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ANNUAL PERFORMANCE REPORT FOR 2008



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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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FOREWORD BY THE EXECUTIVE DIRECTOR

2008 was one of the most challenging – yet most rewarding – years in WFP’s history. Faced with the triple threat of the food, fuel and financial crises, this extraordinary organization showed once again that *nothing* gets between WFP and a hungry child. And with the new Strategic Plan we were able to design more targeted responses than in the past.

In addition to the ongoing complex emergencies we handled in Afghanistan, Somalia and the Sudan, we witnessed shocks from extreme weather and political turmoil that had a severe impact on the poorest and most vulnerable people. These factors, combined with diminished purchasing power, reduced remittances and tightened access to credit, resulted in an additional 115 million hungry people.

Not only did we keep the red cup full for many millions dependent on food assistance: we succeeded in scaling up for the global emergency of vulnerable populations hit by soaring food and fuel prices. Thanks to the generosity of donors and to WFP’s dedicated staff in the field and at Headquarters, who worked round the clock to find solutions to a historic hunger emergency, WFP helped prevent a worldwide crisis from turning into a full-scale human tragedy. WFP’s assistance helped bring stability to a volatile situation that saw food riots in 30 countries in the first half of 2008.

Last year, drawing on global best practices, WFP deployed innovative, targeted food safety-net programmes from our Strategic Plan toolbox – school feeding, mother-and-child health and nutrition, targeted cash transfers and food vouchers, and local food purchases. In Haiti, for example, where rising food prices precipitated a nutrition crisis, school feeding was extended over the summer holiday to 200,000 children, and take-home rations were supplied for the families of 1.1 million children. In response to high food prices, similar targeted programmes were deployed in Djibouti, Ghana, Guinea, Liberia, Mauritania, Mozambique, Pakistan, Senegal, Tajikistan and Yemen. WFP launched targeted cash and voucher programmes for populations who were unable to afford food: the first programme in Africa was launched in February 2009 in Burkina Faso.

Throughout the crisis, WFP significantly increased food purchases from developing countries to US\$1.1 billion, thereby helping to break the cycle of hunger. The Purchase for Progress initiative, designed to ensure that WFP procurement benefits small-scale farmers, was developed for 21 countries through the generous advocacy and support of the Bill and Melinda Gates Foundation and the Howard G. Buffett Foundation and donors such as Belgium and Canada.

WFP began to deploy a new and more robust toolbox of hunger solutions, informed by analysis of the causes of hunger and shaped by market conditions and people’s needs. The WFP Strategic Plan (2008–2011), which was approved by the Board in June 2008, gave us this extra intelligence and flexibility. The aim of the Strategic Plan is to support nations in meeting emergency needs and in identifying longer-term solutions to the hunger challenge. The five Strategic Objectives, based on WFP’s mission and mandate, reposition WFP from a food aid agency to a food assistance agency.



WFP's operational innovations were matched by internal reforms such as the establishment of an Ethics Office, one of the first in the United Nations, and the creation of a Division of Performance and Accountability Management. The introduction of International Public Sector Accounting Standards and WINGS II will place WFP in the vanguard of United Nations best practices and reforms.

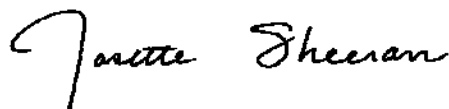
Despite an unprecedented funding gap in early 2008 caused by increased global hunger demands resulting from rising fuel and food costs, 86 percent of needs were met. Thanks to generous and timely contributions from our donors, total contributions in 2008 exceeded US\$5 billion, which enabled WFP to assist 102 million beneficiaries in 78 countries. The United Nations Secretary-General launched the High-Level Task Force on the Global Food Security Crisis to ensure a coherent global response to the high food prices.

Vulnerability analysis and mapping, one of WFP's core strengths, was particularly important in the response to the food crisis and natural disasters. The number of these assessments increased by 80 percent. Because needs will always exceed our ability to respond, especially in the current economic climate, prioritizing our response is critical. We have widened the net of assessment data, factoring in economic impact, food security issues, nutrition analyses and urban populations.

2008 was marked by ten new WFP-led logistics cluster operations. In the largest, the Cyclone Nargis response in Myanmar, a humanitarian air bridge from Bangkok to Yangon was created to deliver 5,000 mt of food and other relief to flood victims. Globally, the WFP-managed United Nations Humanitarian Air Service transported 361,000 humanitarian aid workers into conflict and disaster zones. A number of nations supplied naval escorts to ensure that life-saving food assistance was delivered through dangerous waters off the coast of Somalia to reach 2.8 million beneficiaries.

