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**Executive Board  
First Regular Session**

**Rome, 14–16 February 2011**

## **ANNUAL REPORTS**

**Agenda item 4**

*For approval*

# **E**

Distribution: GENERAL

**WFP/EB.1/2011/4**

17 January 2011

ORIGINAL: ENGLISH

## **ANNUAL REPORT FOR 2010 TO ECOSOC AND FAO COUNCIL**

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## NOTE TO THE EXECUTIVE BOARD

**This document is submitted to the Executive Board for approval**

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

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## EXECUTIVE SUMMARY

The 2010 Millennium Development Goals Summit in New York brought increased international support for scaling up mother-and-child health and nutrition interventions. This complements the momentum from the G8 L'Aquila summit and the Rome World Food Summit of 2009 towards enhanced inter-agency and multilateral efforts to strengthen food and nutrition security through a coherent and comprehensive approach encompassing emergency food and nutrition assistance and access to safety nets for the most vulnerable people, as well as investments in smallholder agriculture and food supply systems.

WFP has played a central role in enhancing system-wide coherence efforts, participating in the reformed Committee on World Food Security in Rome alongside the Food and Agriculture Organization of the United Nations and the International Fund for Agricultural Development, in the Chief Executives Board's pillars, the United Nations Development Group and the High-Level Committee on Programmes, and as Chair of the High-Level Committee on Management. WFP has also worked with United Nations and non-governmental organization partners in the Inter-Agency Standing Committee and the Executive Committee on Humanitarian Affairs, with a view to enhancing the efficiency and effectiveness of United Nations humanitarian and development activities at the global, regional and country levels, reaching the Millennium Development Goals and meeting urgent needs.

Major emergencies in Haiti, the Sahel and Pakistan presented significant challenges to the humanitarian community's resource mobilization and response capacity. Global humanitarian appeals were only half funded and there was increased public attention on the leadership, coordination and operational capacity of the United Nations system in dealing with large-scale disasters. With overall funding of US\$3.8 billion against a needs-based plan of US\$6.9 billion, WFP and its partners still managed to prevent a food and nutrition crisis in these and other emergencies. Important steps were also taken to follow up on the recommendations of the evaluation of the humanitarian cluster approach, by establishing a global food security cluster co-led by WFP and the Food and Agriculture Organization of the United Nations and by assigning the lead of the emergency telecommunications cluster to WFP. Towards the end of 2010, in collaboration and consultation with its partners the Food and Agriculture Organization of the United Nations, the United Nations Children's Fund and the World Health Organization, WFP participated in the reform of the United Nations Standing Committee on Nutrition, building on lessons learned by the four agencies from their strong partnership in initiatives such as the REACH project, and their division of labour developed over the years.

In the follow-up to United Nations General Assembly resolutions on the Triennial Comprehensive Policy Review and system-wide coherence, and in international initiatives for food security and the Millennium Development Goals, WFP continued its engagement in global, regional and national processes, including the United Nations Framework Convention on Climate Change, the Joint United Nations Programme on HIV/AIDS, the African Union's Comprehensive Africa Agriculture Development Programme, and the Secretary-General's temporary inter-agency High-Level Task Force on the Global Food Security Crisis. This engagement is part of WFP's Strategic Plan and transformation from food aid to food assistance, collaborating with other agencies and governments to develop national capacity and to leverage humanitarian assistance for prevention, transition, peace-building and long-term solutions to hunger and malnutrition.

As part of reinforced efforts to improve effectiveness and cost-efficiency, in November 2010, WFP's Executive Board approved reforms to WFP's financial framework. These will enhance transparency and allow more effective use of resources and deployment of a broader range of tools including cash and vouchers. Expansion of the Forward Purchase Facility will enable WFP to purchase food in a more timely and predictable manner, which will support emergency food reserve systems.

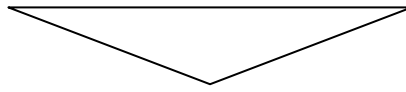
In 2010, WFP continued to expand its programme toolbox, with improved needs assessment and vulnerability analysis; local procurement targeting smallholder women farmers through the Purchase for Progress initiative; cash and voucher programmes focused on urban food-insecure people; nutrition interventions targeting infants and pregnant and lactating women; and nutritious school meals for girls.

WFP enhanced empowerment through the roll-out of United Nations Development Assistance Frameworks and Delivering as One pilots in Mozambique, Pakistan, Rwanda and the United Republic of Tanzania, and provided continued support for country-level coordination through United Nations country teams.

As the first United Nations agency to implement International Public Sector Accounting Standards, WFP supported broader United Nations implementation of the standards. The Office of Evaluation contributed to the work of the United Nations Evaluation Group.

WFP engaged with partners to ensure that efforts to improve mother-and-child health and reduce mortality are linked to efforts on the other Millennium Development Goals, food security and nutrition, including in the Scaling up Nutrition and the "1,000 days" initiatives, the REACH programme, the Secretary-General's Global Strategy for Women and Children's Health, and HIV and AIDS activities. Recognizing the need for multi-dimensional approaches to tackle food insecurity and undernutrition, and in line with the Paris and Accra principles, WFP's support for these initiatives focused on enhancing the effectiveness of global and country-led interventions, in cooperation with governments and partners.

## DRAFT DECISION\*



The Board approves the “Annual Report for 2010 to ECOSOC and FAO Council” (WFP/EB.1/2011/4). In accordance with its decision 2004/EB.A/11, the Board requests that the Annual Report be forwarded to ECOSOC and the FAO Council, along with the Board’s decisions and recommendations for 2010 and this decision.

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\* This is a draft decision. For the final decision adopted by the Board, please refer to the Decisions and Recommendations document issued at the end of the session.

