 2011 Financial Statements.**

188. WFP continues to implement the Strengthening Managerial Control and Accountability (SMCA) initiative. In March 2012 WFP became one of the few United Nations organizations to provide a formal statement on the effectiveness of internal controls in its annual accounts.

189. WFP has provided managers with better tools to enhance internal controls such as self-assessment checklists and individualized guidance and is sharing its SMCA experience with the other Rome-based agencies. A new process for collecting internal control statements from all WFP Directors achieved a 100 percent response rate against tight deadlines, which reflects the importance attached to internal control. Further improvements in 2012 will include the issue of an expanded Financial Resources Management Manual and a new WFP-specific HR manual.

190. A proxy indicator of the effectiveness of internal control is the volume of internal audit recommendations that have not been implemented. A new process established in 2010 as part of SMCA for more rigorous follow-up of internal audit recommendations has identified issues requiring attention and increased managers' awareness of the importance of internal controls.

191. It takes time to respond to oversight recommendations, and there will always be recommendations outstanding. The number of high-risk recommendations outstanding at the end of December 2011 fell from 22 to 15. A similar level of attention must be given to the more numerous medium-risk internal audit recommendations, and the performance indicator must reflect the time lapse between recommendation and resolution. In 2012, WFP will use a more rigorous indicator that covers high-risk and medium-risk recommendations and reports on all recommendations outstanding for more than a year. This will give a more robust analysis of the effectiveness of WFP's work on improving managerial controls.

### **Performance and risk management processes are firmly established, but need time to mature.**

192. Performance and risk management processes improved in 2011 following the issue of the "wheel for performance" in 2010. WFP has enhanced the corporate Management Results Framework (MRF) for use from 2012 and has improved organizational capacities for performance and risk management at all levels. WFP is now positioned for more rigorous results-based management and response to implementation risks.

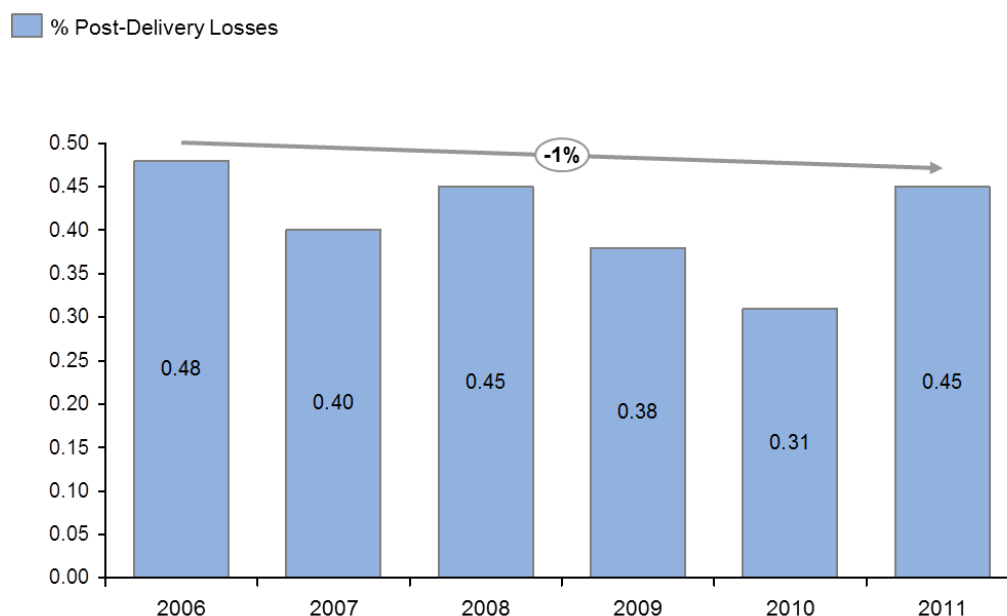
193. The Management Plan (2012–2014) sets out for the first time priorities and resource requirements on the basis of the Strategic Objectives and the Management Result Dimensions. Most WFP offices are engaged in performance planning and monitoring; they conduct regular risk assessments and maintain risk registers. But performance and risk-management gaps still exist. The challenge for the year ahead is to accelerate decision-making, for which WFP is establishing a new IT system for performance and risk management information using an SAP platform like WINGS II. It will replace the variety of tools currently used, and will reduce data input costs and the management of performance and risk information, thereby increasing transparency and enhancing decision-making.

<sup>40</sup> See WFP's audited annual accounts.

### Post-delivery losses increased in 2011, but the trend in past years has been downward.

**194.** In spite of a downward trend in recent years, post-delivery losses in 2011 were higher than in 2010 at 0.45 percent of total food handled (see Figure 9). This reflects the flooding in Pakistan, transport losses in the Sudan and thefts during the conflict in Côte d'Ivoire.

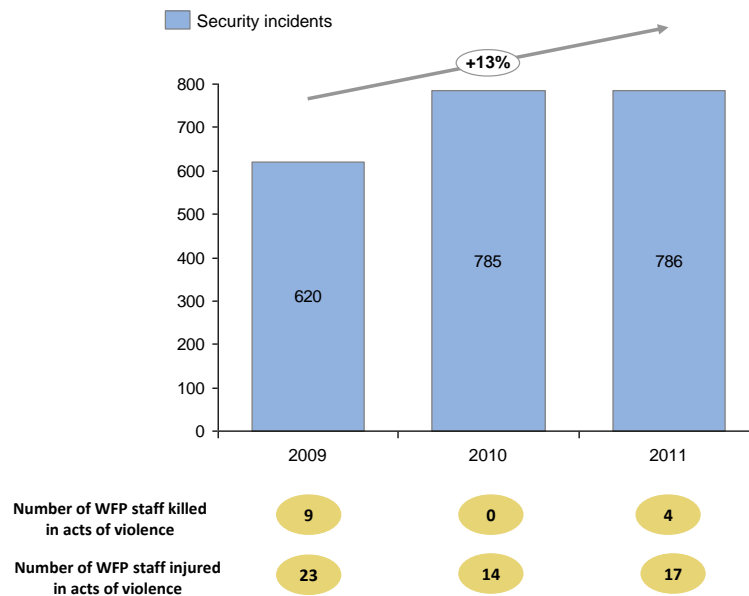
**Figure 9: Post-Delivery Losses**



### Challenges remain in ensuring the safety and well-being of WFP employees.

**195.** In 2011, four WFP national staff members lost their lives in the line of duty as a result of armed attacks in Ethiopia, Somalia and South Sudan. There were no fatalities from armed attacks in 2010, but there had been nine in 2009.

**196.** There were 786 security incidents involving WFP staff and assets in 2011, of which 491 occurred in the line of duty – 12 percent less than the 553 incidents in 2010. These figures reflect the increase in incident reporting in recent years and the effectiveness of WFP's security risk management measures.

**Figure 10: Security Incidents Involving WFP Staff and Assets**

### WFP offices are less compliant with minimum operating security standards following enhancements of the standards.

**197.** Additional security-related and safety-related equipment was provided in 2011 in response to country-specific threats and risk assessments to ensure that WFP country offices continue to comply with minimum operating security standards (MOSS) along with improvements to WFP premises and procedural changes to enhance security in the Pakistan and Afghanistan offices and guesthouses, the warehouse compound in Mogadishu and Dolo Ado and Dadaab refugee camps.

**198.** Compliance with MOSS is measured on the basis of security assessment mission reports. The figure for 2011 was 60 percent, compared with 92 percent in 2010, but there was a significant increase in the number of risks in some countries and there were changes to MOSS involving a range of context-specific measures, resulting in a need for additional mitigation measures. In 2011 half of the security assessment missions were conducted in the last quarter, giving country offices limited time to ensure full compliance by the end of the year.

### New conditions of service add to the challenges of retaining qualified staff in hardship duty stations.

**199.** In compliance with the General Assembly's approval in 2011 of International Civil Service Commission recommendations to harmonize conditions of service in field locations, WFP has updated its procedures. The changes will reduce the allowances available to WFP staff in its many non-family hardship duty stations, which in turn will add to the challenges of attracting and retaining qualified staff in difficult duty stations.

**WFP staff work in operational environments with significant health and psycho-social risks.**

**200.** WFP's medical services protect staff exposed to communicable diseases such as polio, yellow fever and cholera and address staff health and occupational safety issues. Preventive support such as information on health and safety measures was provided for staff in the Japan liaison office during the relief operation following the nuclear emergency in Fukushima; this material was used by the United Nations Department of Safety and Security (UNDSS) to brief United Nations staff deployed to Japan.

**201.** The Staff Counselling Unit supports WFP staff in mitigating the impact of daily and traumatic stress and helps them to maintain healthy lifestyles and a positive outlook in spite of difficult and hazardous conditions. Professional staff counsellors in each region made regular visits to country offices to provide post-trauma debriefings in countries affected by natural disasters and violence: these included Burkina Faso, Côte d'Ivoire, Ethiopia, Kenya, Nepal, Pakistan and Somalia. In country offices undergoing downsizing, staff counsellors conducted workshops and provided support to ease the process and helped with team-building retreats. The staff counsellors continued to select, train and supervise 300 peer-support volunteers to promote access to counselling at all WFP duty stations.

**Ethics Office and Ombudsman activities in 2011**

**202.** WFP's Ethics Office was established in January 2008 to assist the Executive Director in ensuring that all staff carry out their functions with the highest standards of integrity, as required by the United Nations Charter and the Standards of Conduct for international civil servants. The Ethics Office: i) develops ethical standards and training; ii) administers WFP's policy on protection against retaliation for reporting misconduct – "whistle-blower protection"; iii) administers a confidential on-line financial disclosure programme; and iv) provides confidential advice for managers and staff on real or potential conflicts of interest and other ethics issues.

**203.** In 2011, the Ethics Office collaborated with the WFP Ombudsman to train "ethics ambassadors" in Asia and provided extended person-to-person ethics awareness training for country directors in southern Africa; it also collaborated with HR to brief new staff on standards of integrity. In the 2011 financial disclosure programme, the Ethics Office reviewed statements by 1,500 staff for potential conflicts of interest; it also registered 107 requests for advice on issues unrelated to financial disclosure compared with 67 in 2010, reflecting the expansion of its advisory and guidance functions. Advice was sought on common conflicts of interest such as outside activities, gifts, awards, hospitality, code of conduct issues and employment.

**204.** The Director of the Ethics Office participated in two meetings of the Ethics Network of Multilateral Organizations in 2011 and in all nine meetings of the United Nations Ethics Committee, which continues to be an excellent forum for establishing best practices and for harmonizing ethical standards.

**205.** WFP appointed a new Ombudsman in 2011, whose services were utilized by 252 employees, 67 percent of whom were field-based. The issue most frequently raised was “respect”, which accounted for 25 percent of visits to the Ombudsman’s office; 14 percent of visitors were affected by funding and programmatic adjustments resulting in the abolition of posts or re-classification to a lower grade. As in previous years, concerns were raised as to the way in which the reviews were managed and communicated, the criteria used and the transparency of the process. New guidance issued by HR should help to reduce such concerns in future. Service contract holders in particular were concerned about career progression and development.

**WFP continues to manage its brand and reputation and to increase positive visibility.**

**206.** In 2011, WFP increased its engagement with relevant groups, using traditional and new media such as internet platforms to make itself more accessible. Guidance was provided to raise the profile of WFP operations and to mitigate the reputational risk related to its presence in remote and insecure areas in 70 countries.

**207.** WFP’s work was referred to in 79,000 news clips in 2011 in Australia, Canada, Denmark, Finland, France, Germany, Ireland, Italy, Japan, Norway, Sweden, the Netherlands, the United Kingdom and the United States, a 37 percent increase from the 57,534 in 2010. Combined with free exposure through pro-bono advertising, this coverage was worth millions of dollars. The known value of donated television spots and print advertising was US\$84.8 million in 2011, during which WFP engaged entertainers and celebrities from cinema, television, sports and music in advocacy and on-line fundraising initiatives.

**208.** WFP used the internet and social media in innovative ways for advocacy and fundraising. Traffic to wfp.org in its various language versions increased by 73 percent to 5.3 million visits compared with 3.9 million in 2010. WFP increased its presence in Facebook, Twitter, YouTube and Freerice by 124 percent, generating 756,000 subscribers compared with 337,000 in 2010.

**Climate-Neutral Implementation** *(efficiency example)*

WFP is among the first United Nations agencies to commit to a reduction in greenhouse gas emissions. Its target is a 10 percent reduction by 2013 from 2008 to save 8,657 mt in annual emissions, equivalent to US\$3.3 million in energy and fuel costs. The climate-neutral strategy was developed during 2011 in consultation with stakeholders and endorsed by the Executive Management Council in January 2012. Progress is monitored annually. The strategy gives WFP opportunities to reduce costs significantly while setting an example on environmental management.

The strategy identifies potential environmental efficiencies, sets targets and measures performance, as advocated by WFP’s Value for Money Task Force.

Successful implementation will require the commitment of staff at all levels. The focus will be on the ten largest country operations which account for 60 percent of WFP’s carbon footprint. WFP will support implementation with advice, tools, supplementary funding and materials to facilitate change provided from an energy-efficiency fund.

## Management Result Dimension 3 – Learning and Innovation

**209.** Learning and innovation relates to the identification, documentation and dissemination of lessons learned and the skills needed to improve WFP’s performance. Table 5 shows progress in innovation, the processes to generate lessons learned and staff development, and investments in IT. Additional performance indicators under this dimension are reported in Annex III.

<i>Table 5: Learning and Innovation</i>			
	2011	2010	Progress
% of targeted staff that attended the Middle-Manager Programme	87	81	●
ICT investment as % of WFP budget	9.7	6.7	●

### **WFP’s “can-do” attitude promotes innovation, but more work is needed to leverage learning.**

**210.** One of the findings of the 2011 Annual Evaluation Report was that “WFP’s ‘can-do’ culture and highly committed staff are conducive to innovation. All the evaluations conducted in 2011 found evidence of this to a greater or lesser extent.” The report concluded that more attention needs to be devoted to learning from results, and recommended that more attention be devoted to “deciding what strategic questions need to be answered and focusing information collection accordingly; analysing and managing the information so that it can feed into transparent decision-making and peer exchange; basing policy and operational decisions on careful and balanced appraisal of all the evidence available; giving far more attention to analysing costs and cost-effectiveness; and adjusting internal procedures to support work in the areas of innovation arising from the Strategic Plan”.

**211.** WFP management accepts that more can always be done to leverage learning from innovative practices. Examples are given below of learning and innovation in line with the Strategic Plan and of actions to improve knowledge management in WFP.

### **Purchase for Progress pilot projects are evolving and are subject to a mid-term evaluation.**

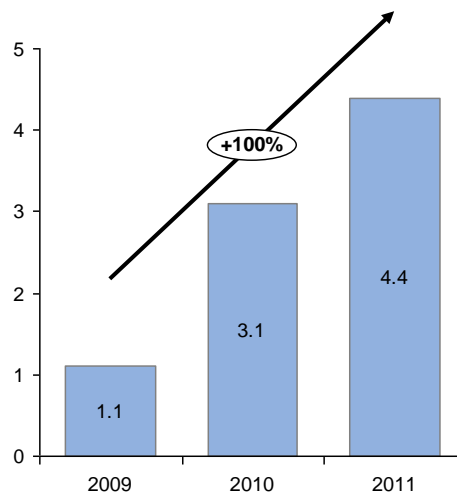
**212.** Purchases under P4P in 2011 accounted for 13 percent of WFP’s food purchases in the pilot countries: 207,000 mt of food was contracted for, of which 135,000 mt had been delivered to WFP. The most common reason for non-delivery was price fluctuations between signature of a contract and actual delivery, causing farmers to sell elsewhere. Government interventions in markets and rising fuel and food prices also contributed to non-delivery.

**213.** The mid-term evaluation of P4P pilot projects concluded that it enabled WFP to contribute more effectively to development debates and to advocate with governments for more progressive food-grain policies. There was evidence that the P4P design had weaknesses, but these could be rectified after reviews of the intervention logic. WFP will therefore: i) maintain the pilot projects until 2013 and review local project design when necessary; ii) prioritize market-development objectives; and iii) adapt the M&E system to encourage research and development.

## Cash and voucher interventions increase as projects seek innovative solutions.

214. WFP is increasing its use of debit cards, mobile telephones and electronic and on-line facilities, which accounted for a quarter of all transfers in 2011; direct cash and paper voucher distributions accounted for 71 percent of transfers. Such solutions have advantages such as lower operational risks, more efficient distribution and live data tracking, but they depend on the existence of infrastructures. The number of WFP beneficiaries receiving cash and vouchers has doubled since 2009 (see Figure 11).

Figure 11: Cash and Voucher Beneficiaries (2009–2011) (million)



215. WFP has developed tools to ensure that the use of vouchers in its programmes improves cost effectiveness and contributes to better nutrition outcomes.

### Innovative uses of technology – cash and voucher transfers (*efficiency example*)

Iraqi refugees in the Syrian Arab Republic receive electronic food vouchers as text messages to mobile telephones, enabling them to redeem all or part of the value at government stores. Vouchers may be exchanged for up to 18 food items such as pasta, tomato paste, cheese and eggs that cannot easily be included in conventional food baskets. The system is effective in protracted urban refugee situations: after a pilot project in Damascus it was extended to other parts of the country to reach 100,000 beneficiaries.

Electronic vouchers have been used in Zimbabwe to provide nutritional support in an ART programme. Beneficiaries redeeming food from shops appreciate the flexibility of vouchers in terms of brand selection and collection times. The web-based system monitors food collection and beneficiary behaviour in real time, thereby enhancing accountability and efficiency. A US\$5 cash-back option complements the food entitlement to give beneficiaries the flexibility to purchase other foods or non-food items. To date, US\$3.4 million has been distributed to 450,000 beneficiaries.

In Nepal, WFP has delivered cash to beneficiaries using ATM cards in districts with the necessary infrastructure. This system reduces security risks and operational costs, but some beneficiaries still receive cash from cooperating partners because there are no banks in many remote regions.



**Innovation and learning needs to be built or drawn from results.**

**216.** The following paragraphs outline actions in 2011 to improve knowledge management.

**Lessons learned reviews after corporate emergencies**

**217.** WFP has introduced an assessment of lessons learned after all corporate emergencies. The recommendations are available at [epweb.wfp.org](http://epweb.wfp.org) and can be searched by operation and function to enable managers to review and adopt recommendations for improvement.