The foundation of WFP is its more than 11,500 dedicated staff, particularly those in the field. For WFP, security is paramount; even so we are affected by increasing dangers and tragedy. Four WFP staff members were killed; and 13 WFP-contracted staff and two staff members of our implementing partners were killed while providing services for WFP in the Philippines, Somalia and South Sudan and Darfur. These events illustrate the dangers faced by those serving WFP, many of whom risk their lives each day to ensure that life-saving assistance reaches the world's most vulnerable people.

In 2009, we will face even greater challenges. But we are confident that ending hunger is a winnable battle: we will continue to adapt the way we work to meet the needs of hungry people as efficiently and effectively as possible and to be a leader in building with governments and partners coherent long-term hunger solutions for tomorrow.



Josette Sheeran
Executive Director

DRAFT DECISION

The Board approves the Annual Performance Report for 2008 (WFP/EB.A/2009/4), noting that it provides a comprehensive record of WFP performance for the year.



EXECUTIVE SUMMARY

WFP's Annual Performance Report is its main accountability and learning tool and the primary oversight mechanism for the Board and donors. It reports against the Strategic Objectives in the WFP Strategic Plan (2006–2009), emphasizing the results chain of inputs, outputs, outcomes, processes, challenges and learning.

In 2008 WFP faced particular challenges from dramatically rising food and fuel prices and turmoil in international financial systems. Progress towards achieving the Millennium Development Goals was suddenly reversed. In March 2008, WFP launched an extraordinary appeal for US\$755 million to cover estimated additional food and fuel costs. By May new contributions had passed the target and eventually totalled US\$1 billion, including a historic US\$500 million contribution from the Kingdom of Saudi Arabia.

By the end of the year, donors had contributed more resources than in any other year: US\$5 billion. WFP was thus able to assist 102 million beneficiaries – a record – with over 3.9 million mt of food. As in previous years, large protracted crises continued to be a feature of WFP operations. The number of beneficiaries assisted through protracted relief and recovery operations in 2008 increased by 12.4 million compared with 2007 – a 26 percent increase – and accounted for 60 percent of WFP beneficiaries. The number of beneficiaries assisted through emergency operations increased to 25 million in 2008, a rise of 63 percent over 2007. For the first time for a number of years, contributions for development projects increased substantially: at US\$406 million, development contributions were the highest since 2000. But the significantly increased cost of the WFP food basket caused by high food prices meant that actual number of beneficiaries of development assistance fell to 17.6 million in 2008, despite the increase in contributions. The proportion of multilateral contributions also increased, from less than 10 percent in recent years to 18 percent in 2008.

Extreme weather continued to affect the work of WFP, which launched 23 relief operations for victims of floods, earthquakes and windstorms. The complexity of WFP's emergency operations was exemplified by the response to Cyclone Nargis in Myanmar, in which WFP provided US\$154 million of relief assistance for 1.1 million victims. To facilitate the movement of relief items, a humanitarian air bridge was created from Bangkok to Yangon.

The rise in the targeting of humanitarian and United Nations staff was an increasing concern: four WFP staff were killed and 17 injured as a result of malicious acts. The increase in incidents targeting WFP contractors and partners was also a concern: seven drivers of trucks contracted by WFP were killed in attacks in the Sudan, and six employees of contracted transport companies were killed, five in Somalia and one in the Philippines. Attacks on WFP-contracted trucks were registered in Afghanistan, the Democratic Republic of Congo and Pakistan. In the pirate-infested waters off the Somali coast, naval escorts provided by a number of governments proved to be an effective deterrent and helped to ensure that WFP supplies could be delivered.



To enhance its ability to respond to increasingly unpredictable global challenges, WFP is transforming itself from a food aid agency to a food assistance agency. The WFP Strategic Plan (2008–2011) set out new and more flexible approaches, many of which were introduced during 2008. The first cash and voucher programme in Africa was designed for Burkina Faso; the first Purchase for Progress proposal was approved for Mozambique to enable small-scale farmers to access new markets and to encourage increased production. Innovative nutritious food products were tested to prevent and treat malnutrition, and new guidelines were prepared to improve WFP's assessment procedures in and around towns.