## CONTRIBUTING TO COHERENCE AND EFFECTIVENESS OF THE UNITED NATIONS SYSTEM

### Funding for Operational Activities

1. In 2010, although the overall number of hungry people declined to 925 million – partly as a result of recovery from the economic crisis and reductions in food prices – hunger remained at unacceptable levels, higher than before the financial and food price crises. Large-scale emergencies in Haiti, Pakistan, Niger and the Sudan required sustained levels of food assistance. At the end of 2010, the economic and food security situation remained volatile, with new increases in food prices raising fears of another food crisis for the most vulnerable. In 2010, WFP food assistance reached more than 100 million people in more than 70 countries.
2. WFP's projected funding for 2010 was expected to reach almost US\$3.8 billion. By 17 December 2010, against assessed needs of US\$6.9 billion, WFP had received US\$3.6 billion from 78 funding sources, including 71 government donors. Funding levels from 44 donor governments were above their recent averages, demonstrating continued support and increased commitment to WFP's operations.
3. In a significant effort to broaden the donor base and promote cost sharing, WFP expanded partnerships with 17 host governments, which provided more than US\$72 million to support WFP operations in their own countries, through in-kind and – increasingly – cash contributions. The twinning of cash donations with in-kind contributions encouraged the participation of a broader range of donors, with several countries making in-kind contributions totalling 103,000 mt, valued at US\$41 million.
4. By November 2010, 8 percent of all contributions, worth US\$277 million, were multilateral; these provide the greatest flexibility for WFP to respond to pressing needs. Multi-year strategic partnership agreements also provide WFP with much-needed predictability in funding, in line with the principles of the Paris Declaration. Efforts continue to expand these agreements.
5. In 2010, 60 percent of WFP's total expenditures were for protracted crises. This demonstrates WFP's continuing commitment to helping to break the cycle of hunger in these countries, with humanitarian assistance not only saving lives but also serving as critical investment for longer-term food security and development. Development funding continued to pose challenges. Joint funding schemes, the expansion of the donor base, and engagement with the private sector provided much-needed support for development activities. Since the start of Delivering as One pilots, US\$25 million has been received in-country from the One UN Fund.
6. The Central Emergency Response Fund (CERF) and the Common Humanitarian Fund (CHF) were critical in ensuring effective and rapid responses to emergencies. As of November 2010, the CERF was the sixth largest source of funding to WFP, at US\$111 million, accounting for nearly 30 percent of total CERF allocations. Twelve governments provided US\$25 million to WFP's Immediate Response Account (IRA), which facilitates rapid response in emergencies.
7. WFP has been developing innovative private-sector partnerships that incorporate past experience and improve WFP's core operations. Donations from the private sector, which exceeded the annual target of US\$120 million, were projected to reach US\$135 million by

the end of 2010, a 29 percent increase over 2009. The private sector remained the fifth largest donor to WFP.

### **Harmonization and Joint Initiatives**

8. The October 2009 General Assembly Resolution A/RES/63/311 on system-wide coherence encouraged cooperation among United Nations agencies. WFP is a member of the Chief Executives Board (CEB) convened by the United Nations Secretary-General and its subsidiary committees such as the United Nations Development Group (UNDG), the High-Level Committees on Programmes (HLCP), and the High-Level Committee on Management (HLCM), and has played a central role, for example, as chair of the HLCM.
9. WFP has welcomed the UNDG reform aimed at sharpening its focus and promoting greater collective impact, particularly at the field level. The initiative includes the new UNDG strategic priorities for 2010–2011, which focus on guidance to United Nations country teams (UNCTs) to improve impact at the country level. WFP has also supported efforts to more fully engage senior leadership, ensure clear accountability, and deploy knowledge and expertise.
10. As the Chair of HLCM, WFP's Executive Director took the lead on major common areas such as security, human resources and joint projects to enhance efficiency. A milestone in security was achieved with the approval of a new system for security levels, on the basis of which the security risk management framework will be revised.
11. The HLCM has been guiding a mapping and review of the benefits coverage for United Nations staff and personnel in the event of service-incurred injury, death or disability and has proposed changes to Appendix D of the United Nations staff rules, which will become the reference model for all agencies.
12. As part of its Plan of Action for the Harmonization of Business Practices, HLCM continued to pursue coherence and efficiency gains through joint projects, which received US\$10 million from donors. By November 2010, some US\$3.5 million of these funds had been allocated to projects, with the balance due to be allocated soon. Approved projects include a common approach to vendor eligibility, common treasury services, and a review of contractual arrangements, staff regulations and rules, policies and practices at the country level.
13. Joint UNDG/HLCM missions to Malawi, Mozambique, Viet Nam and Albania organized in March/April and July 2010 to identify improvements in business practices for enhanced operational effectiveness of the United Nations system, recommended the consolidation of gains in harmonization and simplification in the areas of information and communications technology (ICT), procurement, Harmonized Approach to Cash Transfers (HACT) and basic common services, with implementation plans. An initiative to standardize results reporting is also being undertaken under the UNDG/HLCM framework.
14. WFP is lead agency in the HLCP and its joint crisis initiatives on food security, and works with the Food and Agriculture Organization of the United Nations (FAO) and the International Fund for Agricultural Development (IFAD) on humanitarian action and monitoring and analysis. WFP has also seconded a staff member to the United Nations system-wide vulnerability monitoring and alert mechanism, Global Pulse, in New York, and is active in the joint initiatives on the social protection floor through context-specific safety net tools, and on the green economy and sustainable development.

15. WFP is a member of the UNDG's revised Inter-Agency Advisory Panel, which has implemented a strategic approach to selecting suitable internal staff members to attend the Resident Coordinator (RC) Assessment Centre. In November 2010, five WFP staff members were serving as RCs in Algeria, Cambodia, Madagascar, Myanmar and Pakistan.
16. WFP was the first United Nations agency to implement International Public Sector Accounting Standards (IPSAS) to facilitate best practices in financial management. At the Annual Session of the Executive Board in June 2010, WFP issued its second set of IPSAS-compliant financial statements. During 2010, WFP also played an important role in the United Nations' inter-agency Task Force on Accounting Standards, providing guidance on success factors for WFP's IPSAS implementation.
17. In 2010, WFP made significant contributions to inter-agency cooperation on evaluations, including in the United Nations Evaluation Group (UNEG). This included participating in the multi-donor Southern Sudan evaluation of conflict prevention and peacebuilding and co-chairing a UNEG meeting of three main evaluation networks: the Active Learning Network for Accountability and Performance in Humanitarian Action, the Organisation for Economic Co-operation and Development Assistance Committee (OECD-DAC) Evaluation Network, and the United Nations/UNEG Haiti earthquake response evaluations.