**Enhancing disaster-preparedness capabilities through simulations**

**218.** WFP partnered civil and military disaster-response planners from 25 countries in 2011 to enhance national disaster-preparedness and response-management capabilities through simulations, exercises and technical assistance packages:

- In July, a readiness-and-response exercise was carried out with partners to validate national and regional systems in West Africa. It addressed cross-cutting themes such as supply-chain management, food security and the scaling up of humanitarian operations, and highlighted best practices and opportunities for improving humanitarian operations in poor urban areas.
- In September, WFP and the United Nations influenza coordinator co-chaired a conference in Rome with national disaster-response planners, humanitarian partners and private-sector organizations to highlight public health best practices that can be integrated into emergency-preparedness mechanisms.

**Establishing focal points for following up oversight recommendations**

**219.** WFP has established protocols for the consideration of all oversight reports and recommendations. These involve the appointment of focal points to interact with oversight teams and to follow up recommendations; corporate focal points are in the Resource Management and Accountability Department. The Executive Director has assigned responsibility for evaluating internal control challenges to the Chief Financial Officer with a view to improving knowledge management in relation to accountability and governance issues.

**Learning is enhanced through implementation of evaluation recommendations.**

**220.** WFP has addressed 339 recommendations from 40 evaluation reports issued between 2008 and 2011 – 80 percent of the agreed actions; 87 actions are pending and will be addressed in 2012; accountable managers and timelines for action have been identified. Implementation reports are shared with the Board. Reliable benchmarks are not available, but the Secretariat considers that the 80 percent implementation rate reflects its commitment to learning from results.

**Using a country portfolio evaluation to make positive changes in strategy and programming**

In 2009, the country office in the Lao People's Democratic Republic faced a challenge: it had a variety of programme activities in different provinces but was not sure if they were achieving optimum impact. It therefore asked the Office of Evaluation for a country portfolio evaluation and recommendations as to the way forward. The evaluation mission consulted 100 people from the Government, communities, donors, United Nations agencies and NGOs, confirming that many of the activities were in line with government policies. Its main recommendation, however, was that the country office establish a unifying goal for its work.

This was addressed through a new country strategy. Undernutrition was identified as the most pressing hunger issue: the Government was committed to addressing it with a view to achieving the MDGs and graduating from LDC status. In previous years WFP had drawn attention to critical undernutrition in a comprehensive food security and vulnerability assessment and had contributed to the development of the national nutrition strategy. The reduction of undernutrition was hence the natural goal to unify the country strategy.

The country office identified three priorities: reduce wasting, stunting and micronutrient deficiencies, with measurable targets. This led to a country programme with activities that complemented each other for maximum impact in particular areas such as mother-and-child health and nutrition, school meals, and livelihood initiatives for nutrition. Implemented together in a life-cycle approach, they could help to break the inter-generational transmission of stunting. The country office is increasingly viewed as a leader in nutrition: its activities are now being implemented and, thanks to the country portfolio evaluation and the country strategy, they are more focused and more likely to achieve optimum impacts than they were two years ago.

**Developing comparative measures of output enhances WFP projects.**

**221.** Output measures are management tools for increased efficiency. As WFP moves from food aid to food assistance, it requires a measure of output covering food-based and non-food-based interventions. WFP is therefore developing a comparative standardized proxy for its food outputs that measures the nutritional value of the food delivered, rather than tonnage or kilocalories, and enables comparison of changes in outputs over time or in similar contexts or in different types of intervention. There are, of course, certain inherent limitations because of the diversity of WFP operations.

**222.** WFP has developed an initial measure called "nutritional rations delivered" that integrates several output variables: the number of days on which a beneficiary receives assistance, the amount of food received and the nutritional value of the food. It will continue to develop such robust output measures.

**Staff development continues.**

**223.** WFP continued to train staff in leadership and management skills in 2011: 340 participants – 50 percent of the target of P4s, P5s and D1s – have participated in the Management Assessment Centre since 2008, and 200 staff have completed the middle-manager programme, which targets P3 and P4 staff and national officers at equivalent grades with supervisory and managerial duties. The aim is to establish a pipeline of future WFP managers.

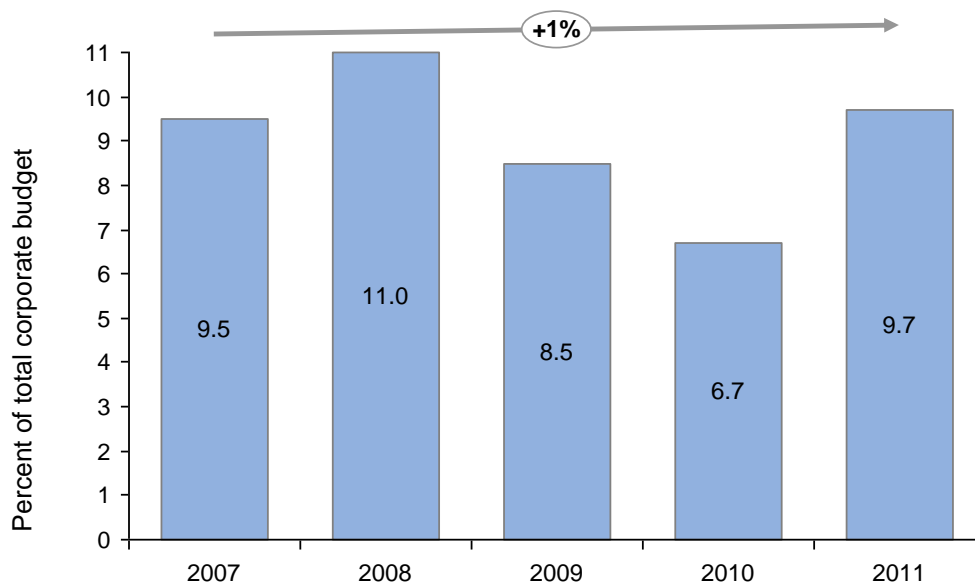
**224.** WFP's online learning management system was expanded to include 300 e-learning courses and 460 video simulations. It is accessible to 91 percent of employees; nine countries do not yet have high-speed communication links. This issue is being addressed under the Foodlink IT project with a view to giving all staff access to all of WFP's systems.

### Investment in information technology increases.

225. The proportion of WFP's budget invested in ICT was 9.7 percent in 2011, the same as in 2007 and 2008 when WFP was updating WINGS II. This reflects an increase in spending on the Treasury Management System and four IT initiatives:

- Foodlink, which increases the coverage and capacity of WFP's telecommunications;
- Connect, which integrates e-mail, voice and video services into a single service;
- the Emergency Preparedness Integration Centre (EPIC), which delivers cutting-edge ICT solutions for emergencies and field operations (see Figure 12); and
- One Truth, which increases transparency by delivering a single version of operational information.

Figure 12: Investment in IT Activities



226. WFP also began to develop an invoice tracking system in 2011 with a view to eliminating paper-based processes. The system will automate the import of invoices into WINGS II and will facilitate communication between accounts payable, procurement, and staff receiving goods and services. It addresses an internal control weakness highlighted by the External Auditor and provides best-practice business processes that add value in terms of efficiency, visibility and compliance.




#### The Emergency Preparedness Integration Centre system (efficiency example)

EPIC increases response capability by delivering cutting-edge ICT solutions for emergencies and operations. The portal is a single source for all information related to emergencies. Data entered into the system can be accessed in real time, enhancing information flows and preventing duplication.

Three functionalities – access to information, safety and security, and capacity to communicate – were piloted in Pakistan in 2011. The EPIC e-waybill system piloted in the Occupied Palestinian Territory in 2010 and used in Pakistan in 2011, enables food-shipment information to be sent and received in real time, streamlining food deliveries and tracking, and enables distributing and receiving warehouses to access waybills. These features improve internal controls, ensure efficient movements of goods, enhance the integrity of data and eliminate delays in data transfer.

## Management Result Dimension 4 – Internal Business Processes

227. Internal business processes involve all the issues relating to support for WFP's operations. Table 6 shows progress in ensuring adequate resource allocation and budgeting for WFP's activities, maintaining efficient procurement and providing IT support. Additional performance indicators under this dimension are reported in Annex III.

<i>Table 6: Internal Business Processes</i>			
	2011	2010	Progress
% of resources allocated to the top 80 percent of country requirements <sup>41</sup>	83	85	
% of food contracts delivered within the stipulated time	79	78	
% availability of IT services	99.8	99.8	

### WFP continues to allocate resources in line with identified needs and Executive Board decisions.

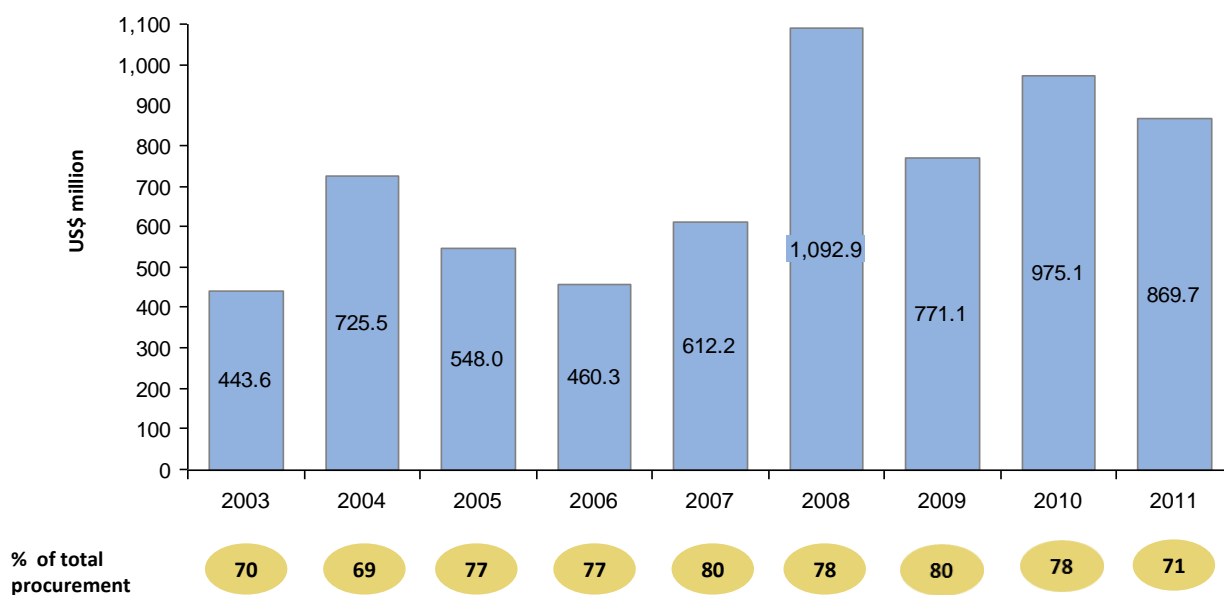
228. Eighty-three percent of WFP resources were allocated to countries that accounted for four fifths of resource requirements, a decrease from 85 percent in 2010. In 2011, 96 percent of multilateral funds for development were allocated to the poorest countries, in line with the Board's 1994 decision.<sup>42</sup>

### Procurement

229. In 2011, WFP procured 2.4 million mt of food valued at US\$1.23 billion in 87 countries (see Annex III); 71 percent of the food was purchased in developing countries.

<sup>41</sup> This indicator seeks to measure whether WFP is allocating its resources in line with the needs as represented by project budgets.

<sup>42</sup> Thirty-eighth Session of the Committee on Food Aid Policies and Programmes (CFA), 1994

**Figure 13: Food Procurement in Developing Countries**

**230.** Of the food procured, 751,000 mt – 31 percent – was wheat. Wheat flour accounted for 8 percent, maize and maize meal 19 percent, blended foods 14 percent, rice 10 percent and pulses 8 percent.

**231.** Procurement of maize totalled 410,000 mt, all from developing countries and largely for beneficiaries in Africa; significant quantities were procured in Malawi and Zambia, where WFP does not usually buy for export. Of the 87,000 mt of sorghum purchased, half was supplied for the Horn of Africa emergency to make up for shortages of non-genetically modified (GM) maize.

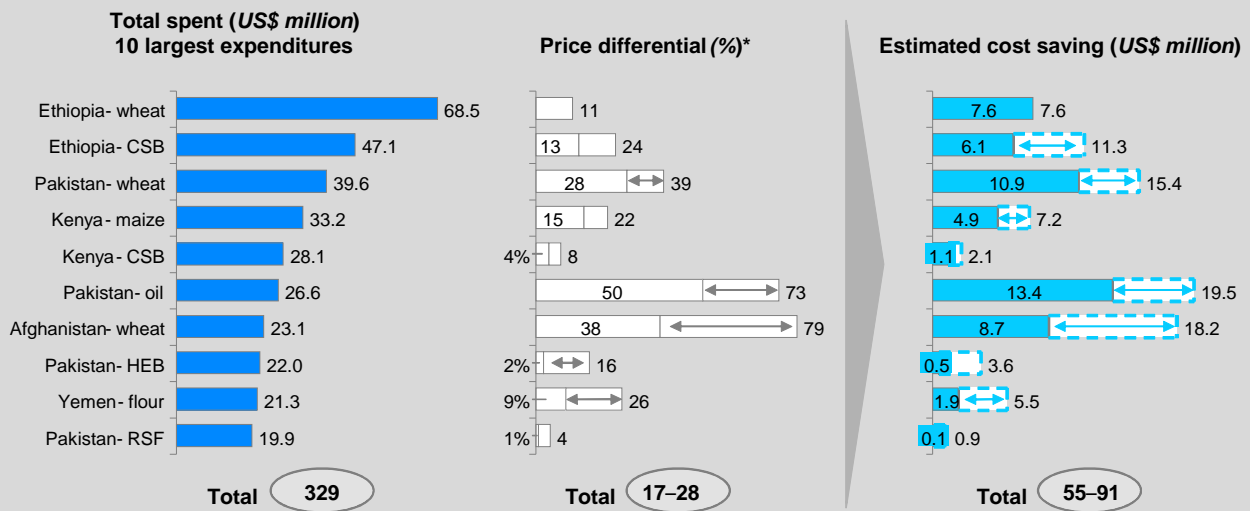
**232.** In 2011, WFP purchased 350,000 mt of fortified blended foods valued at US\$317.5 million and continued to support the production of specialized foods in developing countries. The quantity of fortified blended foods purchased was stable in 2011, but there was a shift from corn-soya blend, rice-soya blend and wheat-soya blend to SuperCereal Plus for children under 2: purchases increased from 1,000 mt in 2010 to 14,000 mt in 2011.

**233.** Asia was the main source of food, supplying 861,000 mt valued at US\$472 million, followed by Africa with 714,000 mt valued at US\$305 million.

**Import parity approach** (*efficiency example*)

WFP's import parity procurement approach is designed for efficiency. It works by comparing local and international sourcing costs and delivery times for food: each purchase request is evaluated to determine whether local or international procurement is preferable, and where time is not an overriding issue the cheapest source is chosen.

Analysis of price differences between the lowest and next-lowest sources of the ten largest expenditures on food, accounting for 27 percent of total food procured, suggests that the import parity approach generated savings of US\$55 million – 17 percent to 28 percent of the delivered cost of the food.<sup>43</sup> The figures vary from year to year in line with food availability and price fluctuations, but the import parity method consistently delivers significant cost savings.



\* Price differential is defined as the difference between lowest quoted price and next lowest quoted price as well as highest quoted price. Actual prices paid by WFP have some variance from lowest quoted prices according to market price at day of purchase, purchase volumes, and shipping cost fluctuations.

CSB– corn-soya blend  
 HEB– high-energy biscuit  
 RSF– raw soya flour

<sup>43</sup> The estimated maximum savings are calculated as the difference between the lowest and highest quoted price on the Import Parity Form, multiplied by the actual quantity of food purchased. Quotations listed on the Import Parity Form are inclusive of shipping and handling costs.



**234.** WFP purchased 400,000 mt of food through the FPF on the basis of aggregate forecast needs rather than project-specific needs, mostly for beneficiaries affected by drought in the Horn of Africa and the Sahel.

**Forward Purchase Facility** (*efficiency example*)

In November 2010 the Board authorized an increase in the FPF special account from US\$60 million to US\$150 million, and an advisory group was established to advise the Chief Financial Officer on the expansion of FPF. WFP is now moving from a focus on one-off purchases to a demand-driven approach to purchase food ahead of individual project requests.

After mid-year reviews and consultations WFP expanded the forward purchasing approach, starting with corridors in eastern Africa and a team of experts reviewed systems and processes with a view to designing the platform needed to mainstream forward purchasing.

By the end of 2011, FPF had enabled WFP to establish regular pipelines and improve the predictability of supply. The launch of supply lines to eastern Africa and later to western Africa was critical in WFP's response to the crises in the Horn of Africa and the Sahel.

In 2011, WFP procured 400,000 mt of food worth US\$200 million, including purchases of nutritious products through FPF. In the first six months, 21 projects benefited from reductions averaging 52 days in delivery lead times.

**Shipping cost savings were achieved.**

**235.** WFP shipped 320,000 mt of food in 2011, a scale that enables it to make savings by negotiating favourable prices and by handling shipping arrangements separately rather than requesting suppliers to bundle shipping costs and food prices. These approaches have saved US\$10 million in expenditure compared with the cost of contracting shipping services through food suppliers. WFP's unloading and bagging arrangements yielded estimated savings of US\$600,000 in 2011.

**Standby partners contributed to fast, cost-efficient response.**

**236.** WFP's standby partners are government agencies, NGOs and commercial companies that have agreed to maintain a roster of rapidly deployable staff, services and equipment to support EMOPs. These arrangements enable WFP to scale up EMOPs rapidly, deploy skills outside its core competencies and reduce direct costs. In 2011, the value of contributions by standby partners was estimated at US\$17 million.

**WFP operations are fully supported by ICT.**

**237.** WFP policy is that humanitarian personnel must have access to communications facilities at all times. Full ICT services were available in 99.8 percent of WFP offices in 2011, the same as in 2010: this reflects the establishment of WFP's minimum security telecommunications standards (MISTS) for its operations, which include minimum levels of equipment, maintenance and network-security staff.



**Facilities management improves.**

**238.** In 2011, facilities management continued to improve internal processes and project management to ensure that WFP has safe, functional, cost-effective and sustainable buildings. The work included: i) development of a manual to ensure that risks are managed and that WFP obtains value for money; ii) completion of the pilot phase of the corporate facilities management system to be launched in 2012 to track WFP's 1,500 buildings, which have an annual rental value of US\$40 million; iii) establishment of targets for greenhouse gas emissions; and iv) improved engineering and management support for 87 projects in 51 countries for the construction or renovation of warehouses, accommodation and roads. Field projects include the construction of warehouses in Ethiopia and Pakistan and the UNHRD in Djibouti, which has a budget of US\$20 million. Renovation of the Red Tower enabled WFP to locate its Headquarters offices in a single building, resulting in enhanced security and reduced running costs.