### **Country-Led Joint Programming and Delivering as One**

18. Efforts to make WFP country operations more effective and efficient and to support the work of UNCTs with governments are essential to ensuring the best possible support to national priorities and country-led strategies, in line with the Paris Declaration principles, the Accra Accord, the G8 L'Aquila summit and the 2009 World Food Summit in Rome.
19. In 2010, WFP collaborated with other United Nations agencies, funds and programmes through 74 joint programmes in 45 countries. The number of joint programmes has increased steadily since 2007. In sub-Saharan Africa, some 80 percent of WFP's 35 country offices had at least one joint United Nations programme. To enhance coherence and efficiency, WFP's increasing efforts to maximize development impact are being pursued through joint planning and design of operations, joint advocacy and a more harmonized approach to operations within the United Nations family. Efforts have included the harmonization and simplification of business practices covering procurement, ICT and HACT.
20. WFP is strongly engaged in Delivering as One (DaO) pilot countries and has joint operations in Cape Verde, Mozambique, Pakistan, Rwanda and the United Republic of Tanzania. As of November 2010, among the other countries where WFP has operations, those voluntarily adopting DaO approaches were Benin, the Democratic Republic of the Congo, Ethiopia, Lesotho, Liberia, Malawi, Mali, Namibia, Sierra Leone and Uganda.
21. In Mozambique, WFP participates in 7 of the 13 Delivering as One joint programmes, in food security, health and nutrition – including HIV – and disaster management; it leads one food security joint programme. Joint programmes include the WFP-led Purchase for Progress (P4P) project and Building Commodity Value Chains and Market Linkages for Farmers' Associations, which aims to facilitate the direct purchase of maize and beans by institutional buyers such as WFP, with FAO providing technical training assistance and IFAD providing credit. In Rwanda, WFP helped develop seven joint programmes with



other United Nations agencies in 2010.<sup>1</sup> Four of these are in the area of social protection and economic growth: two in nutrition and HIV, and another two in education. In Pakistan, WFP participated in all thematic working groups for the One-United Nations pilot, where the primary strategic focus is on strengthening the communications and logistics capacities of government counterparts, particularly the national and provincial disaster management authorities.

22. In May 2010, WFP organized an internal workshop on Delivering as One in Johannesburg, to capitalize on the lessons learned during the previous three years of implementing the approach and to review the innovations, progress and opportunities for improvement derived from pilots. Delivering as One offers both opportunities and challenges to WFP. In the wider reform context, it is important that WFP continues to work strategically with programme country governments and United Nations partners, to leverage its comparative advantages, build on partnerships and invest in DaO approaches to addressing hunger, food insecurity and undernutrition. WFP also contributed to the tripartite conference on Delivering as One in Hanoi from 14 to 16 June, which recommended further consolidation of the approach.
23. Following General Assembly Resolution A/64/289 on system-wide coherence – which invited countries to prepare common country programme documents on a voluntary basis – and the WFP Executive Board’s decision in June 2010, a common country programme document for the United Republic of Tanzania will be presented for approval to the governing bodies of the United Nations funds and programmes, including WFP’s Executive Board, at its first regular session in 2011.

### **Common Services and Premises**

24. WFP has promoted enhancements to common premises management through the United Nations Task Team on Common Premises (TTCP). These have resulted in contracting the International Code Council to develop performance standards for application in all United Nations common premises projects. Capital funding remains problematic for common premises initiatives, and new funding mechanisms, including public-private partnerships, are being examined.
25. Common premises projects are being jointly developed in several of the countries where agencies align their security and operational requirements, including Albania, Bhutan, Malawi, Mauritania, Mozambique and Zambia. During the common services training sponsored by the UNDG Development Operations Coordination Office and conducted in Cairo and Senegal, TTCP held common premises training for a wide range of managers from United Nations field offices.

### **Review of WFP’s Financial Framework**

26. WFP’s Strategic Plan (2008–2013) outlines a broad range of food assistance strategies for achieving the WFP Strategic Objectives, and marks a significant shift from food aid to food assistance. In 2010, WFP’s financial framework was subject to in-depth review and consultations with the Executive Board, to increase its alignment with the new Strategic Plan.

<sup>1</sup> The Economic Commission for Africa (ECA), FAO, the International Labour Organization (ILO), the United Nations Development Programme (UNDP), the United Nations Educational, Scientific and Cultural Organization (UNESCO), the United Nations Population Fund (UNFPA), the Office of the United Nations High Commissioner for Refugees (UNHCR), the United Nations Children’s Fund (UNICEF), the United Nations Industrial Development Organization (UNIDO) and the United Nations Development Fund for Women (UNIFEM).

27. At its Second Regular Session in November 2010, the Executive Board approved changes to the General Rules and Financial Regulations. These update WFP's project budget cost model to incorporate non-commodity activities and modified direct support costs (DSC) based on a percentage of project costs rather than tonnage. The Board also approved an increased level for the working capital financing facility, to US\$557 million, comprising an advance financing mechanism for country operations and corporate initiatives, and a forward purchase facility. These changes will increase the efficiency and effectiveness of food assistance programmes, while ensuring maximum accountability and the transparent funding of new food assistance tools such as cash, vouchers and capacity-building.

### **Humanitarian Reform**

28. In 2010, WFP was involved in ongoing efforts by the United Nations system and partners to improve humanitarian response through greater coherence and enhanced humanitarian coordination, leadership and financing.
29. In 2010, the Executive Committee on Humanitarian Affairs (ECHA) continued to act as a high-level United Nations forum for addressing humanitarian policy and operational matters in countries and/or regions affected by humanitarian crises. Activities included a large number of meetings to support coherent responses to large-scale emergencies such as those in Haiti and Pakistan.
30. WFP is an active member of the Inter-Agency Standing Committee (IASC) and its subsidiary bodies. WFP participated in Consolidated Appeals Process and humanitarian financing working groups, addressing policy and structural issues related to humanitarian financing.
31. In February 2010, the IASC requested FAO, WFP and Oxfam to examine measures for addressing food security and humanitarian assistance in the Horn of Africa region. A regional plan prepared in October 2010, in close consultation with IASC members and the High-Level Task Force (HLTF), will be supported by a regional humanitarian partnership team providing enhanced support to regional and country-led processes, including food security clusters and/or country-level food security plans.
32. The IASC cluster approach to humanitarian operations has enhanced coordination and brought greater coherence while diminishing overlap and duplication. Since inception of the cluster approach in 2006/2007, logistics and emergency telecommunications clusters led by WFP have been activated in 25 countries facing emergencies. Of the 29 countries with Humanitarian Coordinators, 25 have established food security clusters. WFP has also been engaged in other clusters, especially those for nutrition and early recovery. In the early recovery cluster, WFP has worked to ensure that programmes and related assets respond to emergencies in a manner that facilitates early recovery, thus helping to bridge the gap between humanitarian assistance and longer-term development.
33. The second phase of the IASC cluster approach evaluation was completed in March 2010. Based on its recommendations, WFP and FAO led consultations with a broad range of stakeholders on the creation of a global food security cluster. The proposal was approved by the IASC Principals at their meeting in December 2010. The cluster will enhance both emergency and recovery responses by supporting greater field-level synergy between the food and agriculture sectors within a single humanitarian food security response. The food security cluster will coordinate closely with other clusters, such as nutrition and early recovery.

34. In November 2010, the IASC Principals decided to assign global leadership of the emergency telecommunications cluster to WFP.
35. WFP has continued to contribute to system-wide improvements in procedures for managing the selection of Humanitarian Coordinators, and participates in the assessment panel. Two WFP staff members are currently serving as Humanitarian Coordinators in Cambodia and Algeria.
36. During 2010, the WFP-managed United Nations Humanitarian Air Service (UNHAS) continued to provide safe and efficient air transport services for the humanitarian community, tackling conditions of insecurity, poor road infrastructure, long distances and lack of safe and reliable air operations. UNHAS operated in 14 countries, using an average of 54 aircraft per month. More than 700 agencies from the United Nations, local and international non-governmental organizations (NGOs), donors and the media benefited from UNHAS. From January to October 2010, UNHAS transported 273,278 aid workers and 4,348 mt of humanitarian relief cargo and performed 250 medical and security evacuations. WFP/UNHAS also contributed to capacity-building in developing countries. WFP's Aviation Safety Unit contributed to training; more than 1,000 aviation staff from WFP, other United Nations agencies, NGOs and civil aviation authorities have attended basic courses in aviation-related matters since 2006.
37. In 2010, WFP continued its collaboration with the European Union Naval Force Somalia, implementing Operation Atalanta for the safe delivery of humanitarian assistance to Somalia; naval escorts in Somalia have been extended to December 2012.
38. In 2010, WFP and UNHCR jointly assisted 2 million refugees. In December 2010, WFP finalized a revised Memorandum of Understanding (MOU) with UNHCR to reflect changes in agency policies and strategies, including WFP's shift from food aid to food assistance. The new MOU clarifies the delineation of responsibilities in traditional areas of collaboration such as refugee camps, and modalities of collaboration in new, emerging areas of collaboration such as new forms and areas of food assistance – cash/vouchers, urban settings, etc. Joint UNHCR/WFP assessment missions and nutrition surveys were carried out in 2010 in several countries, including Bangladesh, Burundi, the Democratic Republic of the Congo, Ethiopia, Kenya, Namibia and the United Republic of Tanzania. In July 2010, the WFP Executive Director and the United Nations High Commissioner for Refugees visited Congolese refugee camps near Nyanzale, highlighting the critical role of joint field-level collaboration between the two agencies.

## COHERENCE IN ACHIEVING FOOD SECURITY

### Global Food Security

39. WFP is engaged in the evolving global partnership for agriculture, food security and nutrition and in United Nations efforts to support global initiatives on hunger and undernutrition. This has included involvement in the preparation of and follow-up to the Millennium Development Goal (MDG) Summit, the Secretary-General's HLTF and the reformed Committee on World Food Security (CFS).
40. WFP is a member of the HLTF, together with the other Rome-based agencies, the World Bank, OECD and others. In 2010, the HLTF produced the updated Comprehensive Framework for Action with its comprehensive approach to responding to the immediate and longer-term needs of vulnerable populations, including smallholders, through access to food and nutrition and improvement of agricultural production and markets. The HLTF's

support to country-led investment plans and their implementation has continued under the Five Rome Principles for Sustainable Global Food Security.

41. Following up on the L'Aquila Food Security Initiative (AFSI), WFP has been engaged in the AFSI Group's tracking of L'Aquila/G8 commitments totalling US\$22 billion, the mapping of food security activities in the CFS, and the development and launch – in April 2010 – of the Global Agriculture and Food Security Programme (GAFSP), located in the World Bank, as a GAFSP Supervising Entity. As a member of the GAFSP Steering Committee, WFP has supported partner countries' development of GAFSP proposals in programmes for improving nutrition, social protection and access to markets. Together with FAO and IFAD, WFP has continued its food security collaboration with the European Union (EU), following up on the EU Food Facility.
42. WFP has continued to support country-led mechanisms for coordinating and achieving the MDGs, including the United Nations Development Assistance Framework (UNDAF), the MDG Acceleration Framework and the UNDG follow-up strategy to the 2010 MDG Summit outcome document, particularly in the areas of hunger, food security and nutrition.
43. The first plenary session since the CFS reform was held in October 2010 in Rome with participation of a range of stakeholders such as governments, international agencies, NGOs, civil society and research bodies. As part of the reform, the composition of the CFS Secretariat has been revised to include IFAD and WFP, together with FAO, as full partners.
44. At this 36<sup>th</sup> CFS session, information was shared on global initiatives such as the MDGs, AFSI, HLTF, the Consultative Group on International Agricultural Research (CGIAR) and the United Nations System Standing Committee on Nutrition (SCN), and synergy explored for promoting greater coherence and impact. The session highlighted the role of regional and country-led initiatives. Policy round-tables included one on managing vulnerability and risk, chaired by the WFP Executive Director. The CFS session took decisions for finalizing the voluntary guidelines on responsible governance for land and other natural resources tenure; following up on the State of Food Insecurity in the World (SOFI) report recommendations on protracted crises; and assigning to its High-Level Panel of Experts the undertaking of studies on price volatility, social protection, climate change, small- and large-scale agricultural land use, tools for land-use mapping and tools for aligning large-scale agricultural investments with countries' food security strategies. The CFS also endorsed the development of a global strategic framework and the mapping of country-level food security.
45. In regional collaboration, WFP continued to support the African Union (AU) and the New Partnership for Africa's Development (NEPAD) in three clusters: agriculture, food security and rural development; peace and security; and social and human development. A specific outcome in 2010 was WFP's technical and managerial assistance to the AU for creating African Risk Capacity (ARC), an African-owned, stand-alone financial entity. ARC will provide pooled contingency funding to AU member states, guaranteeing timely and rapid access to predefined funds for implementing response plans in the event of severe drought – and eventually also flood or cyclone – in their countries. A key feature of the facility is the Africa RiskView software platform developed by WFP to quantify and monitor weather-related risks in Africa. Preliminary findings indicate that ARC could provide significant savings in the contingency capital required for drought-related response compared with individual country responses.

46. In partnership with the Economic Commission for Africa (ECA) and the African Union Commission (AUC), WFP commissioned a study – The Cost of Hunger in Africa: The Economic and Social Impact of Child Undernutrition. A technical working group has been formed, including WFP, ECA, AUC, NEPAD, the Economic Commission for Latin America and the Caribbean (ECLAC), UNICEF and the World Health Organization (WHO). ECA, WFP and AUC will organize a high-level expert committee to examine, adapt and improve – as needed – the methodology WFP developed for the cost of hunger study in Latin America and the Caribbean.
47. In January 2010, WFP signed an MOU with the Inter-Governmental Authority on Development (IGAD) for countries in the Horn of Africa, which account for 40 percent of WFP global deliveries in tonnage terms. The MOU covers the standardization of policies, strategies and programmes; improving food security and nutrition; disaster risk management; and climate change adaptation. WFP and the Economic Community of West African States (ECOWAS) signed an MOU to formalize their existing partnership; this will be translated into technical agreements linked to specific areas of cooperation. WFP is supporting ECOWAS on a study of the feasibility of establishing a West Africa emergency food reserve system.
48. WFP and national government collaboration in support of the Comprehensive Africa Agriculture Development Programme (CAADP) and other national frameworks intensified in 2010. Following their requests, several country governments are receiving support for the preparation of CAADP compacts and investment plans from WFP country offices. WFP's involvement helps to ensure that hunger reduction programmes and activities are fully embedded in the CAADP process. WFP has seconded a senior partnership adviser for one year to support the NEPAD Secretariat with CAADP implementation, particularly in food and nutrition security and risk management, including early warning, emergency preparedness and response.