## Management Result Dimension 5 – Operational Efficiency

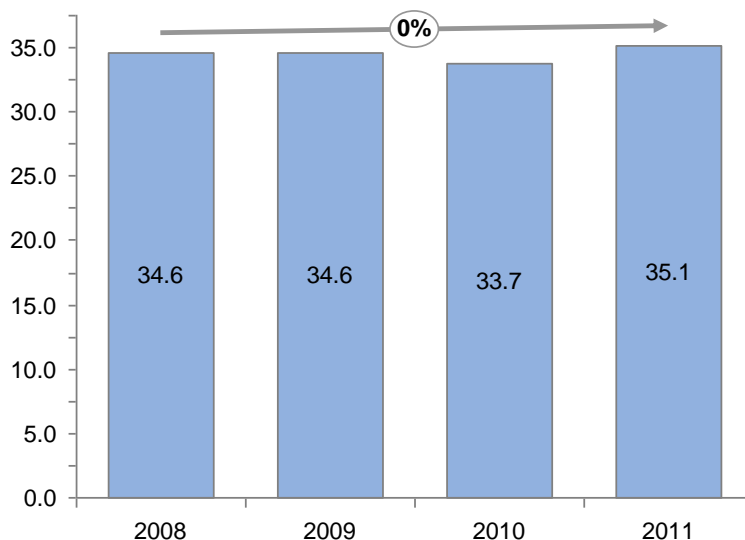
239. Operational efficiency covers all issues related to the timeliness, cost-efficiency, continuity and appropriateness of WFP's responses. Table 7 shows different aspects of operational efficiency in terms of corporate indicators and examples of actions to improve the timeliness and effectiveness of operations. Additional performance indicators under this dimension are reported in Annex III.

<i>Table 7: Operational Efficiency</i>			
	2011	2010	Progress
Average annual direct costs per beneficiary	35.1	33.7	●
% actual beneficiaries vs. planned	107	93	●
% actual food distribution vs. planned	68	70	●
% of country offices that have a strategy document and an operational plan	35	16	●

### The direct cost per beneficiary remains stable since 2008.

240. The average cost per beneficiary has remained stable over the past four years (see Figure 14). Fluctuations from year to year are caused by variations in project requirements: the 2011 increase is consistent with the goal of providing more nutritious, and therefore more costly, food for beneficiaries.

**Figure 14: Average Annual Direct Costs per Beneficiary (US\$)\***



\* Direct costs as per Financial Statement V.

**Driving forward cost and efficiency savings in the Sudan** (*efficiency example*)

Between 2009 and 2011, WFP Sudan reduced its EMOP budget by 34 percent from US\$869 million to US\$572 million and the cost per beneficiary by 44 percent from US\$140 to US\$78. These savings were made by rationalizing beneficiary caseloads and reducing or eliminating operational costs.

- Rationalizing beneficiary caseloads. Beneficiary caseloads were reduced on the basis of comprehensive food security monitoring data and WFP's food-assistance strategy: 1.2 million beneficiaries were graduated from food assistance and a further 1 million were shifted from general food distribution to seasonal or targeted interventions. WFP Sudan is using a verification system involving up-to-date beneficiary lists based on biometric data to achieve a further reduction in its caseload.

- Reducing or eliminating costs across operations. Direct support costs fell by 46 percent between 2010 and 2011 as a result of handing programmes over to the Government, merging and closing sub-offices, optimizing the workforce through outsourcing and terminations, and reducing overhead costs by freezing capital investments and administrative costs.

- Reducing other direct operating costs. WFP has reduced the average tonnage rate paid to partners by 15 percent and worked with them to rationalize their operating costs and increase cost sharing by the Government.

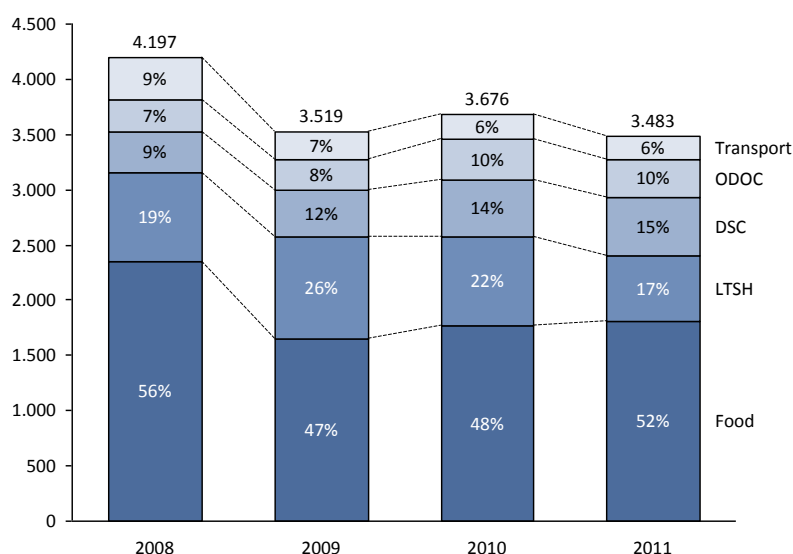
- Reducing landside transport, shipping and handling costs. The cost per ton has fallen by an average of 23 percent as a result of negotiating more favourable transport contracts, timely pre-positioning of food to avoid expensive airlifts, workforce restructuring to reduce staff costs by 63 percent, and improved fleet management.

- Reducing the air service subsidy. The UNHAS budget fell by US\$30 million – 33 percent – between 2009 and 2011 as a result of long-term contracting of aircraft at improved rates and more efficient use of aircraft to reduce the number in the fleet.

The country office has pursued these cost reductions in the context of its operational plan: these are lasting improvements to efficiency and effectiveness rather than one-off cost savings.

**WFP's cost structure continues to evolve as Strategic Plan implementation continues.**

**241.** Rising prices in 2011 resulted in a high proportion of expenditure on food, in spite of the increasing number of cash and voucher projects. The increased proportion of other direct operational costs and direct support costs reflected the increased number of high-risk security environments in which WFP operates, the cost of unforeseen emergencies, the increase in non-food projects and the move from food aid to food assistance. Transport and handling costs continue to be lower than usual.

**Figure 15: Direct Expenses by Cost Component (US\$ million)**

### WFP responds rapidly to sudden emergencies.

**242.** WFP responded rapidly to sudden emergencies in 2011: half of its emergency responses started on time, but some delays were experienced – for example in Syria – because of unrest and insecurity.

#### **Increasing emergency responsiveness – the role of UNHRDs (efficiency example)**

The UNHRDs in Dubai, Italy, Ghana, Panama and Malaysia stockpile equipment to enable United Nations agencies and NGOs to provide relief within 24 to 48 hours of an emergency anywhere in the world.

One advantage of the network is the aggregation of humanitarian and emergency storage needs, a service provided at no cost to users. The UNHRDs are also staging areas where cargoes can be accumulated to optimize shipping arrangements, decongest entry points and exploit economies of scale.

This integration of response stocks is a way of improving WFP's emergency responsiveness, for example through rapid deployment of non-food items and high-energy biscuits. In 2011, WFP began a review to optimize the type and quantity of items to be pre-positioned. The 48 users of the network are harmonizing their stocks and eliminating the use of their own markings so that stocks can be loaned to any user; this will also facilitate joint procurement of non-food items at competitive prices.

### The Country Strategy process continues to drive WFP strategic planning at the country level.

**243.** The Strategic Review Committee approved 14 country strategy documents<sup>44</sup> in 2011, compared with 12 in the previous two years. By March 2012, nine of the 14 countries had started to implement their strategies; implementation in the remaining countries will commence in 2013.

**244.** An independent review by the Inspector General in 2011 concluded that the country strategy approach is valuable for repositioning WFP at the country level, and that institutionalizing the process would reinforce WFP's role in national development agendas. WFP is considering whether to establish the country strategy as a governance tool.

<sup>44</sup> Bangladesh, Colombia, Ecuador, El Salvador, Ethiopia, Guinea, the Lao People's Democratic Republic, Lesotho, Liberia, Malawi, Mali, Mozambique, Peru and Swaziland.

## **Collaboration among the Rome-based agencies leads to better advocacy and policy development.**

**245.** Collaboration among WFP, FAO and IFAD at the policy, operational and administrative levels featured in the G20, Rio+20, the Istanbul Programme of Action for Least-Developed Countries and South-South cooperation. Notable events included publication of the first State of Food Insecurity report on food price volatility, the signing of the Statement of Intent of the European Union and the Rome-based agencies in June 2011, and the joint emergency responses in Haiti, Pakistan and the Horn of Africa. WFP and FAO continued as co-leaders of the food-security cluster.

**246.** As members of the reformed Committee on World Food Security (CFS), the Rome-based agencies participated in the formulation of the Global Strategic Framework for Food Security and Nutrition and the High-Level Forum on Food Insecurity in Protracted Crises; they also collaborated in mapping food security and nutrition actions at the country level.

**247.** WFP and FAO continued to collaborate in 86 projects in 50 countries. These involved agriculture, education, food security and assessments. WFP and IFAD collaborated in 11 projects in nine countries, mainly in FFW, FFT and micro-credit programmes.

## **WFP continues to expand its work with the United Nations Delivering as One agenda.**

**248.** WFP continued to work with United Nations agencies in line with General Assembly Resolution A/RES/63/311, participating in the United Nations Chief Executives Board for Coordination, the High-Level Committee on Programmes (HLCP), the United Nations Development Group, and the 2012 Quadrennial Comprehensive Policy Review.

**249.** WFP continued its engagement in Delivering as One pilots in Cape Verde, Mozambique, Pakistan, Rwanda and the United Republic of Tanzania; it also supported Benin, DRC, Ethiopia, Lesotho, Liberia, Malawi, Mali, Namibia, Sierra Leone and Uganda. Delivering as One has streamlined procurement, communications, human resources and logistics services; the United Nations ICT network has reduced transaction costs for agencies. WFP signed logistics agreements with UNFPA, the United Nations Environment Programme, UNHCR and UNICEF.

**250.** As Chair of the HLCM, WFP worked to optimize efficiency, effectiveness and business practices through: i) a WFP-led ICT platform; ii) a study of common reporting principles to reduce transaction costs and increase transparency; and iii) a new security management system, which became operational on 1 January 2011. Projects from the Plan of Action for the Harmonization of Business Practices included the common framework for vendor eligibility, a feasibility study for common treasury services and a review of HR management at the country level.

**251.** With regard to common premises, WFP and the UNDG developed construction guidelines based on the International Building Code and looked into public-private partnerships to fund the capital investments required; projects are under consideration in 20 countries. WFP shared 60 premises with other United Nations agencies between 2009 and 2011 with a view to reducing costs and promoting efficiency.

**252.** WFP co-chairs the UNDG and Executive Committee on Humanitarian Affairs (ECHA) working group on transition issues, which coordinated the United Nations response to the International Network on Conflict and Fragility and G7+ work on fragile states.

### **WFP takes on increasing cluster responsibilities during 2011.**

**253.** The food security cluster, led jointly by WFP and FAO, became operational in April 2011, with support from the International Federation of Red Cross and Red Crescent Societies, the IASC Gender Standby Capacity Project and NGOs. The cluster is establishing links with the International Red Cross and Red Crescent Movement and other clusters with a view to addressing IASC cross-cutting themes. Scoping missions and support for country-led food-security clusters were deployed in Afghanistan, Côte d'Ivoire, Haiti, the Horn of Africa, Libya and Nepal.

**254.** WFP assumed the leadership of the emergency telecommunications cluster in 2011. A review of its operations led to a new catalogue of services, clarification of roles, a new preparedness strategy and improved M&E.

**255.** During 2011 the WFP-led logistics cluster sought to increase its efficiency and the quality of its services, focusing on sharing resources, managing partnerships and developing capacities in Haiti, the Horn of Africa and Pakistan.

## Lessons Learned

**256.** Consistent application of the Management Results Framework has demonstrated the importance of measuring and reporting on business practices. WFP must continue to refine its corporate performance indicators to enhance the efficiency, effectiveness and transparency of its programmes.

**257.** Improved systems for monitoring and evaluating results must support WFP's innovative "can-do" approach. The significant investment in independent evaluation in the past few years must now be matched by further investment in monitoring and self-evaluation procedures.

**258.** Partnerships are ingrained in the WFP operational approach, and the search for approaches involving other humanitarian actors must continue. Leadership of the food security and logistics clusters is an essential feature of WFP's future work.

**259.** Emergency preparedness saves lives. WFP is therefore testing its systems under the Preparedness and Response Enhancement Programme (PREP) initiative with a view to improving its preparedness and response capabilities.

**260.** The increased diversity of funding sources is a welcome feature of 2011. WFP's overall revenue fell in 2011, however, and met a smaller percentage of needs than in 2010. It must continue to promote the needs of the poor and hungry to a wider range of donors if the downward trend is to be reversed.

**261.** Addressing gender balance requires a long-term approach to give women opportunities to gain experience with a view to promotion. WFP must continue to increase these opportunities, particularly at the field level.

**262.** The Statement of Internal Control in the 2011 Financial Statements is an indication of WFP's commitment to transparency and accountability in line with IPSAS. Internal control is an ongoing activity, however, and WFP must continue to assess the cost-effectiveness of its administrative and operational systems.

**263.** This APR provides many examples of initiatives to increase efficiency. These must be continued with the establishment of baselines against which to measure improvements.

**264.** Security risks are constantly evolving. WFP must ensure that they are addressed to provide the safe humanitarian space required for helping people in need.





## PART IV – LOOKING FORWARD

### High food and fuel prices will continue to affect the poorest people and restrict WFP's ability to address hunger.

**265.** The most significant challenge facing WFP and its beneficiaries is the likelihood of sustained high food and oil prices. The 2010 APR drew attention to the risk that high food prices would erode WFP's purchasing power: in the event there was a 25 percent reduction in the quantity of food purchased in 2011 for similar expenditure. Food prices show no sign of falling in 2012; and in the first two months there were significant rises in the price of oil from the 2011 average of US\$95 per barrel, which indicates that predictions by the United States Energy Department of a rise to US\$98 per barrel are optimistic.

**266.** High food prices lead to increased demand for WFP assistance as people are unable to meet their food requirements; at the same time they limit WFP's ability to buy food to support those in need. Rising oil prices have three effects: i) the costs of shipping and transport go up, so WFP spends more to reach the same beneficiaries; ii) the budgets of host governments are affected, constraining their ability to support WFP's activities; and iii) the cost of agricultural inputs goes up resulting in higher costs for farmers in developed countries, who raise their prices accordingly.

**267.** In 2011, WFP countered the effects of rising food prices on its budget and operations by procuring more food from local markets and by forward purchasing. But such one-time benefits cannot be realized indefinitely: high global prices will eventually affect local markets. WFP will continue to evaluate local and international market options and purchase on the basis of optimum value – but the fact remains that its purchasing power in 2012 will remain significantly less than it was in 2011 unless there is an increase in funding if prices remain high.

### A global economic slowdown will put pressure on fundraising.

**268.** The voluntary funding model means that WFP's ability to raise funds is directly influenced by global economic conditions. The latest forecasts are not optimistic: the World Bank reports that the world economy has entered a dangerous period as financial recession in Europe spreads to hitherto unaffected countries, capital flows into developing countries fall sharply and growth in some developing countries slows.<sup>45</sup>

**269.** This could have major effects in countries such as Bangladesh, El Salvador, Guatemala, India, Mexico and the Philippines that provide large numbers of migrant workers. The decline in tax revenues caused by the economic slowdown is increasing competition for national budget funding and affecting the ability of governments to finance programmes for social services, poverty reduction and healthcare.

<sup>45</sup> International Bank for Reconstruction and Development and World Bank. 2012. *Global Economic Prospects: Uncertainties and Vulnerabilities*. Vol. 4. Washington DC.

**270.** The Conference Board Global Economic Outlook 2012<sup>46</sup> predicts that global growth will slow to an average 3 percent per year until the middle of the next decade and notes that the main risk for the global economy is a slowdown in average output per capita, which will determine the rate at which living standards can be raised, particularly in emerging economies.

### **Safe humanitarian space is essential for WFP's operations and remains at risk.**

**271.** The World Bank estimates that 1.5 billion people live in countries with high levels of political and criminal violence, which suggests that there is no immediate prospect of a significant reduction in the security risks faced by WFP staff. At the beginning of 2012, 40 percent of WFP's international professional staff were working in non-family duty stations.

**272.** WFP's new career development model and its mobility policy aim to ensure fair distribution of the immense load this places on staff. WFP will continue to review the risks faced by its staff and maintain a balance between humanitarian requirements and levels of personal risk.

### **WFP has the right tools in place but must scale them up.**

**273.** WFP is putting in place the tools to make the transformation from food aid to food assistance. The process of scaling them up, however, is linked to the capacity to develop programmes that improve results by using the right mix of food aid and food assistance.

**274.** Ensuring that programmes can be implemented in the various contexts in which WFP works requires credible assessments leading to sound design incorporating appropriate activities, tools and partnerships, and results-based monitoring to track progress and enable real-time adjustments.

**275.** Work in 2012 and 2013 to improve programme quality includes: i) joint implementation with FAO of integrated food-security and nutrition information systems at the country and global levels, particular through capacity development and technical support for governments; ii) enhanced programme monitoring through COMET; iii) enhancing the skills of WFP and partner staff to collect, analyse and use output and outcome data; and iv) establishment of a dedicated monitoring unit in Headquarters.

**276.** Challenges and actions for 2012 include:

- completing the development of electronic cash and voucher systems to scale up transfers, improving analysis tools and training WFP and partner staff;
- improving nutrition interventions by increasing the number of WFP nutritionists, fostering those WFP staff and senior managers with nutrition knowledge, enhancing the evidence base for nutrition programmes, and partnering with agencies providing health, water and sanitation services; and
- training to enable programme staff to use WFP's food assistance tools for their operational needs.

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<sup>46</sup> <http://www.conference-board.org/data/globaloutlook.cfm>

## Innovative strategies are needed to generate more predictable funding.

**277.** Funding strategies will be developed in 2012 with a view to raising the profile of WFP's programmes in particular contexts; where appropriate they will be adapted to the thematic interests of donors. WFP's visibility enhancement project will demonstrate results and ensure that donors' contributions are recognized; it will also demonstrate WFP's strengths in nutrition, school feeding, P4P, cash and vouchers, capacity development and climate change adaptation.

**278. Continued engagement with the G20 and G8.** WFP's engagement with the G20 in 2011 generated political support for global food security and enhanced food-supply systems, following the addition of food security issues to its agenda in 2010. Continued engagement is a priority and will continue under the Mexican G20 Presidency in 2012. WFP continues to be engaged in the G8 follow-up to the L'Aquila commitment of US\$20 billion for food security.