### **Collaboration among the Rome-Based Agencies**

49. WFP, FAO and IFAD continued to strengthen their collaboration at the policy, operational and administrative levels. WFP and FAO were collaborating in 62 countries on 95 projects, mainly in agriculture, as well as in joint food security thematic groups and joint assessments. WFP and IFAD collaborated in 15 countries on 17 projects, mainly through food-for-work, food-for-training and micro-credit programmes. In 2010, dialogue among the three Rome-based agencies was enhanced, in line with a series of joint pilot actions identified in late 2009.
50. For the second consecutive year, WFP and FAO jointly issued the SOFI report, whose focus was on addressing food insecurity in protracted crises. Report findings and recommendations provided a platform for policy discussions at the 36th CFS Plenary Session, including proposed follow-up actions to improve the response to protracted crises. Next year's report will involve FAO, IFAD and WFP.
51. WFP and FAO continued to align their respective early-warning information systems, responding to recommendations from the independent joint evaluation of their Information Systems for Food Security (ISFS). This involved regular consultations to develop closely linked corporate ISFS strategies for each agency, and the preparation of a joint FAO/WFP ISFS strategy, based on each organization's comparative advantages at the national, regional and global levels.

52. WFP, FAO and IFAD approved a joint communications approach paper in June 2010, building on the respective comparative advantages in helping countries to reduce hunger, and including World Food Week events.
53. In 2010, WFP's Vulnerability Analysis and Mapping (VAM) unit and FAO's Global Information and Early Warning System on Food and Agriculture (GIEWS) conducted data analysis and market integration studies in Bangladesh, Malawi and Pakistan, to model the impact of natural and economic shocks on household incomes and food expenditures. This work was applied immediately for the Pakistan floods during assessments led by the Asian Development Bank (ADB), the World Bank and UNDP. WFP and FAO jointly carried out crop and food supply assessment missions (CFSAMs) in Ethiopia, Guatemala, Haiti, the Democratic People's Republic of Korea, Mozambique, Southern Sudan and Zimbabwe, and collaborated with the Permanent Inter-State Committee on Drought Control in the Sahel (CILSS) to conduct CFSAMs in several West African countries, including Burkina Faso, Chad, Côte d'Ivoire, the Gambia, Guinea, Liberia, Mali, Mauritania, Niger, Senegal and Sierra Leone. This work involves close collaboration with a broad range of partners including the United States Agency for International Development's (USAID) Famine Early Warning Systems Network (FEWS NET).
54. WFP and FAO continued their collaboration through the Integrated Food Security Phase Classification (IPC) Steering Committee, which is currently chaired by WFP. Both agencies participated in country-level IPC analysis in 11 countries, contributed to the draft IASC operational guidance for joint needs assessment, and field-tested the Humanitarian Dashboard in the Occupied Palestinian Territory, with the United Nations Office for the Coordination of Humanitarian Affairs (OCHA). Under the IASC's strategic plan on meeting humanitarian challenges in urban areas, adopted in November 2010, WFP and FAO will jointly lead the implementation of Strategic Objective 5 on food security and livelihoods in urban areas.
55. As an example of country-level collaboration in the transition from relief to recovery, WFP, FAO and IFAD established a food security joint task force to support the Government of Haiti in the implementation of immediate, medium- and long-term food assistance, integrating agricultural production and social safety nets. The three agencies drew on their comparative advantages and expertise to supply seeds and agricultural inputs and ensure that the planting season was successful.
56. Through the joint IFAD/WFP Weather Risk Management Facility (WRMF), WFP has been developing and evaluating weather index insurance tools for the community level. Following two micro-insurance pilots in China and Ethiopia in 2009, WRMF is developing an innovative remote sensing-based weather index insurance approach for countries with limited weather infrastructure, which will be tested in Mali. Partnerships in weather insurance are being pursued and developed in Mali and other Western African countries. In May 2010, under WRMF, WFP and IFAD jointly published a landmark study of 37 pilot weather index insurance projects to determine criteria for sustainable large-scale insurance projects.
57. In 2010, the gender units of the three Rome-based agencies intensified their collaboration. A joint Gender Action Plan was prepared covering four areas: research, advocacy, capacity development, and coordination. Joint activities in 2010 included WFP's hosting of a joint FAO/IFAD/WFP commemoration of International Women's Day and development of a joint statement on rural women's empowerment for the ECOSOC high-level segment meeting in July 2010.

58. In 2010, the Rome-based agencies' continued strengthening of administrative collaboration included the launching of a pilot common procurement team (CPT) for an initial period of one year. The pilot CPT focuses on joint tendering of commonly procured headquarters goods, works and services for the three agencies, and was expected to cover US\$25 million of a potential US\$100 million. By October 2010, the CPT's joint bidding activities had reached US\$29 million of expected value, from a total of 19 common tenders, with overall combined savings projected at 3 percent of contract value.

## Capacity Development

59. In line with the triennial comprehensive policy review and Strategic Objective 5 of the Strategic Plan (2008–2013), WFP stepped up its promotion of capacity development and government ownership of WFP-supported food security programmes. Core WFP competencies for efforts to develop national capacities in anti-hunger actions include vulnerability assessment and mapping, food security analysis, supply chain management, design and implementation of safety nets, beneficiary registration and targeting.
60. WFP continued to provide training for government staff to improve the implementation of WFP-supported activities, but increasing technical assistance is also directed to enabling countries eventually to assume full managerial ownership of these programmes. Country-specific action plans have been prepared for inserting or strengthening such activities in existing programmes, and more attention is now being given to the critical programme design stage, to facilitate greater government ownership of WFP-supported programmes. For example, during design of the WFP school feeding programme in Lao People's Democratic Republic, specific consideration was given to local purchases of food, adapted rations and reduced programme costs, so that the Government can more easily assume ownership. The Cape Verde school feeding programme provides an example of a programme that has been handed over to the government.
61. WFP competencies are also being used to help improve the design and management of national food security programmes other than those with direct resource transfers from WFP. The Egyptian Government has requested WFP's support in improving the supply chain of its food subsidy programme. WFP is now technically assisting the Ministry of Social Solidarity and its partner TNT in the design and piloting of a new supply chain system.

## Triangular and South–South Cooperation

62. WFP continues to promote the use of resources and expertise from some developing countries to support development efforts in others. Triangular cooperation providing technical and financial support to sustainable school feeding programmes in lusophone, Latin American and Caribbean countries has been a major focus of a trust fund arrangement between WFP and the Government of Brazil. Activities have included setting up a centre of excellence in Brasilia, to develop capacity for school feeding, nutrition interventions and safety nets through training and capacity development for national governments, direct technical assistance, sharing of best practices, advocacy, and research on innovations. In Mozambique, since July 2010, the Government, WFP and the Brazilian Cooperation Agency are supporting a sustainable strategy for home-grown school meals, integration of this strategy into government institutional frameworks, and pilot projects for testing school meal modalities.
63. Triangular cooperation between the Government of Chile and WFP is supporting hunger solutions in Latin American and Caribbean countries including the Plurinational State of Bolivia, Cuba, Ecuador, Guatemala, Haiti, Honduras and Peru, while triangular

partnerships with centres of excellence – universities, regional institutions, etc. – are helping to reform the national public distribution system in Iraq. WFP also promotes South–South cooperation between Colombia and Panama, to promote biofortification; among Cuba, Ecuador, Guatemala and Peru, to strengthen micronutrient supplementation; and between Mexico and Chile, to strengthen the use of fortified complementary foods.

64. WFP organized the Solution Forum on Food Security at the Global South–South Development Expo, which was held on behalf of the Rome-based agencies at the headquarters of the International Labour Organization (ILO) in Geneva on 25 November to showcase successful South–South cooperation. At a forum chaired by Brazil with other panellists from FAO and Bioversity International, WFP presented its Managing Environmental Resources to Enable Transitions to More Sustainable Livelihoods programme in Ethiopia.

## Nutrition

65. In 2010, nutrition remained a central focus of WFP interventions for tackling hunger and food insecurity. WFP’s nutrition improvement approach aims to provide the right food at the right time to meet the nutrient requirements of specific groups of individuals, such as young children, pregnant women and school-age children. Much of this work has depended on collaboration with global, regional and national partners, including local food producers and food manufacturers.
66. In 2010, the unprecedented focus on child nutrition at the MDG Summit provided an opportunity for WFP and partners to redouble their efforts to address undernutrition, particularly among children under 2 and pregnant and lactating women. The attention to nutrition prominently included the launch of the 1,000 Days initiative by the United States and Irish Governments, supporting the Scaling Up Nutrition (SUN) framework and the Secretary-General’s Global Strategy on Women’s and Children’s Health.
67. In April 2010, the SUN framework was launched, concluding more than two years of collaboration among the World Bank, the Bill & Melinda Gates Foundation, the United States Agency for International Development (USAID), Helen Keller International (HKI), the Global Alliance for Improved Nutrition (GAIN), WFP, UNICEF and other main stakeholders. WFP is now participating in the transition team that will disseminate the SUN framework and roadmap and launch these initiatives in eight “early riser” countries. The primary purpose of the SUN effort is to provide countries with streamlined and effective support as they scale up nutrition, building on in-country platforms and processes and supported through REACH and other inter-agency mechanisms.
68. In another partnership for renewing efforts against child hunger, FAO, WHO, UNICEF and WFP collaborated on the REACH project to address the challenges and support countries in accelerating progress. Hosted by WFP in Rome, the REACH team supports a multi-stakeholder partnership among the United Nations, civil society and the private sector that promotes and provides government-led solutions for delivering an integrated multi-intervention approach to tackling undernutrition. REACH pilots currently being implemented in Mauritania and Lao People’s Democratic Republic examine how United Nations agencies can work more effectively to reduce levels of chronic malnutrition while responding to immediate food needs. Based on success in these pilots, REACH intends to expand to ten of the world’s most highly burdened countries.
69. Towards the end of 2010, in collaboration with its partners WHO, FAO and UNICEF, WFP participated in a process of reform of the United Nations SCN, building on lessons learned by the four agencies from their partnership in initiatives such as the REACH



project and their division of labour developed over the years, which contributed to the reform's success in leveraging the relevant strengths of each partner to enhance support to national government nutrition strategies and programmes. The reform will review SCN's structure and processes with a view to enhancing its effectiveness as a platform for policy reconciliation and coordination. At its 36<sup>th</sup> session, the CFS invited SCN to become a member of its Advisory Group and Secretariat.

## Gender

70. Following approval of its new gender policy in 2009, WFP continued to strengthen partnerships at all levels, including the inter-agency level, and offered support to the newly created United Nations Women entity in its lead role in coordinating United Nations work on gender equality and women's empowerment through existing mechanisms and country-led capacities. WFP also entered into partnerships with NGOs and academic institutions for collaboration on research and joint activities that support implementation of the WFP gender policy. In 2010, WFP established a Gender Innovations Fund to promote and encourage innovation and partnerships in WFP operations that address hunger within a gender perspective.
71. To support countries' achievement of the MDGs, WFP identified three focus areas for gender in 2010/2011: strengthening capacity, improving accountability, and encouraging field-based innovation. As part of these efforts, WFP's gender action plan for 2010/2011 supports the integration of gender into national food and nutrition policies, programmes and projects.
72. WFP continues to participate in inter-agency efforts on gender at both the executive and operational levels, including the United Nations' ECHA and Executive Committee on Peace and Security (ECPS), and the NGO Task Force on Protection from Sexual Exploitation and Abuse and its Steering Committee. WFP also provided both financial and human resources support to the IASC review of protection from sexual exploitation and abuse.
73. Examples of partnerships in gender include collaboration with Plan Canada to implement WFP's gender policy commitments to using school feeding as an entry point for promoting gender equality during children's formative years, and to using innovative learning and advocacy methods to promote the prevention of sexual and gender-based violence in schools. The NGO network Inter Action entered an agreement with WFP to provide WFP staff and partners with training on its gender audit tool.
74. At the country level, where gender has been mainstreamed into its operations, WFP continues its efforts to develop new technologies and skills tailored to meeting the needs of women. For example, 2,700 women in North Darfur received training and have started producing organic briquettes for cooking, to replace wood and charcoal. Another 57,000 women were scheduled to receive the same training before the end of 2010.
75. WFP has continued to focus on gender issues in its staff management policies, including recruitment and career development. Some 40 percent of WFP professional staff are women. In recruitment, managers are required to give specific attention to gender balance. The retention of women remains a challenge, given the increasing number of difficult duty stations in which WFP operates. WFP undertakes a number of measures to support women's career development, including expanded use of the United Kingdom-based Cranfield Management Development Centre, to assess women candidates for potential senior management positions; supporting women through a middle-managers programme; and providing tailored senior leadership programmes for women at the

Management Centre for Europe in Belgium and at Santa Clara University in the United States of America, through a private-sector partnership.