**279. Improving dialogue with donors and increasing funding predictability.** WFP will continue its policy dialogue with donors to ensure that food security is on the agenda at donor meetings; it will also continue its lead in seeking value for money, and will engage with donors in multilateral aid reviews. WFP will sign at least five multi-year Strategic Partnership Agreements with donors in 2012 with a view to enhancing the predictability and flexibility of funding for its resource needs. The Strategic Resource Allocation Committee (SRAC) will ensure that donors' contributions match WFP's priorities.

**280. Promoting WFP to a broader range of private-sector donors.** WFP will portray hunger in 2012 as "the world's greatest solvable problem" and will work with industry leaders to focus on hunger as a social responsibility. It will maximize engagement with the United States market and will focus more on Asia to leverage private-sector resources and expertise. WFP will expand its online support, for example by establishing a platform that will allow it to engage with potential donors in culturally and financially diverse contexts.

## WFP will continue to improve its efficiency and effectiveness and provide value for money.

**281.** WFP strives to maximize the value of every donation: every dollar saved means that it can reach more hungry people with food assistance. WFP is improving its ability to achieve value for money and is developing measures to improve its efficiency and effectiveness.

## Better supply-chain management

**282.** Logistics operations are becoming increasingly complicated in response to constraints such as limited access, damaged infrastructure and insecurity: WFP must therefore manage its food-supply chain more efficiently from initial planning to final delivery and adopt holistic approaches to offset the effects of high food prices and increasing transport costs. The significant increase of special nutritious products in WFP's supply chain requires more sophisticated inventory management to prolong shelf life and monitor transport and storage from manufacture to delivery.

**283.** To meet these challenges, WFP piloted the SAP-based logistics execution support system (LESS) in late 2011. The system standardizes business practices and increases the transparency and consistency of real-time data. It will enable WFP to manage its inventories more effectively by tracking logistics movements in WFP's Information Network and Global System II (WINGS II) and will improve operational efficiency and supply-chain management by making information more consistent and accessible.

**284.** WFP country offices will continue to adapt to the changing operational environment by planning capacity development and hand-overs through national partnerships with a local focus and by working with governments to improve their programmes and nurture political will.

### **WFP will make risks more visible and will seek stakeholders' support for its risk appetite.**

**285.** WFP will continue to identify and share with stakeholders its contextual, programmatic and operational risks: greater transparency is in the interests of donors, beneficiaries, staff and partners, who should share in identifying and responding to risks that affect common goals. Many risks, particularly in fragile operating environments, cannot be addressed by WFP alone: concerted responses by humanitarian and governmental actors are needed.

### **The right security at the right time and in the right place.**

**286.** In line with the recent shift in United Nations security philosophy from “when to leave” to “how to stay”, WFP will continue to work with the United Nations Department of Safety and Security (UNDSS) to develop a United Nations security policy and standards for safety and security. WFP’s security measures acknowledge that risk is an inevitable part of operations and aim to: i) enhance the security of personnel; and ii) manage rather than avoid security risks as one of the challenges WFP faces in implementing its programmes.

**287.** WFP will continue to mitigate security risks with a view to facilitating rather than limiting its activities, and will continue to provide technical expertise, technologies and security leadership to enable WFP managers to understand the risk environment and make informed risk-management decisions.

### **Risk-informed programming**

**288.** WFP aims to ensure that risks are addressed holistically in all phases of planning and programming. The United Nations Security Management System, which has shifted to a targeted model for high-risk situations, helps to determine the required deployments of staff and the programme activities to be implemented. As part of this process WFP is working with the Programme Criticality Working Group to develop a framework for prioritization in high-risk environments.

### **WFP will enhance its emergency preparedness and response capacity.**

**289.** Timeliness and efficiency are crucial to saving lives in emergencies. WFP will continue to enhance its capability to respond effectively and efficiently to emergencies under the three-year Preparedness and Response Enhancement Programme (PREP), which focuses on accountability, partnerships and capacity development to enable governments to respond to emergencies.

**290.** In 2012 WFP will:

- develop an emergency preparedness and response framework;
- roll out to country offices an emergency preparedness and response package (EPRP) that incorporates WFP’s risk analysis, contingency planning and business continuity processes;
- review systems and emergency procedures to facilitate mobilization in large-scale emergencies;
- carry out the first annual corporate response exercise to test systems and procedures;

- implement an emergency preparedness and response training and development strategy, which includes a corporate response roster for rapid deployment of experienced staff;
- enhance internal and external information management platforms to provide decision-makers with more real-time data from large-scale operations; and
- ensure that the right skills are in the right place to scale up the transition to food assistance.

**291.** In 2012, WFP will finalize the review of workforce planning that started in 2011 to ensure that appropriate skills are in place and to develop a strategy that increases skills in critical functions, enhances leadership capacities, improves the gender balance and establishes the technical expertise to generate sustainable hunger solutions in partnership with others.

### **WFP will increase transparency and accountability.**

#### **Better performance monitoring**

**292.** WFP will continue to refine its performance indicators and roll out software tools such as the Performance and Risk Operational Management Information System (PROMIS) and COMET to enable more effective performance management. It will continue to work with other United Nations agencies to develop common approaches to reporting and to improve standards of accountability and transparency.

#### **A new Strategic Plan for 2014–2017 developed in parallel with other United Nations agencies**

**293.** WFP will continue to develop the Strategic Plan (2014–2017), taking into account the Board’s consideration of the mid-term review of the 2008–2013 plan and consultations with other United Nations agencies, which are for the first time preparing their strategies concurrently. WFP will coordinate its responses with these agencies, particularly on issues related to results measurement and the post-MDG agenda.

**294.** During 2012 WFP will seek opportunities for innovation under agreements with non-United Nations partners. The Rio +20 declaration is expected to set the post-MDG agenda and define the objectives for sustainable development. WFP’s climate change policy to be submitted for Board approval in November 2012 will reflect the Rio +20 deliberations.





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

2009	2010	2011	
<b>MDG 1 Eradicate extreme poverty and hunger</b>			
<b>BENEFICIARIES</b>			
101.8	109.2	99.1	million hungry people in 75 countries (75 countries in 2009 and 2010)
84.1	89.0	82.9	million women and children
2.0	2.1	2.6	million refugees
14.1	15.4	15.1	million internally displaced people
2.1	3.1	3.1	million returnees
1.1	3.1	4.4	million 'cash and vouchers' beneficiaries
<b>QUANTITY OF FOOD AID</b>			
5.0	4.3	3.6	million mt of food distributed
2.6	3.2	2.4	million mt of food procured
<b>DEVELOPING COUNTRIES AND WFP ASSISTANCE</b>			
89.7	94.0	96.0	percent of development multilateral resources reaching concentration criteria countries
70.0	71.0	72.4	percent of development resources reaching least-developed countries
82.0	83.0	71.4	percent of food procured, by tonnage in developing countries
67.1	61.2	60.6	percent of WFP's resources reaching sub-Saharan African countries
<b>MDG 2 Achieve universal primary education</b>			
20.7	21.1	23.2	million schoolchildren received school meals/take-home rations
46.7	48.5	48.3	percent were girls
<b>MDG 3 Promote gender equality and empower women</b>			
52.2	51.2	51.7	percent of beneficiaries were women or girls
342	264	194	thousand women were in leadership positions on food management committees
6.5	5.2	4.8	million women received household food rations at distribution points in general food distributions
5.2	4.9	3.7	million household food entitlements were issued in women's names for general food distributions

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

2009	2010	2011	
<b>MDG 4 Reduce child mortality</b>			
62.1	66.1	63.2	million children were assisted in WFP operations
5.9	8.5	11.1	million malnourished children received special nutritional support
<b>MDG 5 Improve maternal health</b>			
2.8	2.7	3.1	million vulnerable women received additional nutritional support
<b>MDG 6 Combat HIV/AIDS, malaria and other diseases</b>			
15	16	16	of the 25 highest HIV and AIDS prevalence countries received WFP assistance
2.6	2.5	2.3	million people affected by HIV and AIDS received WFP food assistance
43	41	38	countries received assistance for TB and HIV and AIDS prevention activities
<b>MDG 7 Ensure environmental sustainability</b>			
20.4	24.3	21.3	million people received WFP food as an incentive to build assets, attend training, build resilience to shocks and preserve livelihoods
<b>MDG 8 Develop a global partnership for development</b>			
18	18	17	stand-by partners
9	10	4	FAO/WFP crop and food supply assessment missions conducted
13	7	7	UNHCR/WFP joint assessment missions conducted
145.3	154.6	93.7	US\$ million support provided by corporate and private entities donating cash and in-kind gifts
2 398	3 505	2 147	non-governmental organizations worked with WFP

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

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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 <sup>1</sup>	Project target and data source
<b>Outcome 1.1:</b> Reduced or stabilized acute malnutrition in target groups of children and/or populations	1.1.1 Prevalence of acute malnutrition among children under 5 <sup>2</sup> (weight-for-height as %) <sup>3</sup>	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 <sup>4,5</sup>	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 <sup>6</sup>	Target met for 80% of projects	Target: Population-specific <sup>7</sup> Source: Programme monitoring
<b>Outcome 1.2:</b> Improved food consumption over assistance period for target households <sup>8</sup>	1.2.1 <i>Household food consumption score</i> <sup>9</sup>	Score exceeded the threshold for 80% of projects	Target: Food consumption score exceeded 21 or 28 <sup>10</sup> for target households Source: Annual survey data
<b>Outcome 1.3:</b> 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

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

<sup>2</sup> Projects targeting children under 2 should measure prevalence of acute malnutrition of this target group

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

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

<sup>5</sup> Projects targeting children under 2 should measure prevalence of low MUAC in this target group

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

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

<sup>8</sup> 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 school children or hosting orphans and other vulnerable children (OVC).

<sup>9</sup> 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.

<sup>10</sup> 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
<b>Goals</b> 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 <sup>1</sup>	Project target and data source
<b>Outcome 1.4:</b> 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 <sup>11</sup>	Target met for 80% of projects	Target: Default rate < 15% Source: Programme monitoring
Output	Indicator		
<b>Output 1.1:</b> <sup>12</sup> 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 <sup>13</sup> 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 non-governmental organizations (NGOs) that collaborate in the provision of complementary inputs and services 1.1.11 Number of joint United Nations programmes/activities		

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

<sup>12</sup> 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.

<sup>13</sup> 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
<b>Goals</b> 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
<b>Outcome 2.1:</b> Early-warning systems; contingency plans; <sup>14</sup> food security monitoring systems set in place and enhanced with WFP capacity development support	<b>2.1.1 Disaster preparedness index</b>	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
<b>Outcome 2.2:</b> Adequate food consumption over assistance period reached for target households at risk of falling into acute hunger	<i>2.2.1 Household food consumption score<sup>15</sup></i>	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
<b>Outcome 2.3:</b> Hazard risk reduced at community level in target communities	<i>2.3.1 Household asset score<sup>16</sup></i>	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
	<i>2.3.2 Community asset score<sup>17</sup></i>	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
Output	Indicator		
(refer to <b>Output 1.1</b> for distribution of food and non-food items, cash transfers and vouchers)			
<b>Output 2.1:</b> 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.)		
<b>Output 2.3:</b> 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.)		

<sup>14</sup> Refers to government or inter-agency contingency plans

<sup>15</sup> 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.

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

<sup>17</sup> 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 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
<b>Outcome 3.1:</b> Adequate food consumption over assistance period reached for target households, communities, IDPs and refugees <sup>18</sup>	3.1.1 Household food consumption score <sup>19</sup>	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
<b>Outcome 3.2:</b> Increased access to assets in fragile, transition situations for target communities	3.2.1 Community asset score <sup>20</sup>	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
<b>Outcome 3.3:</b> 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 <sup>21</sup> 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
<b>Outcome 3.4 (a):</b> 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
	3.4.2 Prevalence of low mid-upper arm circumference (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

<sup>18</sup> Results will be disaggregated by target groups: IDPs, refugees, conflict-affected, disaster-affected, households with school children or hosting orphans and other vulnerable children (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.

<sup>19</sup> 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.

<sup>20</sup> 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

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



<b>STRATEGIC OBJECTIVE 3: RESTORE AND REBUILD LIVES AND LIVELIHOODS IN POST-CONFLICT, POST-DISASTER OR TRANSITION SITUATIONS</b> <b>Goals</b> 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			<b>Impact: Contribution to MDGs 1 and 7</b>
<b>Outcome</b>	<b>Indicator</b>	<b>Corporate target and performance measure</b>	<b>Project target and data source</b>
	3.4.3 Supplementary feeding performance rates <sup>22</sup>	Target met for 80% of projects	Target: Population-specific <sup>23</sup> Source: Programme monitoring
<b>Outcome 3.4 (b):</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
<b>Outcome 3.5:</b> Improved nutritional recovery of ART and/or TB treatment clients	3.5.1 Nutritional recovery rate <sup>24</sup>	Target met for 80% of projects	Target: Nutritional recovery rate > 75% Source: Programme monitoring
<b>Output</b>	<b>Indicator</b>		
(refer to <b>Output 1.1</b> for distribution of food and non-food items, cash transfers and vouchers)			
<b>Output 3.2:</b> 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		

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

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

<sup>24</sup> 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, tuberculosis (TB) and other pandemics			
Outcome	Indicator	Corporate target and performance measure	Project target and data source
<b>Outcome 4.1(a):</b> 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
<b>Outcome 4.1(b):</b> Adequate food consumption reached over assistance period for targeted households <sup>25</sup>	4.1.2 Household food consumption score <sup>26</sup>	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
<b>Outcome 4.2:</b> Increased access to education and human capital development in assisted schools	4.2.1 Enrolment: average <sup>27</sup> 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

<sup>25</sup> 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.

<sup>26</sup> 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.

<sup>27</sup> 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
<b>Goals</b> 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, tuberculosis (TB) and other pandemics			
Outcome	Indicator	Corporate target and performance measure	Project target and data source
<b>Outcome 4.3:</b> 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 %) <sup>28</sup>	Nutritional target reached for 80% of projects	Target: 10% reduction <sup>29</sup> 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 <sup>30</sup>	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
<b>Outcome 4.4:</b> Improved adherence to ART and/or success of TB treatment for target cases <sup>31</sup>	4.4.1 ART adherence rate <sup>32</sup>	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 <sup>33</sup>	Treatment success rate <sup>34</sup> of 85% reached for 65% of projects	Target: 85% TB treatment success rate <sup>35</sup> Source: Monitoring data and/or survey data
Output	Indicator		
(refer to <b>Output 1.1</b> for distribution of food and non-food items, cash transfers and vouchers)			

<sup>28</sup> 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 )

<sup>29</sup> Indicates percent reduction, not a percentage point reduction

<sup>30</sup> <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

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

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

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

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

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



<b>STRATEGIC OBJECTIVE 5: STRENGTHEN THE CAPACITIES OF COUNTRIES TO REDUCE HUNGER, INCLUDING THROUGH HAND-OVER STRATEGIES AND LOCAL PURCHASE</b> <b>Goals</b> 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			<b>Impact: Contribution to MDGs 1 and 8</b>
<b>Outcome</b>	<b>Indicator</b>	<b>Corporate target and performance measure</b>	<b>Project target and data source</b>
<b>Outcome 5.1:</b> 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
<b>Outcome 5.2:</b> Progress made towards nationally owned hunger solutions <sup>36</sup>	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
<b>Output</b>	<b>Indicator</b>		
<b>Output 5.1:</b> Food purchased locally	5.1.1 Tonnage of food purchased locally, by type and country classification		
<b>Output 5.2:</b> Capacity and awareness developed through WFP-led activities	5.2.1 Number of people trained in programme design and planning, implementation procedures and practices, disaggregated by category (national government and partner staff) 5.2.2 Number of technical assistance projects conducted by WFP to strengthen the national capacity 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 <sup>37</sup> handed over to the national government		

<sup>36</sup> 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 purchase for progress (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.

<sup>37</sup> 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 (%) <sup>1</sup>	No. of projects reported on indicators	No. of values <sup>2</sup>	No. of comparable values <sup>3</sup>	Improvement no. (%)	Stabilization no. (%)	Weighted improvement (%)
<b>Strategic Objective 1</b>							
Prevalence of acute malnutrition among children under 5 (weight-for-height as %)⁴	63	42	84	31	20 (65)	1 (3)	64
Prevalence of low mid-upper arm circumference (MUAC)⁵	38	6	6	0	0 (0)	0 (0)	
Supplementary feeding recovery rate	new indicator	33	38	30	20 (67)	2 (7)	
Supplementary feeding death rate	new indicator	14	14	10	9 (90)	0 (0)	
Supplementary feeding default rate	new indicator	25	27	21	13 (62)	0 (0)	
Supplementary feeding non-response rate	new indicator	7	8	6	4 (67)	0 (0)	
Household food consumption score	87	45	52	45	25 (56)	4 (9)	
Retention rate	67	4	4	2	2 (100)	0 (0)	
ART/TB/PMTCT default rate	57	4	4	3	1 (33)	2 (67)	
<b>Strategic Objective 2</b>							
Disaster preparedness index	20	2	2	2	1 (50)	0 (0)	68
Household food consumption score	71	15	15	13	9 (69)	0 (0)	
Households asset score	71	5	5	2	1 (50)	0 (0)	
Community asset score	50	7	7	5	5 (100)	0 (0)	

<sup>1</sup> The reporting rate is calculated as 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 log frames.

<sup>2</sup> For the majority of indicators, 1 project reports 1 indicator value, with the exception of nutrition indicators (which may be disaggregated based on locations e.g. more refugee camps and 1 project may have more than 1 value for the same indicator).

<sup>3</sup> Excludes non-comparable (if and when there are no baselines or previous or later follow-up) or single values

<sup>4</sup> Projects targeting children under 2 to measure the prevalence of acute malnutrition among children under 2

<sup>5</sup> Includes prevalence of MUAC for children under 5 and under 2, depending on project targeting



## ANNEX II-B: OUTCOME PERFORMANCE REPORTING

INDICATOR	Reporting rate (%) <sup>1</sup>	No. of projects reported on indicators	No. of values <sup>2</sup>	No. of comparable values <sup>3</sup>	Improvement no. (%)	Stabilization no. (%)	Weighted improvement (%)
<b>Strategic Objective 3</b>							
Household food consumption score	56	18	18	15	12 (80)	0 (0)	80
Community asset score	15	3	3	2	2 (100)	0 (0)	
Retention rate	63	12	12	8	5 (62)	3 (38)	
Enrolment rate	86	12	12	9	9 (100)	0 (0)	
Prevalence of acute malnutrition among children under 5 (weight-for-height as %) <sup>6</sup>	50	5	5	1	1 (100)	0 (0)	
Prevalence of low MUAC <sup>7</sup>	0	0	0	0	0 (0)	0 (0)	
Supplementary feeding recovery rate	new indicator	5	7	6	4 (67)	0 (0)	
Supplementary feeding death rate	new indicator	2	2	1	1 (100)	0 (0)	
Supplementary feeding default rate	new indicator	1	3	2	2 (100)	0 (0)	
Supplementary feeding non-response rate	new indicator	1	1	1	1 (100)	0 (0)	
Prevalence of stunting among targeted children under 2 (height-for-age as %) <sup>8</sup>	75	3	3	2	1 (50)	0 (0)	
ART/TB nutritional recovery rate	new indicator	8	8	4	3 (75)	0 (0)	

<sup>6</sup> Projects targeting children under 2 to measure prevalence of acute malnutrition among children under 2

<sup>7</sup> Includes prevalence of MUAC for children under 5 and under 2, depending on project targeting

<sup>8</sup> 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 (%) <sup>1</sup>	No. of projects reported on indicators	No. of values <sup>2</sup>	No. of comparable values <sup>3</sup>	Improvement no. (%)	Stabilization no. (%)	Weighted improvement (%)
<b>Strategic Objective 4</b>							
% increase in production of fortified foods	100	4	4	4	2 (50)	1 (25)	
Household food consumption score	31	4	4	3	2 (67)	0 (0)	
Enrolment rate	77	30	30	26	22 (85)	1 (4)	
Attendance rate	79	34	34	28	16 (57)	3 (11)	
Gender ratio	84	46	46	43	18 (42)	16 (37)	
Pass rate	59	13	13	12	8 (67)	0 (0)	
Prevalence of stunting among targeted children under 5 (height-for-age as %)	55	6	7	3	2 (67)	0 (0)	
Prevalence of iron deficiency anaemia (IDA) in women and children	55	6	15	6	5 (83)	0 (0)	
TB treatment success rate	40	4	4	4	4 (100)	0 (00)	
ART adherence rate	new indicator	5	5	5	4 (80)	1 (20)	62
<b>Strategic Objective 5</b>							
Food purchased locally, as % of food distributed in-country	76	28	28	17	9 (53)	3 (18)	53
National capacity index	new indicator	3	3	0	0 (0)	0 (0)	

## 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 grey<sup>1</sup> (see below).

<b>Strong Progress</b>	if $\geq 60\%$ of indicator values show improvement
<b>Some Progress</b>	if 40-59% of indicator values show improvement
<b>No Progress</b>	if $< 40\%$ of indicator values show improvement
<b>Insufficient Data</b>	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 standardized project reports (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

<sup>1</sup> 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% (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.

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


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**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 log frames.
2. The second criteria analyses whether the reporting rate is equal to or higher than 50% in at least one of the indicators.

**Example:** Note the number of projects that have included the indicator reported in the log frames 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% 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 values<sup>2</sup> 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: This specific assessment of Strategic Objective 3 is based on 1 indicator value equals to 1 project. The total numbers of comparable values allow ‘readiness’ to proceed with trend analysis for all indicators.

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<sup>2</sup> 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% 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% 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.

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**ANNEX II-D: LESSONS LEARNED – 2011 REPORTING**


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There were 212 active WFP projects in 2011: 49 EMOPs,<sup>1</sup> 66 PRROs, 32 CPs, 27 DEVs and 38 SOs. The reporting of corporate outcome indicators improved to 66 percent, the highest level since the SRF (2008–2013) was approved. The most frequently reported indicator was “household food consumption score”, reported by 79 projects.

### **Nutrition**

The most frequently reported nutrition indicators were “prevalence of acute malnutrition among children under 5” in 46 projects and “supplementary feeding performance rates” in 40 projects, under Strategic Objectives 1 and 3.

There was a good deal of non-comparable data or indicators reporting only one value for “prevalence of acute malnutrition among children under 5”. In some cases this was because of changing country circumstances or development contexts, which hindered the collection of data; in others data collection at different times of year made comparison difficult because of seasonal changes in nutritional status. Guidance materials for collecting and analysing anthropometric data will be made available before future SPR cycles. With regard to supplementary feeding, all four indicators must be jointly accounted for in each project to enable improved interpretation of the results.

### **School Feeding**

All indicators – “retention rate”, “enrolment rate”, “attendance rate”, “gender ratio” and “pass rate” – had reporting rates of more than 50 percent under Strategic Objectives 1, 3 and 4.

### **Livelihoods**

Of projects with livelihood activities under Strategic Objective 2, 70 percent reported on corporate outcome indicators. Seven country offices in 2011, compared with five in 2010, reported on “household asset score” and “community asset score” indicators.

Of projects with livelihood activities under Strategic Objective 3, 66 percent reported on one or two corporate outcome indicators compared with 59 percent in 2010. There was, however, an increase in the number of projects not reporting on the indicators as a result of late start dates, short duration or a livelihood component that was small compared with other activities.

### **Mitigation, Safety Nets, Care and Treatment for People Affected by HIV and TB**

The most frequently reported HIV and TB indicators were “ART adherence rate” in 11 projects and “TB treatment success rate” in 4 projects, under Strategic Objectives 3 and 4.

Although the indicator was only introduced in November 2011, eight projects were able to report on “nutritional recovery rates” under Strategic Objectives 3 and 4.

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<sup>1</sup> Includes immediate response emergency operations (IR-EMOPs).

**ANNEX III: PERFORMANCE INDICATORS 2011**

	2011	2010	2009
<b>Securing Resources</b>			
% of top 20 donors with increased contributions > 10 percent	40	20	15
Number of donors signing multi-year agreements in the year	8	5	4
% of targeted cash raised from the private sector	81	119.6	130
% of funding received against planned requirement	55	58	58
% of reserve funding in place	89.4	106.3	109.7
Reserve funding ratio	3.6	3.9	4.1
% of leadership positions held by women at P5 and above	36	36	35
% of leadership positions held by staff from developing countries at P5 and above	28	28	28
<b>Stewardship</b>			
% of expenditures of food commodities Actual versus planned	63	57	54
Value of losses (US\$) due to fraud	38 951	382 458	1 349 724
% post-delivery losses	0.45	0.31	0.38
% of staff days lost through sickness and injury	1.8	1.7	1.6
Overall security incidents	786	785	620
MOSS compliance rate (%)	60	92	90
% change in CO2 emission rate	N/A	-11.6	6.50
Number of high-risk oversight recommendations outstanding	15	22	21
Number of media (print, TV and online) clippings monitored	79 082	57 534	52 600
% growth of pro-bono advertising	-77	414	-15
% growth of online social presence	124	515	405
<b>Learning and Innovation</b>			
Number of donor agreements which demonstrate new funding channels/sources	20	19	7
% of targeted staff that attended the Middle-Manager Programme	87	81	N/A
% of targeted staff that attended the Leadership Development Programme	100	82	101 (Leading strategically) - 171 (Leading confidently)
ICT investment as % of WFP budget	9.7	6.7	8.5

**ANNEX III: PERFORMANCE INDICATORS 2011**

	2011	2010	2009
<b>Internal Business Processes</b>			
% of resources allocated to the top 80 percent of country requirements	83	85	83
% of food contracts delivered within the stipulated time	0.06	0.07	N/A
% availability of IT services	99.82	99.84	99.50
Percentage of food contracts delivered within the contractual delivery period.	79	78	N/A
<b>Operational Efficiency</b>			
% of country offices that have a strategy document and an operational plan	35	16	4
Average annual direct cost per <i>mt</i> distributed	974	914	704
Average annual direct cost per beneficiary	35.1	33.7	34.6
% actual food distribution vs. planned	68	70	71
% actual beneficiaries vs. planned	107	93	87
Percentage of operations not adequately supported by liquidity	0	0	N/A



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**ANNEX IV: ETHICS REPORT**


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**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 2011.

**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 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 2011.

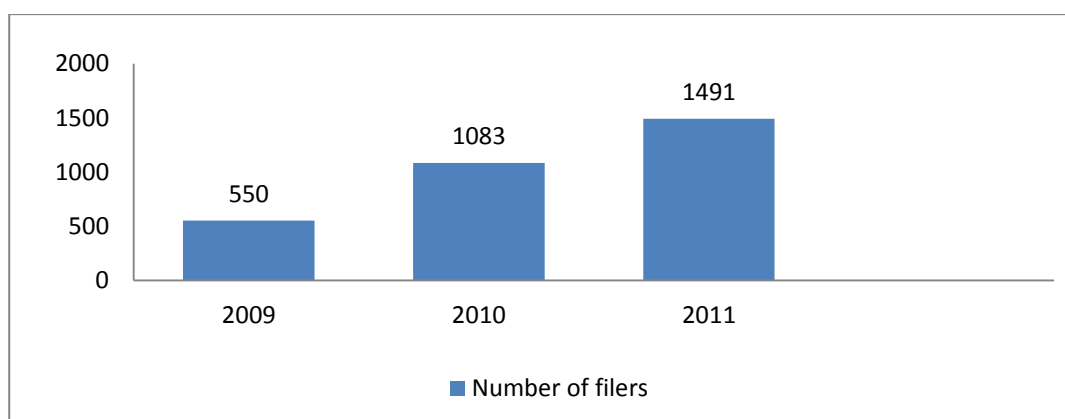
## II. ACTIVITIES OF THE WFP ETHICS OFFICE

### *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 the Programme's commitment to transparency and public confidence-building measures. 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 financial disclosure programme of the organization as a means of identifying, managing and mitigating conflict of interest risks in pursuit of strengthening public trust in the integrity of the organization. The financial disclosure statements are jointly reviewed by the WFP Ethics Office and an outsourced external party.

5. In 2011, the Ethics Office implemented its third annual financial disclosure exercise for the 2010 transaction year and completed the review of statements from the 2010 exercise. Eligible staff members include staff at the D-1 level or above, procurement officers, staff members who have procurement or investment responsibilities as their principle terms of reference, staff whose principal occupational duties relate to the procurement of goods and services, and those whose direct access to confidential procurement or investment information warrants the filing of a financial disclosure statement. For the 2011 FDP exercise, 1491 WFP employees – representing 9.9 percent of the total staff population - were identified by senior unit or country office managers for completion of a disclosure statement or a Conflict of Interest questionnaire. This total represents a 38 percent increase over the previous year as indicated in Figure 1, and can be attributed on the one hand to greater awareness of the programme as well as to a tendency on the part of some managers to expand the list of eligible staff on the other.

**Figure 1: Financial Disclosure Participation by Calendar Year (2009–2011)**



6. For the 2011 FDP exercise, the Ethics Office piloted a new Conflict of Interest (CoI) questionnaire as part of the annual exercise. The enlarged questionnaire is essentially an expansion of the follow-up questions included in the standard financial disclosure form, and consists of a series of questions revolving around the most common conflicts of interest confronting WFP employees as identified from an in-depth analysis of the two previous exercises in 2009 and 2010. The conflict of interest 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 is 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 2011 FDP exercise were reviewed for the most common conflicts of interest confronting WFP staff and the organization. The annual exercise took place over thirty days from mid-May until mid-June 2011.

7. In implementing the 2011 FDP exercise, the two-person Ethics Office responded to more than 2,400 e-mail messages, telephone calls and direct office visits regarding filing requirements. The significant increase in queries from the previous two years was mainly a result of the difficulties staff encountered in accessing the secure, online form in 2011, as described below. All statements and questionnaires were reviewed by the Ethics Office and an outsourced external party in an effort to identify potential or real conflicts of interest.

8. By the end of the 2011 exercise, 1,130 staff had completed either a financial disclosure statement or conflict of interest questionnaire. The remaining staff did not file for a variety of reasons, including approved exemptions, internal transfer, leave or secondment during the reporting year. However, the great majority of those staff not completing the exercise were subject to a number of technical difficulties in accessing the secure, online form from remote or unconnected offices (see paragraph 10). Review of the 1,130 statements and questionnaires revealed a potential or initial appearance of a conflict of interest in 164 cases, or 14.5 percent. For example, several staff members reported that their spouse or an immediate family member either worked for the organization or for another United Nations agency or for an NGO or a government. Others indicated that they had some type of relationship with a WFP partner or vendor, or that they had entered into a tenant/landlord relationship with a government or another United Nations employee. However, after detailed analysis of these relationships, none was found in violations of staff rules or regulations (Table 1).

**TABLE 1: STATUS OF FINDINGS OF THE REVIEW OF FINANCIAL DISCLOSURE STATEMENT/QUESTIONNAIRE**

Finding on Review of Financial Disclosure Statements/Questionnaires	Year Submitted	Percent
Status	2011	
No conflict found	966	85.5
Possible or initial appearance of Col, e.g. family, tenant, vendor, government relationships, etc.		
No conflict found after review	164	14.5
Grand Total	1130	100.00

9. More than 75 percent of staff who filed was requested to provide additional information, including 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 2000 companies. The vast majority of staff members who responded to requests for additional data confirmed that none of their assets, income, profits from the sale of property, supplements, and liabilities was obtained from a vendor, project or affiliate of the organization.

**10.** In 2011, the Programme continued its transition from the Lotus Notes email platform to MS Outlook as part of the “Connect” project, a strategic objective of the Information and Technology Division. As a result, all Headquarters units and a number of regional bureaux and country offices were able to access the online filing application via MS Outlook in a secure, one-step process. However, most country offices and several regional bureaux continued to use the Lotus Notes platform during the course of 2011. Those offices relying on access to the online application through Lotus Notes experienced a number of exceptional difficulties in accessing the secure online form as a result of changes introduced during the transition to MS Outlook. In most cases, filers attempting to access the online forms were obliged to employ procedures which required new or revised passwords for secure access, and were subject in many cases to security blocks requiring additional assistance from the IT service desk. While the security of both email systems was maintained as the highest priority, a significant number of staff attempting to file through Lotus Notes was ultimately unable to access the form after numerous attempts. The IT department has since resolved the problem of access for all eligible staff for the 2012 exercise.

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

**11.** It is the duty of all employees to report any breach of WFP’s regulations and rules to officials whose responsibility is to take appropriate action and to cooperate with WFP’s oversight functions. An individual who makes such a report in good faith has the right to be protected against retaliation. Among the key responsibilities of 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 who has a duty to report misconduct and cooperate with audits and investigations will not be prevented from doing so out of fear of retaliation.

**12.** The Ethics Office is charged with receiving complaints of retaliation and conducting an initial “prima facie” review to determine if the complainant should be protected under the policy (ED Circular 2008/003). If no prima facie case is established, the complainant is advised of the most appropriate internal mechanism for resolving the issues raised. Where a prima facie case is established, the complaint is referred by the Ethics Office in writing to the Inspector General and Oversight Office (OS) for investigation.

**13.** Pending the completion of a referred investigation, the Ethics Office may recommend to the Executive Director that interim protection measures be implemented to safeguard the interests of the complainant. The Ethics Office will make a final determination subsequent to receipt and assessment of the completed investigation report and evidential materials.

**14.** During the 2011 reporting period, the Ethics Office received six inquiries related to protection against retaliation as compared to one each in 2009 and 2010. Preliminary review assessments were deemed to be warranted in four of the six inquiries but only one of these four was referred for investigation subsequent to a prima facie finding of retaliation. The others did not qualify under the criteria after initial review and were dismissed or referred to other offices. Of the two remaining

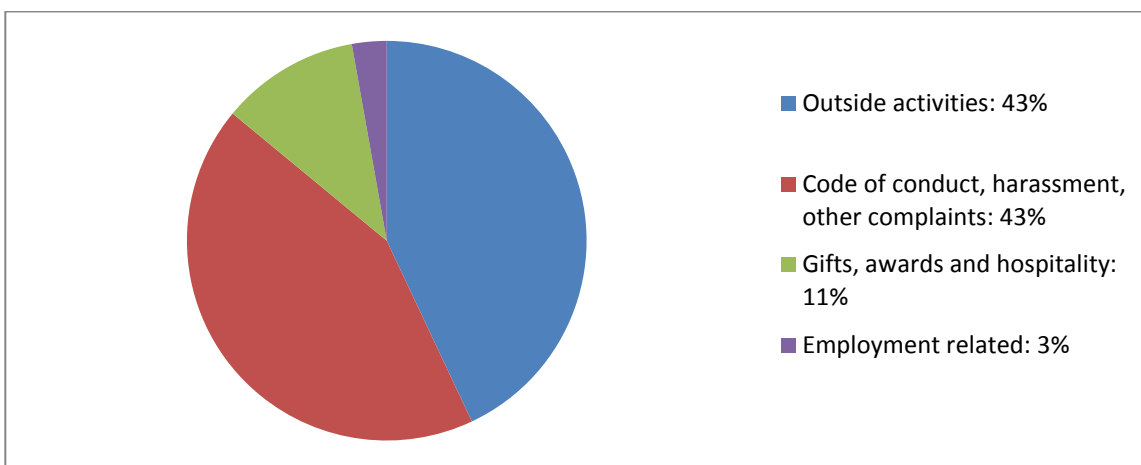
inquiries, one was voluntarily withdrawn and one initiated in late 2011 is still pending additional information.

### *Confidential Advice*

15. 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. The Office is also responsible for formulating, reviewing and disseminating policies, standard-setting, training and guidance to both management and staff related to all ethical issues, including advice on issues of independence, neutrality, political activity, loyalty to the organization and its principal goals, and status as international civil servants.

16. During the reporting period, the Ethics Office registered 107 requests for advice on issues unrelated to financial disclosure, up from 67 in 2010 and 38 in 2009, illustrating the growing significance of its guidance function. The nature of these requests (Figure 2) included advice on conflicts of interest - outside activities (43 percent), the United Nations Code of Conduct or harassment, (43 percent), the acceptance of gifts or favours (11 percent) and employment related (3 percent).

**Figure 2: Requests for Advice – Categories**



### *Training, Education and Outreach*

17. 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 2011 through a variety of activities.

18. The WFP Ethics Office has made two United Nations online ethics training courses available for all staff on its website since its establishment in 2008 and has issued periodic notices encouraging staff to complete the online courses. The Office has also collaborated with the Human Resources Division (Learning and Performance Branch) and other oversight offices in the design of mandatory training courses for all staff on the United Nations Standards of Conduct, anti-fraud, anti-corruption practices, ethics awareness and harassment.

**19.** Following the Executive Board approval of an anti-fraud, anti-corruption policy in late 2010, the Ethics Office collaborated with the OS in a joint presentation of awareness training on anti-Fraud/anti-Corruption as well as on Ethics and Harassment, Sexual Harassment, and Abuse of Power (HSHAP) policies in early 2011. WFP's senior management staff was separately briefed on ethical issues as were other Headquarters units, including in particular the Procurement and Logistics Divisions. A booklet prepared jointly with the Procurement Division entitled "A Guide to Ethics in Procurement" was subsequently disseminated throughout the division in 2011 through its internal website.