## NEW INITIATIVES AND PARTNERSHIPS

### Purchase for Progress

76. The P4P project was launched in September 2008 as an innovative means of leveraging WFP's purchasing power to support smallholder farmers and promote the development of agricultural markets. The aim is that by 2013 at least 500,000 low-income small farmers, most of them women, will produce food surpluses and sell them at fair prices to increase their incomes. P4P facilitates small landholders' connection to markets in a way that enhances the farmer's share of the market price. It is intended that successful P4P models will be adopted by national governments through pro-small landholder strategies, policies and programmes, ensuring the sustainability of these activities. P4P pilots also aim to generate lessons and approaches that can influence WFP's design and implementation of its programmes and projects to ensure that support is provided to smallholder farmers, who are normally also potential beneficiaries of WFP food assistance.
77. Purchase for Progress projects have been initiated in 20 pilot countries, with overall funding amounting to US\$137 million over five years. By the end of October 2010, innovative procurement practices had resulted in the contracting of 120,000 mt of food commodities in the 20 countries. The activity has been implemented with the involvement of a broad range of partners, including FAO and IFAD.
78. Capacity development and training are an integral component of P4P. In Rwanda, where P4P is part of CAADP, targeted cooperatives have received training of trainers in storage and warehousing, together with comprehensive training on farming as a business, including leadership training and business management. In the United Republic of Tanzania, joint WFP/Alliance for a Green Revolution in Africa (AGRA)/Government training has been delivered to farmers in 29 savings and credit cooperatives participating in the P4P pilot project. In Mozambique, the P4P project is the focus of joint programming with other United Nations partners, including FAO and IFAD.

### Cash and Vouchers

79. In 2010, WFP significantly consolidated its cash-based programming using both cash and vouchers as transfer modalities in its food assistance programmes. Cash and vouchers, which involve collaboration with private-sector and NGO partners, are now an integral part of WFP's toolbox, allowing for more context-specific interventions to alleviate hunger and undernutrition.
80. By November 2010, WFP had approved cash-based interventions in 48 projects, with a total transfer value of US\$311 million. A further 25 interventions were under design or pending approval, with a total transfer value in excess of US\$69 million. In 2010, WFP planned to assist 4.2 million beneficiaries through cash-based interventions, of which more than half were post-pilot interventions.
81. In November 2010, WFP launched the Cash for Change initiative, investing in its capacity to deliver cash effectively and efficiently in the right settings, to facilitate the further scale-up of cash and voucher-based programmes. An initial investment of US\$5.7 million will be directed towards improving staff and delivery capacities over the next two years.

82. With support from the Government of Spain, WFP is also partnering with the International Food Policy Research Institute (IFPRI) in designing, implementing and evaluating a set of cash and voucher interventions in Ecuador, Niger, Timor-Leste, Uganda and Yemen.
83. The role of cash and vouchers in enhancing the appropriateness of WFP interventions is illustrated in several country examples. In Haiti, as general food distribution for earthquake victims wound down and the nation turned to reconstruction, WFP's cash- and food-for-work programmes provided employment opportunities to 70,000 participants, benefiting 350,000 people and helping to clear rubble and rebuild infrastructure.
84. As part of the response for Iraqi refugees in the Arab Republic of Syria, WFP covered 32,000 beneficiaries through a mobile phone-based electronic voucher system (EVS) during September/October 2010. By the end of April 2011, the EVS will be operating in 11 locations across the country, reaching 70,000 Iraqis. In Zambia, WFP piloted a voucher programme targeting 24,000 households with people living with HIV/AIDS or tuberculosis (TB) through a mobile phone-based delivery and tracking system using electronic vouchers. In the Philippines, in October 2010, WFP launched mobile phone-based cash transfers in the slums of Manila as part of cash-for-work activities.

### School Meals

85. WFP has transformed its school feeding to align it with country-level education, school health and nutrition policies and embed it in national financing and budgeting processes. The safety net role of school feeding has also been emphasized, thanks to the multiple benefits that school feeding provides to education, nutrition, gender issues and value transfer. A new concept is emerging: the Healthy Child. This holistic approach goes beyond the focus on the first 1,000 days of life to support children of preschool and school age, through a life cycle approach with a series of age-specific interventions. It also emphasizes support before birth, through the education of future mothers and girls' education, in a virtuous cycle that spans from the adolescent girl, to the womb, to infancy, early childhood and school age.
86. The WFP-assisted school feeding activity reached 21.9 million beneficiaries in 2009 and was expected to reach a similar number in 2010. The activity remains an integral part of the UNESCO-headed global Education for All campaign to attain MDG 2, as reaffirmed in the February 2010 declaration of the High-Level Group for Education for All in Addis Ababa. United Nations agencies also continued to work together on provision of the essential package of 12 interventions, particularly UNICEF and WFP on education services and food provision, FAO on school gardens, and WHO on deworming. The strategic partnership between WFP and the World Bank developed further in 2010, with joint initiatives taking place in Bangladesh, Côte d'Ivoire, Ghana, Haiti, Kenya, Lesotho, Malawi, Mali and Mozambique. Assistance focuses on mainstreaming school feeding in national development policies, plans and strategies, developing institutional capacities to implement school feeding in a cost-efficient and sustainable manner, and the transition to longer-term nationally owned and resourced school feeding programmes. The partnership was expanded to include NEPAD, which supports home-grown school feeding through CAADP and the Partnership for Child Development.

### Safe Access to Firewood and Alternative Energy in Humanitarian Settings

87. In collaboration with FAO, UNHCR, the Women's Refugee Commission (WRC) and others, WFP is taking forward the recommendations of the IASC Task Force on Safe Access to Firewood and Alternative Energy in Humanitarian Settings (SAFE), chaired by

WFP and UNHCR. As a leading member of the United Nations Foundation-led Global Alliance for Clean Cookstoves, WFP is helping to protect women and children from violence and to address environmental risks associated with displacement, particularly the limited availability of firewood in conflict situations and weather-induced disasters. SAFE programming is under way in Haiti, Sri Lanka, the Sudan and Uganda, with plans to expand to other countries – the Democratic Republic of the Congo, Ethiopia and Kenya. Some 3.2 million women and schoolchildren are expected to benefit directly from the provision of fuel-efficient stoves and fuel under the SAFE initiative in 2010. In Darfur, WFP is working with UNHCR on the SAFE programme that targets internally displaced persons (IDPs), and plans are under way to work with UNHCR in Kenya on the provision of cooking fuel and stoves to refugees.