**20.** 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 Asia region (September 2011). The training of RWAs as "Ethics Ambassadors" is a new initiative begun in 2011, and is scheduled for extension to the Sudan, Latin America and Caribbean and West Africa Regional Bureaux in 2012. 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.

**21.** The Ethics Office also extended person-to-person ethics awareness training to all Country Directors in the Southern Africa region (December 2011), and continued its three-year collaboration with the Division of Human Resources in 2011 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. Additional awareness training in other Headquarters units is scheduled for 2012.

### *Standard-setting and policy support*

**22.** Fostering a corporate culture of ethics, transparency and accountability requires frequent and consistent advocacy and is another critical responsibility of the WFP Ethics Office. Over the course of 2011, the Ethics Office continued to provide guidance to management on the incorporation of ethical standards in organizational practices and processes.

**23.** As ex-officio member of the Expanded Senior Management Group Meeting (ESMGM) 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 by the Policy, Planning and Strategy Division 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 undertaken in 2011 by the International Civil Service Commission (ICSC).

**24.** In 2011, the Ethics Office also drafted and disseminated new questionnaire forms related to protection against retaliation and outside activities which facilitated requests from staff seeking advice on these two important policies.



### *United Nations Ethics Committee and Network*

**25.** The United Nations Ethics Committee (UNEC) 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, reflecting the consensus of the Committee.

**26.** The membership of the United Nations Ethics Committee is comprised of the heads of the Ethics Offices of the separately administered organs and programmes of the United Nations and the Ethics Office of the United Nations Secretariat. As of 31 December 2011, the Committee consisted of the following members: the Ethics Office of the United Nations Secretariat (chair), UNDP, UNICEF, United Nations Population Fund (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.

**27.** In support of the Secretary-General's promotion of system-wide collaboration on ethics-related issues within the United Nations family, an Ethics Network 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 three 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. The Ethics Network has since been renamed the Ethics Network of Multilateral Organizations (ENMO).

**28.** As per the provision of the Secretary-General's Bulletin on United Nations system-wide application of Ethics, the WFP Director of Ethics Office participates in the United Nations Ethics Committee meetings. As a member of the UNEC, the Director of the Ethics Office participated in all nine United Nations Ethics Committee meetings as well as the Ethics Network meeting held in Vienna, Austria in July 2011. During the reporting period, the UNEC addressed a number of issues of common interest including harmonization and coherence on ethics advice, implementation of financial disclosure programmes, E-learning and ethics, review of the annual reports of UNEC members, induction briefing for senior managers, a review of the ICSC Standards of Conduct, anti-corruption/anti-fraud projects and proposals, and a workshop on protection against retaliation policies and practices amongst UNEC members. The work of the United Nations Ethics Committee is reflected in the Report of the Secretary-General to the 66th Session of the General Assembly "Activities of the Ethics Office" (doc. A/66/319).

### III. CONCLUSION

**29.** 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, it will be necessary to expand the WFP Ethics Office beyond the current Director and administrative assistant. Such an expansion will also ensure that historical precedents and continuity are maintained.

**30.** 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, as demonstrated in the process of developing the system-wide Code of Ethics for United Nations personnel and the harmonization of key ethics-related policies and practices during the reporting period.



**ANNEX V: WFP EMPLOYEES WITH CONTRACTS OF ONE YEAR OR LONGER<sup>1</sup>**

<b>CATEGORY</b>	<b>TOTAL</b>	<b>NUMBER OF WOMEN</b>	<b>PERCENTAGE OF WOMEN</b>
Higher categories (D-2 and above)	50	13	26
International professionals (P-1 to D-1)	1 375	557	41
Junior professional officers	49	36	73
<b>TOTAL INTERNATIONALLY RECRUITED</b>	<b>1 474</b>	<b>606</b>	<b>41</b>
National professional officers	619	223	36
General service	2 895	1 140	39
Service contracts	6 811	1 554	23
<b>TOTAL LOCALLY RECRUITED</b>	<b>10 325</b>	<b>2 917</b>	<b>28</b>
<b>TOTAL WFP EMPLOYEES<sup>2</sup></b>	<b>11 799</b>	<b>3 523</b>	<b>30</b>

<sup>1</sup> Excludes temporary contracts of 11 months or less such as those for short-term international professionals, consultants, short-term general service, special service agreements, interns, author's contract, fellowship, United Nations and WFP volunteers and casual labourers.

<sup>2</sup> Data extracted on 12 January 2012 from WINGS II.

**ANNEX VI: GLOBAL FOOD AID PROFILE**

	2007	2008	2009	2010	2011
<b>Total food aid deliveries (million mt)</b>					
Global food aid deliveries	6.0	6.5	6.1	5.9	4.1
Of which by WFP	3.1	4.0	3.8	3.3	2.4
<b>Food aid deliveries by commodity</b>					
Cereals	5.2	5.6	5.2	5.5	3.8
Non-cereals	0.9	0.9	0.9	0.3	0.3
<b>Global food aid deliveries (%)</b>					
<b>Procurement in developing countries</b>	39	32	31	32	34
<b>Deliveries by channel</b>					
Bilateral	22	11	6	5	4
Multilateral	54	64	64	57	62
Non-governmental organizations (NGOs)	24	25	30	37	34
<b>Food aid deliveries by category</b>					
Emergency	62	76	74	74	67
Project	23	19	22	22	30
Programme	15	5	4	4	3
<b>Food aid deliveries by region</b>					
Sub-Saharan Africa	53	63	63	58	62
Asia	30	24	23	29	21
Eastern Europe and Commonwealth of Independent States (CIS)	5	2	2	1	0
Latin America and the Caribbean	6	5	5	8	7
Middle East and North Africa	6	6	5	4	10
<b>Deliveries to</b>					
Developing countries	97.7	98.3	97.9	98.4	95.8
Least developed countries (LDCs)	56.5	68.8	66.9	66.5	64.2
Low-income food-deficit countries (LIFDCs)	92.0	91.9	92.0	94.5	87.2
<b>Total food aid deliveries as % of</b>					
World cereal production	0.2	0.2	0.2	0.2	0.2
World cereal imports	1.6	1.8	1.7	1.8	1.2
<b>Total food aid deliveries as % of</b>					
LIFDC cereal production	0.4	0.5	0.4	0.5	0.3
LIFDC cereal imports	5.2	6.4	5.6	5.9	3.7

Note: Data are provisional.

Sources: WFP/INTERFAIS, 2 May 2012

**ANNEX VII: WFP FOOD PROCUREMENT IN 2011**

	Quantities (mt)	% of total	US\$ million	% of total
<b>Developing countries</b>				
Least developed	632 411	26	267.4	22
Other low-income <sup>1</sup>	66 446	3	27.2	2
Lower middle-income <sup>2</sup>	656 697	27	378.5	31
Upper middle-income <sup>3</sup>	383 308	16	196.6	16
<b>Sub-total</b>	<b>1 738 863</b>	<b>71</b>	<b>869.7</b>	<b>71</b>
<b>Developed countries</b>				
<b>Sub-total</b>	<b>696 339</b>	<b>29</b>	<b>362.3</b>	<b>29</b>
<b>TOTAL</b>	<b>2 435 202</b>	<b>100</b>	<b>1 232.0</b>	<b>100</b>

No.	COUNTRY	(mt)	US\$
<b>Developing countries</b>			
1	INDONESIA	95 112	117 984 471
2	PAKISTAN	202 409	80 211 407
3	INDIA	198 251	75 841 675
4	TURKEY	99 232	56 367 966
5	SOUTH AFRICA	109 683	53 360 597
6	ETHIOPIA	85 293	42 684 636
7	MALAWI	108 630	40 031 321
8	BRAZIL	74 222	27 448 586
9	HONDURAS	30 068	23 782 467
10	KENYA	57 961	22 867 269
11	THE SUDAN	61 264	21 573 616
12	YEMEN	47 903	21 127 301
13	TANZANIA	64 992	20 030 782
14	UGANDA	40 690	18 538 048
15	MYANMAR	33 504	17 238 488
16	ARGENTINA	12 923	15 470 025
17	EGYPT	19 493	13 782 524
18	KAZAKHSTAN	44 010	12 866 352
19	VIETNAM	24 665	12 149 643
20	UKRAINE	29 335	12 017 130
21	MOZAMBIQUE	32 408	11 574 521
22	BANGLADESH	15 550	11 569 884
23	MALI	19 197	10 128 655
24	AFGHANISTAN	23 818	9 852 083

<sup>1</sup> With per capita gross national income (GNI) of US\$1,005 in 2010

<sup>2</sup> With per capita GNI of US\$1,006 – US\$3,975 in 2010

<sup>3</sup> With per capita GNI of US\$3,976 – US\$12,275 in 2010

**ANNEX VII: WFP FOOD PROCUREMENT IN 2011**

No.	COUNTRY	(mt)	US\$
<b>Developing countries</b>			
25	ZAMBIA	31 705	9 056 678
26	MEXICO	6 515	7 746 905
27	GUATEMALA	10 120	7 686 954
28	OCCUPIED PALESTINIAN TERRITORY	8 092	6 164 183
29	EL SALVADOR	3 847	5 772 311
30	CAMBODIA	13 433	5 653 363
31	CHINA	6 571	5 484 856
32	SRI LANKA	9 992	5 240 648
33	RWANDA	9 102	4 540 918
34	MOROCCO	2 519	4 251 935
35	NEPAL	5 001	4 007 429
36	GHANA	6 710	3 672 513
37	DEMOCRATIC REPUBLIC OF THE CONGO	4 978	3 530 556
38	BOLIVIA (PLURINATIONAL STATE OF)	4 253	3 487 387
39	ALGERIA	10 228	3 456 462
40	TUNISIA	4 791	3 454 476
41	BURKINA FASO	6 856	3 347 577
42	MALAYSIA	2 413	3 121 523
43	THAILAND	4 581	3 101 228
44	BENIN	6 223	2 630 849
45	KYRGYZSTAN	3 857	2 608 153
46	COLOMBIA	3 693	2 552 592
47	TOGO	5 512	2 493 696
48	HAITI	1 818	2 105 532
49	CAMEROON	4 828	1 946 539
50	NIGER	3 526	1 683 963
51	PHILIPPINES	2 646	1 492 984
52	ZIMBABWE	3 583	1 378 248
53	LESOTHO	3 738	1 355 622
54	NICARAGUA	2 100	1 226 110
55	IRAN, ISLAMIC REPUBLIC OF	2 816	1 143 001
56	MADAGASCAR	3 132	915 549
57	SYRIA	870	892 942
58	SENEGAL	2 719	877 640
59	CÔTE D'IVOIRE	1 198	776 632

**ANNEX VII: WFP FOOD PROCUREMENT IN 2011**

No	COUNTRY	(mt)	US\$
<b>Developing countries</b>			
60	ECUADOR	631	618 837
61	SOUTH SUDAN	946	364 960
62	LAO PEOPLE'S DEMOCRATIC REPUBLIC	523	294 024
63	NAMIBIA	711	266 226
64	SIERRA LEONE	213	216 864
65	CHAD	485	196 243
66	URUGUAY	288	155 520
67	LIBERIA	150	94 500
68	REPUBLIC OF CONGO	190	89 941
69	BHUTAN	48	27 955
70	TAJIKISTAN	100	11 671
<b>Subtotal (71% in value terms)</b>		<b>1 738 863</b>	<b>869 694 141</b>

**ANNEX VII: WFP FOOD PROCUREMENT IN 2011**

No.	COUNTRY	(mt)	US\$
<b>Developed countries</b>			
1	RUSSIAN FEDERATION	421 332	135 190 963
2	ITALY	91 445	62 807 538
3	BELGIUM	71 629	50 576 626
4	FRANCE	15 374	50 178 400
5	CANADA	30 058	14 551 919
6	UNITED ARAB EMIRATES	13 854	14 232 479
7	AUSTRALIA	30 371	10 570 337
8	GERMANY	10 167	7 559 469
9	UNITED STATES OF AMERICA	3 531	5 529 543
10	JAPAN	492	2 571 011
11	IRELAND	483	2 336 540
12	NETHERLANDS	2 668	1 987 660
13	DENMARK	3 361	1 582 478
14	OMAN	780	1 051 884
15	NORWAY	207	997 812
16	BULGARIA	14	328 355
17	LITHUANIA	575	284 625
<b>Subtotal (29% in value terms)</b>		<b>696 339</b>	<b>362 337 637</b>
<b>TOTAL</b>		<b>2 435 202</b>	<b>1 232 031 777</b>

**ANNEX VIII: TOTAL CONFIRMED CONTRIBUTIONS<sup>1</sup> IN 2011 (US\$ thousand)**

DONOR	TOTAL	Multilateral		Directed Multilateral			
	TOTAL	IRA	DEV	EMOP	PRRO	SO	OTHERS*
AFGHANISTAN	1	1					
AFRICAN DEVELOPMENT BANK	2 150				2 000		150
ANDORRA	99		72		27		
AUSTRALIA	141 715	31 059	491	12 967	35 941	37 906	23 841
AUSTRIA	733				733		
AZERBAIJAN	100	100					
BANGLADESH	1 790		1 790				
BELGIUM	38 073	5 528	5 528	533	7 656	10 686	6 927
BHUTAN	5	5					
BRAZIL	70 576		2 800	45 939	21 737		100
BURUNDI	2 423		2 423				
CAMBODIA	1 227		1 227				
CANADA	294 961	30 227	5 000	57 502	72 600	117 547	3 789
CHILE	20	20					
CHINA	20 063	2 063	1 000	17 000			
COLOMBIA	42	42					
CONGO, DEMOCRATIC REPUBLIC OF THE	40				40		
CUBA	2 150	2 150	38				
CZECH REPUBLIC	237				90	90	56
DENMARK	45 675	32 670	71	195	4 236	6 262	1 116
ECUADOR	248	248					
EGYPT	1 319	186	1 133				
EL SALVADOR	200	200					
ESTONIA	71			71			
ETHIOPIA	8 900				8 900		
EUROPEAN COMMISSION	257 920		4 167	136 147	80 180	28 688	8 738
FAROE ISLANDS	28					28	
FINLAND	29 809	9 256	367		5 541	14 737	275

<sup>1</sup> US\$3.7 billion represents a) donor pledges to WFP for the year 2011 and b) the annual total of donor contributions to WFP operations. It considers amendments or confirmation of donor pledges that are indicated only for 2011. These impact the methodology used for confirming multi-year contributions and contribution adjustments such as reprogramming and refunds of donor unspent balances. The figure also excludes contributions to bilateral operations. As a result, the figure results in a higher value of US\$78.5 million than the US\$3.6 billion of monetary and in-kind revenue reported in the WFP 2011 Audited Financial Statements.

**ANNEX VIII: TOTAL CONFIRMED CONTRIBUTIONS<sup>1</sup> IN 2011 (US\$ thousand)**

DONOR	TOTAL	Multilateral		Directed Multilateral				OTHERS*
		TOTAL	IRA	DEV	EMOP	PRRO	SO	
FRANCE	38 956			1 794	8 042	27 288		1 831
GEORGIA	20					20		
GERMANY	194 673	31 594	3 047	6 285	22 220	127 452	3 832	3 289
GREECE	127					127		
GUATEMALA	75	75						
HOLY SEE	10	10						
ICELAND	293	10	10		153	78	52	
INDIA	14 565	66		2 260	1 000	11 239		
INTERNATIONAL ORGANIZATION FOR MIGRATION	10							10
IRAQ	14					14		
IRELAND	27 010	14 756	2 533	2 857	1 674	6 469	704	549
ISRAEL	165	15				150		
ITALY	27 353	14 696			8 663	286	545	3 163
JAPAN	281 863	4 681	672	32 370	76 169	141 481	26 000	1 161
JORDAN	66	66						
KAZAKHSTAN	20							
KENYA	407							
KUWAIT	250							
LESOTHO	601							
LIECHTENSTEIN	438	115	115		198	125		
LUXEMBOURG	11 575	1 480	617	3 056	2 059	2 810	123	2 047
MALAYSIA	1 000							1 000
MAURITANIA	2 078			1 940				138
MEXICO	1 000				50	950		
MONACO	211			29	89	93		
MOROCCO	633				633			
NAMIBIA	1 727				1 727			
NETHERLANDS	72 802	54 945		1 047	7 584	7 799		1 427
NEW ZEALAND	8 474	4 580			1 153	1 923	818	
NICARAGUA	19	18				1		
NORWAY	49 036	34 113	14 036	930	4 711	2 629	6 097	556
OPEC FUND	1 250				850	400		
PAKISTAN	2 360	27			2 333			
PANAMA	68	68						
PERU	483	483						
PHILIPPINES	3 548					3 548		
POLAND	465				155	310		



**ANNEX VIII: TOTAL CONFIRMED CONTRIBUTIONS<sup>1</sup> IN 2011 (US\$ thousand)**

DONOR	TOTAL	Multilateral		Directed Multilateral				
		TOTAL	IRA	DEV	EMOP	PRRO	SO	OTHERS*
PRIVATE DONORS **	86 106	17 188		20 885	4 565	18 563	4 967	19 937
QATAR	277					277		
REPUBLIC OF CONGO	2 002			1 592		409		
REPUBLIC OF KOREA	5 400			700	1 900	2 800		
REPUBLIC OF ZAMBIA	3 420			3 420				
RUSSIAN FEDERATION	37 676			14 944	9 000	11 000	2 733	
SÃO TOMÉ AND PRÍNCIPE	72			72				
SAUDI ARABIA	67 692			3 916	50 815	12 961		
SINGAPORE	50			50				
SLOVENIA	196				14	182		
SOUTH AFRICA	643	214	214		143			286
SPAIN	67 699	23 540	221		6 868	17 464	4 464	15 362
THE SUDAN (GOVERNMENT OF NATIONAL UNITY)	3 750					3 570		
THE SUDAN (GOVERNMENT OF SOUTH SUDAN)	331				331			
SRI LANKA	2 709					2 709		
SWAZILAND	360					360		
SWEDEN	97 492	81 217	4 232	248	2 060	1 157	6 271	6 539
SWITZERLAND	46 316	3 905	2 826	1 334	21 694	18 034	1 024	325
SYRIAN ARAB REPUBLIC	1 047	61		986				
TANZANIA	105	100		5				
THAILAND	178	128			50			
UKRAINE	123	123						
UNITED NATIONS CENTRAL EMERGENCY RESPONSE FUND (CERF)	126 152			180	52 768	63 500	9 705	