### **Collaboration with other United Nations Agencies**

88. In 2010, WFP signed a global MOU with UNDP covering the areas of livelihoods and recovery, climate change and disaster risk reduction, and strengthening of collaboration through the cluster system. WFP was also finalizing MOUs with UNFPA for areas such as logistics and preventing gender-based violence; WHO for areas such as nutrition, preparedness and logistics; and the United Nations Environment Programme (UNEP) for areas such as food security, environmental protection, disaster risk reduction and climate change adaptation. These were expected to be completed by late 2010/early 2011.
89. Collaboration between WFP and UNICEF continued in a broad range of areas, particularly regarding the field-level treatment of acute malnutrition. WFP and UNICEF have been working to triangulate their respective agencies' data in Indonesia, Madagascar, Malawi, Nepal and Zambia for developing a joint nutrition and food security monitoring system, which is intended to feed into the United Nations Secretary-General's Global Pulse initiative. WFP and UNICEF gave special consideration to the needs of children under 2 years of age in the Niger and Pakistan emergencies.
90. On 31 August and 1 September, the WFP Executive Director visited flood-affected regions of Pakistan. She travelled to flood zones with the Executive Director of UNICEF and reviewed the two agencies' collaboration in support of flood victims. Observations during the visit were instrumental in the adoption of an innovative Survival Strategy by UNICEF, WHO and WFP, to ensure an integrated response through the health, the water, sanitation and hygiene, the nutrition and the food clusters.

### **World Bank**

91. Collaboration between WFP and the World Bank continued in 2010, including in school feeding, food security, safety nets and relief operations. There was intensified collaboration at the field level. In Haiti, the World Bank supported WFP's emergency earthquake response through the provision of US\$3 million; in Nepal, WFP secured more than US\$35 million from the World Bank as part of additional financing for social safety nets. These funds originated from an International Development Association (IDA) credit and grant and are being used for WFP's public works programme.

### **Non-Governmental Organizations**

92. In 2009, WFP had partnerships with 220 international and 2,178 local NGOs in 155 projects in 67 countries worldwide. In 2009, a total of 2.4 million mt of food was distributed through NGO partners – 52 percent of the total food distributed by WFP during the year.

93. NGOs were partners in WFP's development of new tools for responding to hunger needs, including cash and vouchers and P4P. By enhancing partnerships in these areas, WFP and NGOs are building their respective knowledge bases and capacities, while reaching more people in need. WFP also collaborates with several NGOs in nutrition programmes, applying health system and community-based approaches, both to prevent and to treat malnutrition.
94. The 16th annual WFP/NGO consultation held on 16 and 17 November 2010 at WFP Headquarters brought together nearly 40 representatives from 24 of WFP's main NGO partners, networks and umbrella organizations. The consultation exchanged experiences and views on cash and vouchers, the improved nutrition approach and P4P, and discussed the recent large-scale humanitarian emergencies in Haiti, Niger and Pakistan, focusing on cluster and inter-cluster coordination, working with affected populations, and emergency response in the urban context.
95. At the operational level, WFP involves its NGO cooperating partners in awareness raising and capacity-building in a large number of areas, including mainstreaming the protection of civilians in food assistance. Since inception of the SAFE initiative, WFP has been a partner of the NGO WRC, which has provided technical assistance on SAFE guidance, relevant advocacy support to WFP, and field assessments. WFP also engages NGOs in school feeding and gender policy development and implementation.
96. WFP, the NGOs Action Contre la Faim, Oxfam GB, Save the Children UK and World Vision International, and the International Federation of Red Cross and Red Crescent Societies (IFRC) worked jointly on revision of the Humanitarian Charter and Minimum Standards in Disaster Response (Sphere Project) Handbook in 2009 and 2010.

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## INSTITUTIONAL GOVERNANCE

97. The 2010 Joint Meeting of the Executive Boards of UNDP, UNFPA, UNICEF and WFP was coordinated by UNDP and took place in New York on 15 and 18 January 2010. The main topics discussed included Delivering as One, stocktaking on the MDGs, climate change and development, and a briefing on the Haiti earthquake. The discussions stressed the role of United Nations coordination in improving effectiveness and national ownership, raised concerns about the impact on food security and the need for safety nets, and stressed the need for adequate short- and long-term resourcing for intensifying efforts to prevent food insecurity and eradicate hunger.
98. A delegation representing the Executive Boards of UNDP, UNFPA, UNICEF and WFP visited Rwanda from 22 to 30 March. The visit allowed Board members to witness United Nations agencies working together under the Delivering as One framework. The delegation gathered positive feedback from Government officials and development partners, who underlined the enhanced impact and efficiency of harmonized and simplified United Nations action.

## ACRONYMS USED IN THE DOCUMENT

AFSI	L'Aquila Food Security Initiative
ARC	African Risk Capacity
AU	African Union
AUC	African Union Commission
CAADP	Comprehensive Africa Agriculture Development Programme
CERF	Central Emergency Response Fund
CFS	Committee on World Food Security
CFSAM	crop and food security assessment missions
CPT	common procurement team
DAC	Development Assistance Committee
DaO	Delivering as One
ECA	Economic Commission for Africa
ECHA	Executive Committee on Humanitarian Affairs
ECOSOC	Economic and Social Council of the United Nations
ECOWAS	Economic Community of West African States
EU	European Union
EVS	electronic voucher system
FAO	Food and Agriculture Organization of the United Nations
FEWS NET	Famine Early Warning System Network
GAFSP	Global Agriculture and Food Security Programme
HACT	Harmonized Approach to Cash Transfers
HLCM	High-Level Committee on Management
HLCP	High-Level Committee on Programmes
HLTF	High-Level Task Force on the Global Food Security Crisis
IASC	Inter-Agency Standing Committee
ICT	information and communications technology
IFAD	International Fund for Agricultural Development
IPC	Integrated Food Security Phase Classification
IPSAS	International Public Sector Accounting Standards
ISFS	Information Systems for Food Security
MDG	Millennium Development Goal
MOU	Memorandum of Understanding
NEPAD	New Partnership for Africa's Development

NGO	non-governmental organization
OECD	Organisation for Economic Co-operation and Development
P4P	Purchase for Progress
RC	Resident Coordinator
SAFE	Safe Access to Firewood and Alternative Energy
SCN	United Nations System Standing Committee on Nutrition
SOFI	State of Food Insecurity in the World
SUN	Scaling up Nutrition
TTCP	Task Team on Common Premises
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNHAS	United Nations Humanitarian Air Service
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
WHO	World Health Organization
WRC	Women's Refugee Commission
WRMF	Weather Risk Management Facility