**ANNEX VIII: TOTAL CONFIRMED CONTRIBUTIONS<sup>1</sup> IN 2011 (US\$ thousand)**

DONOR	TOTAL	Multilateral		Directed Multilateral				OTHERS*
		TOTAL	IRA	DEV	EMOP	PRRO	SO	
UNITED NATIONS COMMON FUNDS AND AGENCIES (Excl. CERF)	67 263			15 234	6 128	10 863	22 625	12 413
UNITED ARAB EMIRATES	6 228				1 000	5 228		
UNITED KINGDOM	143 877	33 233	10 721	3 221	17 537	88 426	1 461	
UNITED STATES OF AMERICA	1 240 594	9 923		57 077	424 509	720 148	22 697	6 240
VENEZUELA (BOLIVARIAN REPUBLIC OF)	275			275				
<b>GRAND TOTAL</b>	<b>3 675 254</b>	<b>445 186</b>	<b>50 739</b>	<b>262 842</b>	<b>1 064 593</b>	<b>1 617 296</b>	<b>154 666</b>	<b>130 672</b>
<i>Bilateral Contributions</i>								78 672

\* 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 EXPENSES<sup>1</sup> BY REGION AND CATEGORY, 2008–2011

	2008		2009		2010		2011	
	US\$ thousand	%	US\$ thousand	%	US\$ thousand	%	US\$ thousand	%
<b>GRAND TOTAL</b>	<b>3 535 746</b>	<b>100</b>	<b>3 985 613</b>	<b>100</b>	<b>4 000 330</b>	<b>100</b>	<b>3 768 990</b>	<b>100</b>
DEVELOPMENT	292 112	8	275 906	7	287 842	7	315 986	8
RELIEF	2 733 744	77	3 239 887	81	3 220 081	80	2 925 212	78
Emergency	944 581		1 418 385		1 660 195		1 367 243	
PRRO	1 789 163		1 821 502		1 559 885		1 557 969	
SPECIAL OPERATIONS	200 252	6	176 364	4	221 510	6	217 619	6
BILATERALS, TRUST FUNDS AND OTHERS <sup>2</sup>	309 639	9	293 457	7	270 898	7	310 173	8
<b>SUB-SAHARAN AFRICA</b>	<b>2 214 246</b>	<b>100</b>	<b>2 519 433</b>	<b>100</b>	<b>2 340 804</b>	<b>100</b>	<b>2 180 900</b>	<b>100</b>
Percentage of all regions	63		63		59		58	
DEVELOPMENT	165 351	7	187 950	7	169 819	7	200 771	9
RELIEF	1 892 447	85	2 171 822	86	1 978 477	85	1 762 579	81
Emergency	719 838		927 054		890 118		794 411	
PRRO	1 172 609		1 244 768		1 088 359		968 168	
SPECIAL OPERATIONS	141 532	6	130 703	5	131 967	6	148 010	7
BILATERALS AND TRUST FUNDS	14 916	1	28 958	1	60 540	3	69 540	3
<b>ASIA</b>	<b>690 747</b>	<b>100</b>	<b>763 435</b>	<b>100</b>	<b>895 743</b>	<b>100</b>	<b>796 289</b>	<b>100</b>
Percentage of all regions	20		19		22		21	
DEVELOPMENT	83 631	12	77 256	10	84 286	9	62 301	8
RELIEF	551 548	80	650 793	85	769 909	86	695 828	87
Emergency	124 197		321 789		440 383		279 982	
PRRO	427 352		329 004		329 525		415 846	
SPECIAL OPERATIONS	44 522	6	27 036	4	35 622	4	24 529	3
BILATERALS AND TRUST FUNDS	11 046	2	8 349	1	5 927	1	13 631	2

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

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

Negative figures represent financial adjustments.



ANNEX IX-A: DIRECT EXPENSES<sup>1</sup> BY REGION AND CATEGORY, 2008–2011

	2008		2009		2010		2011	
	US\$ thousand	%	US\$ thousand	%	US\$ thousand	%	US\$ thousand	%
<b>EASTERN EUROPE AND CIS</b>	<b>37 747</b>	<b>100</b>	<b>50 432</b>	<b>100</b>	<b>29 313</b>	<b>100</b>	<b>29 716</b>	<b>100</b>
Percentage of all regions	1		1		1		1	
DEVELOPMENT	-	-	-	-	2 550	9	9 693	33
RELIEF	37 192	99	49 992	99	26 060	89	19 529	66
Emergency	6 254		9 035		12 683		15 446	
PRRO	30 938		40 957		13 376		4 083	
SPECIAL OPERATIONS	555	1	413	1	704	2	188	1
BILATERALS AND TRUST FUNDS	-	-	26	0	-1	0	305	1
<b>LATIN AMERICA AND THE CARIBBEAN</b>	<b>258 692</b>	<b>100</b>	<b>242 893</b>	<b>100</b>	<b>362 832</b>	<b>100</b>	<b>282 025</b>	<b>100</b>
Percentage of all regions	7		6		9		7	
DEVELOPMENT	26 771	10	22 264	9	13 541	4	21 584	8
RELIEF	100 697	39	113 970	47	237 827	66	180 844	64
Emergency	29 167		28 299		177 783		128 683	
PRRO	71 530		85 671		60 044		52 161	
SPECIAL OPERATIONS	7 485	3	4 232	2	47 122	13	10 775	4
BILATERALS AND TRUST FUNDS	123 739	48	102 427	42	64 342	18	68 822	24
<b>MIDDLE EAST AND NORTH AFRICA</b>	<b>159 130</b>	<b>100</b>	<b>175 272</b>	<b>100</b>	<b>197 617</b>	<b>100</b>	<b>275 331</b>	<b>100</b>
Percentage of all regions	5		4		5		7	
DEVELOPMENT	12 358	8	10 440	6	13 952	7	19 933	7
RELIEF	138 288	87	161 727	92	181 221	92	235 415	86
Emergency	60 657		111 978		122 337		149 605	
PRRO	77 631		49 839		58 883		85 811	
SPECIAL OPERATIONS	194	0	1 576	1	446	0	17 584	6
BILATERALS AND TRUST FUNDS	8 289	5	1 440	1	1 998	1	2 399	1

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

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

Negative figures represent financial adjustments.

**ANNEX IX-B: DIRECT EXPENSES<sup>1</sup> BY COUNTRY, REGION AND PROGRAMME CATEGORY, 2008–2011**  
(US\$ thousand)

	2008					2009					2010					2011				
	Development	Relief	Special Oper.	Bilaterals Trust Funds & Others <sup>2</sup>	Total	Development	Relief	Special Oper.	Bilaterals Trust Funds & Others <sup>2</sup>	Total	Development	Relief	Special Oper.	Bilaterals Trust Funds & Others <sup>2</sup>	Total	Development	Relief	Special Oper.	Bilaterals Trust Funds & Others <sup>2</sup>	Total
<b>GRAND TOTAL</b>	<b>292 112</b>	<b>2 733 744</b>	<b>200 252</b>	<b>309 639</b>	<b>3 535 746</b>	<b>275 906</b>	<b>3 239 887</b>	<b>176 364</b>	<b>293 457</b>	<b>3 985 613</b>	<b>287 842</b>	<b>3 220 081</b>	<b>221 510</b>	<b>270 898</b>	<b>4 000 330</b>	<b>315 986</b>	<b>2 925 212</b>	<b>217 619</b>	<b>310 173</b>	<b>3 768 990</b>
<b>SUB-SAHARAN AFRICA</b>																				
Angola	-	3 503	-	-	3 503	-	1 015	-	-	1 015	-	35	-	-	35	-	-	-	-	-
Benin	4 333	294	-	-	4 627	2 959	2 283	-	38	5 280	1 856	959	-	0	2 815	806	5 068	-	2	5 876
Burkina Faso	4 668	8 531	-	982	14 182	8 689	18 351	-	884	27 924	5 484	11 386	-	1 011	17 881	4 125	8 645	-	1 191	13 961
Burundi	-	31 738	-	108	31 845	-	44 512	-	462	44 973	-	22 918	-	31	22 948	3 382	15 899	-	68	19 349
Cameroon	2 057	5 997	698	-	8 752	3 447	7 735	-	44	11 226	2 165	14 212	-	47	16 424	33	16 548	-	269	16 850
Cape Verde	673	-	-	-	673	385	-	-	-	385	630	-	-	-	630	175	-	-	-	175
Central African Republic	2 841	28 948	4 570	-	36 160	4 270	28 860	3 281	-	36 411	3 599	17 563	2 695	45	23 902	3 624	13 545	4 610	842	22 621
Chad	3 815	78 844	12 056	-	94 714	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
Congo	-	3 411	-	-	3 411	-	4 568	-	4	4 571	-	11 383	226	-	11 610	-824	12 267	257	-	11 699
Congo, Dem. Rep. of the	-	93 902	7 422	-	101 323	-	165 448	11 932	38	177 418	-	115 237	19 990	1 234	136 461	-	122 519	18 618	2 427	143 564
Côte d'Ivoire	-	16 286	257	-	16 543	916	14 905	151	-	15 971	1 043	6 338	0	37	7 418	2 563	29 945	4 146	103	36 757
Djibouti	701	7 526	-	-	8 227	552	6 609	-	39	7 200	801	8 137	-	-0	8 938	925	11 370	-	33	12 327
Eritrea	-	137	-	-	137	-	285	-	-	285	-	35	-	-	35	-	-	-	-	-
Ethiopia	19 658	261 831	2 578	3 337	287 404	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
Gambia	2 933	916	-	-	3 849	2 201	556	-	8	2 764	1 267	543	-	128	1 939	1 891	-128	-	263	2 026
Ghana	2 779	6 218	284	-72	9 209	2 956	10 387	-	114	13 457	4 370	1 889	-0	911	7 169	3 461	7 014	11	1 615	12 101
Guinea	5 895	13 209	621	8	19 733	6 312	8 949	332	61	15 653	1 920	2 939	273	7	5 139	2 630	9 488	9	72	12 199
Guinea-Bissau	-	3 316	-	-	3 316	-	4 096	-	249	4 344	-	4 700	-	649	5 348	84	6 952	-	929	7 966
Kenya	25 022	136 528	681	61	162 293	23 722	222 834	-	449	247 005	21 655	191 706	-	1 264	214 625	21 702	228 590	-	1 373	251 665
Lesotho	1 368	9 355	-	204	10 927	1 439	6 257	-	1 133	8 829	957	5 742	-	157	6 856	3 688	1 636	-	961	6 285
Liberia	969	27 277	3 727	7	31 980	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
Madagascar	4 554	7 891	675	-	13 120	8 706	7 068	24	138	15 936	7 982	7 532	-	437	15 951	7 634	7 450	-	256	15 340
Malawi	12 823	15 961	-	74	28 858	16 303	21 186	-	2 123	39 613	7 423	9 818	-	695	17 936	12 465	7 593	-	793	20 851
Mali	4 565	6 880	-	2 133	13 577	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
Mauritania	6 993	20 666	-	-	27 659	3 454	9 317	-	-	12 771	4 149	7 503	-	801	12 453	8 430	2 120	-	1 334	11 885
Mozambique	9 231	29 813	2 909	102	42 055	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
Namibia	-	3 313	-	-	3 313	-	485	-	15	500	-	746	-	89	835	-	870	-	-0	870
Niger	10 997	18 394	1 990	-	31 382	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
Rwanda	7 477	11 586	-	279	19 343	11 363	10 075	-0	504	21 943	8 324	9 830	-	653	18 807	5 919	10 608	-	1 893	18 420
Sao Tome and Principe	635	-	-	-	635	1 030	-	-	82	1 112	665	-	-	78	743	819	-	-	102	921
Senegal	3 458	5 101	-	-	8 559	2 201	8 449	-	217	10 867	1 931	9 120	-	1 960	13 011	1 438	13 454	-	1 321	16 214
Sierra Leone	3 392	11 169	242	-	14 803	2 657	9 462	171	467	12 756	815	8 880	62	1 600	11 356	6 080	8 397	-	1 272	15 750
Somalia	-	168 086	10 696	-	178 781	-	247 236	20 057	596	267 889	-	104 916	13 362	1 611	119 889	-	116 098	20 657	728	137 484
South Africa	-10	77	-	-	67	-	7	-	-	7	-	-	-	-	-	-	-	-	-	-
South Sudan	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-1 021	9 010	616	8 605
The Sudan	5 375	531 255	91 546	7 141	635 316	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
Swaziland	-	9 432	-	-	9 432	-	3 811	-	-	3 811	-	3 282	-	132	3 415	-	2 133	-	196	2 330
Tanzania	6 684	22 345	-	205	29 233	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
Togo	-	3 817	217	-	4 034	-	1 766	-	1	1 767	-	1 647	-	7	1 654	-	952	-	487	1 440
Uganda	4 228	113 236	363	-	117 827	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
Zambia	7 438	19 090	0	0	26 529	6 217	9 425	-	375	16 018	6 740	8 372	-	1 305	16 416	8 427	3 426	-	1 086	12 939
Zimbabwe	-	155 610	-	-	155 610	-	153 769	386	270	154 425	-	79 123	350	676	80 148	6	61 925	-	946	62 876
Other Regional Expenses	0	958	0	349	1 307	-6	-1 742	-0	2 207	459	-4	98	-2	4 367	4 460	-7	75	63	5 935	6 066
<b>TOTAL REGION</b>	<b>165 351</b>	<b>1 892 447</b>	<b>141 532</b>	<b>14 916</b>	<b>2 214 246</b>	<b>187 950</b>	<b>2 171 822</b>	<b>130 703</b>	<b>28 958</b>	<b>2 519 433</b>	<b>169 819</b>	<b>1 978 477</b>	<b>131 967</b>	<b>60 540</b>	<b>2 340 804</b>	<b>200 771</b>	<b>1 762 579</b>	<b>148 010</b>	<b>69 540</b>	<b>2 180 900</b>

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

<sup>2</sup>Includes all Expenses for Bilaterals, Trust Funds, General Fund and Special Accounts. Negative figures represent financial adjustments.



**ANNEX IX-B: DIRECT EXPENSES<sup>1</sup> BY COUNTRY, REGION AND PROGRAMME CATEGORY, 2008–2011**  
*(US\$ thousand)*

	2008					2009					2010					2011					
	Develop- ment	Relief	Special Oper.	Bilaterals Trust Funds & Others <sup>2</sup>	Total	Develop- ment	Relief	Special Oper.	Bilaterals Trust Funds & Others <sup>2</sup>	Total	Develop- ment	Relief	Special Oper.	Bilaterals Trust Funds & Others <sup>2</sup>	Total	Develop- ment	Relief	Special Oper.	Bilaterals Trust Funds & Others <sup>2</sup>	Total	
<b>ASIA</b>																					
Afghanistan	-	189 836	14 636	369	<b>204 841</b>	-	189 089	16 457	1 075	<b>206 621</b>	-	142 559	13 553	494	<b>156 606</b>	-	179 219	14 487	582	<b>194 289</b>	
Bangladesh	33 119	62 476	-	-658	<b>94 938</b>	39 299	27 778	-	164	<b>67 241</b>	42 492	32 793	-	453	<b>75 738</b>	36 783	4 581	-	2 635	<b>44 000</b>	
Bhutan	2 210	-	-	-	<b>2 210</b>	1 831	-	-	5	<b>1 836</b>	2 027	-	-	19	<b>2 046</b>	1 873	-	-	36	<b>1 909</b>	
Cambodia	1 777	18 059	-	351	<b>20 187</b>	2 254	11 861	-	59	<b>14 175</b>	1 455	14 597	-	219	<b>16 272</b>	5 181	9 698	-	391	<b>15 269</b>	
China	-	402	-	-	<b>402</b>	-	-	-	-	<b>-</b>	-	-	-	-	<b>-</b>	-	-	-	-	<b>-</b>	
India	8 855	577	-	9 696	<b>19 128</b>	5 773	6	-	3 941	<b>9 720</b>	9 530	-	-	953	<b>10 482</b>	6 203	-1	-	3 345	<b>9 547</b>	
Indonesia	-	24 290	1 007	728	<b>26 025</b>	-	15 495	2 300	539	<b>18 334</b>	-	8 488	1 519	423	<b>10 429</b>	-	6 763	663	1 069	<b>8 494</b>	
Korea D.P.R. of	-	73 026	-	-	<b>73 026</b>	-	37 225	-	785	<b>38 010</b>	-	29 780	-	692	<b>30 472</b>	-	38 791	-	35	<b>38 825</b>	
Lao, People's Dem. Rep. of	5 788	3 648	-	-	<b>9 436</b>	7 815	7 496	-	101	<b>15 411</b>	6 808	8 454	-	182	<b>15 444</b>	4 504	4 595	-	604	<b>9 703</b>	
Myanmar	-	54 559	26 606	-	<b>81 165</b>	-	35 086	3 139	54	<b>38 279</b>	-	20 872	295	11	<b>21 178</b>	-	27 286	394	84	<b>27 764</b>	
Nepal	6 238	38 150	-	-	<b>44 388</b>	1 296	51 825	-	154	<b>53 274</b>	7 137	49 660	-	133	<b>56 931</b>	4 925	42 782	-1	116	<b>47 822</b>	
Pakistan	24 623	21 829	260	79	<b>46 792</b>	18 890	201 826	763	195	<b>221 674</b>	13 728	347 829	17 690	868	<b>380 116</b>	2 749	327 778	7 058	1 614	<b>339 198</b>	
Philippines	-	8 327	-	-	<b>8 327</b>	-	24 105	2 656	75	<b>26 836</b>	-	38 458	940	126	<b>39 524</b>	-	20 829	38	203	<b>21 071</b>	
Sri Lanka	1 021	48 528	1 958	195	<b>51 702</b>	97	38 615	1 501	188	<b>40 401</b>	1 109	71 366	1 221	31	<b>73 727</b>	221	27 607	1 015	70	<b>28 913</b>	
Timor-Leste	-	7 838	-	285	<b>8 123</b>	-	10 388	221	220	<b>10 829</b>	-	4 995	404	465	<b>5 863</b>	-137	5 854	464	1 281	<b>7 462</b>	
Other Regional Expenses	-	-	55	-	<b>55</b>	-	-	-	793	<b>793</b>	-	56	-	859	<b>915</b>	-	45	410	1 566	<b>2 022</b>	
<b>TOTAL REGION</b>	<b>83 631</b>	<b>551 548</b>	<b>44 522</b>	<b>11 046</b>	<b>690 747</b>	<b>77 256</b>	<b>650 793</b>	<b>27 036</b>	<b>8 349</b>	<b>763 435</b>	<b>84 286</b>	<b>769 909</b>	<b>35 622</b>	<b>5 927</b>	<b>895 743</b>	<b>62 301</b>	<b>695 828</b>	<b>24 529</b>	<b>13 631</b>	<b>796 289</b>	
<b>EASTERN EUROPE AND CIS</b>																					
Armenia	-	3 824	-	-	<b>3 824</b>	-	449	-	30	<b>479</b>	106	1 424	-	-	<b>1 531</b>	1 302	2 669	-	-	<b>3 971</b>	
Azerbaijan	-	1 473	-	-	<b>1 473</b>	-	213	-	-	<b>213</b>	-	-	-	-	<b>-</b>	-	-	-	88	<b>88</b>	
Georgia	-	8 956	555	-	<b>9 510</b>	-	15 226	413	-4	<b>15 635</b>	-	4 331	7	-	<b>4 338</b>	-	764	5	53	<b>822</b>	
Kyrgyzstan	-	69	-	-	<b>69</b>	-	8 663	-	-	<b>8 663</b>	-	12 046	697	-1	<b>12 742</b>	-	13 841	183	64	<b>14 088</b>	
Russian Federation	-	6 185	-	-	<b>6 185</b>	-	371	-	-	<b>371</b>	-	421	-	-	<b>421</b>	-	-	-	-	<b>-</b>	
Tajikistan	-	16 685	-	-	<b>16 685</b>	-	25 070	-	-	<b>25 070</b>	2 444	7 621	-	-	<b>10 065</b>	8 391	2 255	-	101	<b>10 747</b>	
Uzbekistan	-	-	-	-	<b>-</b>	-	-	-	-	<b>-</b>	-	-	-	-	<b>-</b>	-	1	-	-	<b>1</b>	
Other Regional Expenses	-	-	-	-	<b>-</b>	-	-	-	-	<b>-</b>	-	217	-	-	<b>217</b>	-	-	-	-	<b>-</b>	
<b>TOTAL REGION</b>	<b>-</b>	<b>37 192</b>	<b>555</b>	<b>-</b>	<b>37 747</b>	<b>-</b>	<b>49 992</b>	<b>413</b>	<b>26</b>	<b>50 432</b>	<b>2 550</b>	<b>26 060</b>	<b>704</b>	<b>-1</b>	<b>29 313</b>	<b>9 693</b>	<b>19 529</b>	<b>188</b>	<b>305</b>	<b>29 716</b>	

<sup>1</sup> Excludes programme support and administrative costs.<sup>2</sup> Includes all Expenses for Bilaterals, Trust Funds, General Fund and Special Accounts.

Negative figures represent financial adjustments.

**ANNEX IX-B: DIRECT EXPENSES<sup>1</sup> BY COUNTRY, REGION AND PROGRAMME CATEGORY, 2008–2011**  
(US\$ thousand)

	2008					2009					2010					2011				
	Develop-ment	Relief	Special Oper.	Bilaterals Trust Funds & Others <sup>2</sup>	Total	Develop-ment	Relief	Special Oper.	Bilaterals Trust Funds & Others <sup>2</sup>	Total	Develop-ment	Relief	Special Oper.	Bilaterals Trust Funds & Others <sup>2</sup>	Total	Develop-ment	Relief	Special Oper.	Bilaterals Trust Funds & Others <sup>2</sup>	Total
<b>LATIN AMERICA AND THE CARIBBEAN</b>																				
Barbados	-	84	2	-	86	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Belize	-	50	-	-	50	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bolivia, Plurinational State of	3 434	6 773	-	1 184	11 391	1 588	2 973	-	778	5 339	2 574	2 468	-	2 559	7 601	947	3 296	-	1 955	6 198
Chile	-	-	-	-	-	-	-	-	-	-	-	442	-	-	442	-	-	-	-	-
Colombia	-	17 071	-	2 587	19 658	-0	20 581	-	6 104	26 685	-2	19 743	-	12 741	32 483	-1	24 722	-	12 222	36 944
Cuba	2 332	1 802	-	-	4 134	634	3 701	-	-	4 335	213	236	-	162	611	914	20	-	469	1 403
Dominican Republic	-	3 057	-	-	3 057	-	564	-	-	564	-	-	-	60	60	-	-	-	1 341	1 341
Ecuador	-	2 186	9	77 090	79 284	-9	1 745	-	37 739	39 475	-15	2 540	-	1 578	4 103	-2	1 430	-	2 612	4 040
El Salvador	2	300	51	3 483	3 837	-	876	-	15 397	16 274	-	3 338	-	22 522	25 859	-	1 403	-	16 739	18 142
Guatemala	2 874	5 291	-	-	8 165	1 105	7 786	-	486	9 377	711	13 504	-	1 519	15 733	3 225	6 579	-	3 712	13 517
Haiti	1 649	50 455	7 419	-	59 523	2 393	65 808	4 232	71	72 504	548	188 537	47 122	175	236 382	-	139 344	10 775	632	150 752
Honduras	1 894	966	-	-3 844	-983	7 320	5 939	-	14 756	28 014	4 807	3 094	-	20 538	28 439	11 183	610	-	25 229	37 022
Jamaica	-	1	-	-	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Mexico	-	314	-	-	314	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Nicaragua	8 658	7 236	-	-	15 893	5 474	3 211	-	489	9 174	1 525	3 630	-	948	6 103	4 423	3 401	-	815	8 640
Panama	-	53	2	-	55	-	50	-	-	50	-	-	-	-	-	-	-	-	9	9
Peru	4 191	4 945	-	43 239	52 375	604	512	-	26 241	27 358	-7	-0	-	1 154	1 147	-	-	-	1 709	1 709
Other Regional Expenses	1 737	113	1	-	1 851	3 154	223	-	366	3 743	3 186	296	-	386	3 868	894	38	-	1 376	2 308
<b>TOTAL REGION</b>	<b>26 771</b>	<b>100 697</b>	<b>7 485</b>	<b>123 739</b>	<b>258 692</b>	<b>22 264</b>	<b>113 970</b>	<b>4 232</b>	<b>102 427</b>	<b>242 893</b>	<b>13 541</b>	<b>237 827</b>	<b>47 122</b>	<b>64 342</b>	<b>362 832</b>	<b>21 584</b>	<b>180 844</b>	<b>10 775</b>	<b>68 822</b>	<b>282 025</b>
<b>MIDDLE EAST AND NORTH AFRICA</b>																				
Algeria	-	22 776	-	-	22 776	-	17 477	-	1 120	18 596	-	18 027	-	1 434	19 461	-	18 261	-	133	18 394
Egypt	4 536	-	-	-	4 536	5 517	-	-	109	5 627	8 467	-	-	44	8 511	9 687	4 422	-	187	14 296
Iran, Islamic Republic of	-	1 238	-	-	1 238	-	2 551	-	-	2 551	-	3 035	-	-	3 035	-	3 550	-	-	3 550
Iraq	-	37 144	-	8 244	45 388	-	36 473	-	-	36 473	271	16 402	-	-	16 673	1 542	14 496	5 913	-	21 952
Jordan	138	-	-	-	138	-	-	-	-	-	-	-	-	102	102	-	-	-	147	147
Libya	-	-	194	-	194	-	-	-	-	-	-	-	-	-	-	-	22 204	11 240	-	33 444
Occupied Palestinian Territory	-	52 244	-	-0	52 244	-	60 726	1 576	16	62 317	-	76 304	123	-0	76 427	-	68 380	18	101	68 500
Syrian Arab Republic	639	19 069	-	45	19 753	1 258	21 499	-	22	22 778	1 796	31 981	-	38	33 815	6 863	39 836	-	48	46 748
Tunisia	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5 949	-	-	5 949
Yemen	7 045	5 797	-	-	12 842	3 665	22 903	-	-1	26 568	3 417	35 296	323	57	39 092	1 840	56 803	412	1 291	60 347
Other Regional Expenses	-	21	-	-	21	-	187	-	174	361	-	177	-	324	502	-	1 513	-	490	2 004
<b>TOTAL REGION</b>	<b>12 358</b>	<b>138 288</b>	<b>194</b>	<b>8 289</b>	<b>159 130</b>	<b>10 440</b>	<b>161 817</b>	<b>1 576</b>	<b>1 440</b>	<b>175 272</b>	<b>13 952</b>	<b>181 221</b>	<b>446</b>	<b>1 998</b>	<b>197 617</b>	<b>19 933</b>	<b>235 415</b>	<b>17 584</b>	<b>2 399</b>	<b>275 331</b>
OTHER	4 001	13 571	5 964	151 649	175 185	-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

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

<sup>2</sup> Includes all Expenses for Bilaterals, Trust Funds, General Fund and Special Accounts.  
Negative figures represent financial adjustments.



## ANNEX IX-C: DIRECT EXPENSES<sup>1</sup> BY COUNTRY, SPECIAL STATUS CATEGORY AND REGION, 2008–2011

	2008		2009		2010		2011	
	US\$ thousand	%	US\$ thousand	%	US\$ thousand	%	US\$ thousand	%
<b><u>DEVELOPMENT AND RELIEF:</u></b>	<b>3 025 855</b>	<b>100.0</b>	<b>3 515 792</b>	<b>100.0</b>	<b>3 507 923</b>	<b>100.0</b>	<b>3 241 198</b>	<b>100.0</b>
<b>BY SPECIAL STATUS CATEGORY<sup>2</sup></b>								
Least developed countries	2 178 093	72.0	2 392 382	68.0	2 371 939	67.6	2 102 005	64.9
Low-income, food-deficit countries	2 810 174	92.9	3 285 073	93.4	3 308 053	94.3	3 010 605	92.9
<b>BY REGION/COUNTRY GROUP</b>								
Sub-Saharan Africa	2 057 798	68.0	2 359 772	67.1	2 148 296	61.2	1 963 350	60.6
Asia	635 179	21.0	728 049	20.7	854 194	24.4	758 129	23.4
Eastern Europe and CIS	37 192	1.2	49 992	1.4	28 610	0.8	29 222	0.9
Latin America and the Caribbean	127 468	4.2	136 234	3.9	251 367	7.2	202 428	6.2
Middle East and North Africa	150 646	5.0	172 167	4.9	195 173	5.6	255 349	7.9
<b><u>DEVELOPMENT:</u></b>	<b>292 112</b>	<b>100.0</b>	<b>275 906</b>	<b>100.0</b>	<b>287 842</b>	<b>100.0</b>	<b>315 986</b>	<b>100.0</b>
<b>BY SPECIAL STATUS CATEGORY<sup>2</sup></b>								
Least developed countries	192 657	66.0	193 079	70.0	204 474	71.0	228 630	72.4
Low-income, food-deficit countries	273 412	93.6	268 834	97.4	276 860	96.2	306 835	97.1
<b>BY REGION/COUNTRY GROUP</b>								
Sub-Saharan Africa	165 351	56.6	187 950	68.1	169 819	59.0	200 771	63.5
Asia	83 631	28.6	77 256	28.0	84 286	29.3	62 301	19.7
Eastern Europe and CIS	-	-	-	-	2 550	0.9	9 693	3.1
Latin America and the Caribbean	26 771	9.2	22 264	8.1	13 541	4.7	21 584	6.8
Middle East and North Africa	12 358	4.2	10 440	3.8	13 952	4.8	19 933	6.3

<sup>1</sup> Exclusive of programme support and administrative costs.

<sup>2</sup> Actual classifications for each year.





**ANNEX X-A: UNITED NATIONS AND INTERNATIONAL ORGANIZATION PARTNERSHIPS**

PARTNERS	2009		2010		2011	
	No. of projects	No. of countries	No. of projects	No. of countries	No. of projects <sup>1</sup>	No. of countries
UNICEF	138	71	134	62	126	56
FAO	93	61	93	56	86	50
WHO	62	41	74	44	72	38
UNDP	63	36	64	44	64	37
UNHCR	54	39	52	38	59	43
UNFPA	41	28	44	31	41	22
UNAIDS	30	26	33	28	27	23
OTHERS*	18	12	31	22	27	14
IOM	22	19	26	21	37	24
World Bank	23	15	25	19	22	18
UNESCO	15	9	19	13	15	11
IFAD	16	14	17	14	11	9
ILO	22	15	17	14	18	10
ICRC	12	11	14	10	n/a <sup>2</sup>	n/a
IFRC	8	8	13	8	n/a <sup>3</sup>	n/a
Red Cross and Red Crescent Movement (ICRC, IFRC, National Red Cross and Red Crescent Societies)	n/a	n/a	n/a	n/a	46	34
UN Women**	8	6	10	9	8	6
UNEP	5	4	4	4	3	2
UN-HABITAT	2	2	4	2	1	1

\* OTHERS include entities such as United Nations missions.

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

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

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

<sup>3</sup> See footnote 2

**ANNEX X-B: NON-GOVERNMENTAL ORGANIZATIONS PER SECTOR OF COLLABORATION<sup>1</sup>**

SECTOR OF COLLABORATION	TOTAL No.	Global NGOs No.	Local NGOs No.
General food distribution (GFD)	549	82	467
Nutrition: prevention of acute malnutrition	188	44	144
Nutrition: treatment of acute malnutrition	245	62	183
Nutrition: prevention of stunting	183	15	168
Nutrition: stand-alone micronutrient supplementation	11	3	8
FFA/FFW: agricultural/crop production promotion	379	43	336
FFA/FFW: agroforestry projects	153	19	134
FFA/FFW: animal husbandry and pisciculture projects	71	6	65
FFA/FFW: food reserves	30	5	25
FFA/FFW: land or water development and improvement	369	48	321
FFA/FFW: public amenities/schools/housing	101	25	76
FFA/FFW: transportation (e.g. access roads, rural roads, etc.)	187	30	157
FFA/FFW: others	20	11	9
Food for training (FFT)	289	34	255
HIV/TB: care and treatment	266	49	217
HIV/TB: mitigation and safety nets	187	23	164
School feeding: emergencies	18	8	10
School feeding: nurseries and kindergartens	115	20	95
School feeding: primary and secondary schools	255	43	212
Capacity development: disaster/emergency preparedness	58	17	41
Capacity development: food fortification	3	2	1
Capacity development: strengthening national capacities	45	19	26
Settlement/resettlement	8	3	5
Cash transfers and/or vouchers	60	24	36
Special operations	4	1	3
Others	138	49	89

<sup>1</sup>The list of sectors of collaboration has changed from previous years. See APR 2009 and APR 2010 as reference.

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**ANNEX XI: END-NOTES**


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- 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 2011, 70 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 2011, 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;<sup>1</sup> and
  - face a problem of chronic malnutrition measured as a rate of under 5 child stunting greater than 25 percent.<sup>2</sup>

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<sup>1</sup> Gross national income (GNI) per capita US\$503.1 in 2009

<sup>2</sup> See data from UNICEF [http://www.unicef.org/protection/Progress\\_for\\_Children-No.9\\_EN\\_081710.pdf](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
ASMR-U5	Age-specific mortality rate for children under 5
BCG	The Boston Consulting Group
CAR	Central African Republic
CERF	Central Emergency Response Fund
CFS	Committee on World Food Security
CFW	cash for work
CHF	Common Humanitarian Fund
CIS	Commonwealth of Independent States
CMR	crude mortality rate
CoI	Conflict of Interest
COMET	Corporate M&E Tool
CONOPS	concept of operations
CP	country programme
CSI	coping strategies index
DAC	Development Assistance Committee
DDR	disarmament, demobilization and reintegration
DEV	development project
DOTS	directly observed treatment, short course
DPI	disaster preparedness index
DPRK	Democratic People's Republic of Korea
DRC	Democratic Republic of the Congo
DRR	disaster risk reduction
DSC	direct support costs
EB	Executive Board
EC	European Commission

EMOP	emergency operation
ENCAP	Enhancing Capacities in Food Security and Response Analysis
EPIC	Emergency Preparedness Integration Centre
EPRP	emergency preparedness and response package
ETC	emergency telecommunications cluster
EUNAVFOR	European Union Naval Force
FAO	Food and Agriculture Organization of the United Nations
FDP	Financial Disclosure Programme
FFA	food for assets
FFPI	FAO Food Price Index
FFT	food for training
FFW	food for work
FMU	food management unit
FPF	Forward Purchase Facility
GAIN	Global Alliance for Improved Nutrition
GAM	global acute malnutrition
GDP	gross domestic product
GFD	general food distribution
GNI	gross national income
GoSS	Government of South Sudan
GVLV	Global Vehicle Leasing Programme
HACT	harmonized approach to cash transfers
HIV and AIDS	human immunodeficiency virus and acquired immune deficiency syndrome
HLCM	High-Level Committee on Management
HLCP	High-Level Committee on Programmes
HR	Human Resources Division
IASC	Inter-Agency Standing Committee
ICRC	International Committee of the Red Cross
ICSC	International Civil Service Commission

ICT	information and communications technology
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
INTERFAIS	WFP International Food Aid Information System
IOM	International Organization for Migration
IPSAS	International Public Sector Accounting Standards
IRA	Immediate Response Account
ISC	indirect support costs
IT	information technology
LDC	least developed country
LESS	logistics execution support system
LET	logistics emergency team
LIFDC	low-income, food-deficit country
LTSH	landside transport, storage and handling
M&E	monitoring and evaluation
MCHN	mother-and-child health and nutrition
MDG	Millennium Development Goal
MOSS	minimum operating security standards
MOU	memorandum of understanding
MRD	Management Result Dimension
MRF	Management Results Framework
MUAC	mid-upper arm circumference
NCI	national capacity index
NDRRMC	National Disaster Risk Reduction and Management Council
NGO	non-governmental organization
NSFP	national school feeding programme
OCHA	Office for the Coordination of Humanitarian Affairs

ODOC	other direct operational costs
OECD	Organisation for Economic Co-operation and Development
OS	Inspector General and Oversight Office
OVC	orphans and other vulnerable children
P4P	Purchase for Progress
PMTCT	prevention of mother-to-child transmission
PROMIS	Performance and Risk Operational Management Information System
PRRO	protracted relief and recovery operation
PSA	Programme Support and Administrative (budget)
REACH	Ending Child Hunger and Undernutrition
RUSF	ready-to-use supplementary food
RWA	Respectful Workplace Advisor
SMCA	Strengthening Managerial Control and Accountability
SO	special operation
SO	Strategic Objective
SPR	standardized project report
SRAC	Strategic Resource Allocation Committee
SRF	Strategic Results Framework
SRM	security risk management
SSR	Structure and Staffing Review
TB	tuberculosis
UN Women	United Nations Women (merged with UNFPA)
UNCT	United Nations country team
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UN-HABITAT	United Nations Human Settlements Programme

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
WHO	World Health Organization
WINGS II	WFP's Information Network and Global System II