Private-sector partnerships were strong in 2008, a trend that is expected to continue. WFP utilized private-sector partners as “force multipliers” to increase the effectiveness of its emergency operations without adding administrative burdens. Major partners included The Boston Consulting Group, TNT, Caterpillar, Pepsi, Citigroup and Google. Emergency operations in China, Haiti, India, Mozambique and Myanmar were supported by logistics emergency teams of staff from private partners such as TNT, UPS and Agility.

WFP faced major challenges in measuring outcomes in 2008, partly because indicators were not defined clearly, methods of data collection differed and various data sources were used: this made comparison across projects and aggregation difficult. There was insufficient time for new activities to establish baselines or, in some cases, follow-up studies to measure impact. These challenges were particularly evident in capacity development interventions.

The focus of WFP activities in 2009 will be to reorient the strategic, operational and reporting frameworks to bring them into line with the WFP Strategic Plan (2008–2011). A new *Strategic Results Framework* will be the basis for reporting from 2009 onwards. It is anticipated that future Annual Performance Reports will highlight the cross-cutting nature of the Strategic Objectives, with a clearer focus on outcome-level achievements.

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INTRODUCTION

The Annual Performance Report (APR) is the primary accountability and learning tool for WFP and the main oversight mechanism for the Board and donors. It follows WFP's established results-based management (RBM) practices, emphasizing the results chain of inputs, outputs and outcomes and highlighting processes, challenges and learning. It draws from WFP reporting systems such as standard project reports (SPRs), needs assessments and evaluations.¹ It involved extensive consultation with divisions, technical units, regional bureaux, country offices and partners.

The 2008 APR reports against the Strategic Objectives in the WFP Strategic Plan (2006–2009). The Strategic Objective Results Matrix (see Annex II A) sets out a transparent and accountable results chain for WFP operations. It shows a logical progression from activities to outputs that contribute to outcomes – the intended improvement in the lives of 102 million WFP beneficiaries. The matrix contains 34 indicators at the outcome and output levels through which WFP measured progress over the year for each Strategic Objective. The 2008 APR adheres to the three core principles established for annual performance reporting:

- measurement of results according to the Strategic Objectives;
- increased outcome-level and output-level reporting; and
- integration of the main findings and lessons learned during the year.

The management and financial framework supports the five Strategic Objectives with the aim of maintaining or increasing operational effectiveness and organizational capacity. In the 2008 APR, the main management initiatives of the year have been integrated into the text rather than reported separately against each management objective.

In 2008 WFP faced challenges from dramatically rising food and fuel costs and turmoil in international financial systems. Progress towards the Millennium Development Goals (MDGs) was suddenly reversed. To meet these challenges, donors provided WFP with more resources than in any other year and WFP was able to assist a record number of beneficiaries. But it became clear that WFP had to reposition itself to respond to increasingly unpredictable global challenges. A new Strategic Plan was approved in June 2008 to support the repositioning of WFP from a food aid agency to a food assistance agency. The WFP Strategic Plan (2008–2011) laid out a new Strategic Results Framework (see Annex II B) and developed innovative tools for alleviating chronic hunger and overcoming poverty, some of which were explored during 2008. The 2008 APR foreshadows the repositioned WFP as described in the WFP Strategic Plan (2008–2011).

¹ Recommendations from WFP 2008 evaluations are discussed in a separate Annual Evaluation Report.

The 2008 APR is in five parts:

- **Part I: Strategic Context** focuses on the major issues that affected WFP's performance in 2008 and that led to its repositioning as a food assistance agency. The main challenges were the increased needs related to the New Face of Hunger, economic instability, the global food price crisis and fluctuating fuel costs, and the need to deliver assistance in increasingly insecure situations where aid agencies were considered legitimate targets.

- **Part II: Performance Results** reports the consolidated achievements of WFP operations at the outcome level and output level against the targets in the WFP Strategic Plan (2006–2009). Some operations are highlighted under each Strategic Objective in terms of what worked well and where there were opportunities for improvement.

- **Part III: Enhancing WFP Capacities** reports the main achievements in developing management and financial structures to support operations. The section highlights steps taken to improve WFP's capacity to undertake innovative interventions and reports new initiatives with private-sector partners to raise hunger awareness and support WFP's objectives. The section does not report on results by Management Objectives.

- **Part IV: Financial Analysis** provides an update on WFP resourcing and expenditure over the year. It focuses on the increased demands made on WFP in an increasingly volatile world and shows the extent to which WFP was able to respond with additional resources. In 2008, WFP's Financial Statements were prepared for the first time in accordance with the International Public Sector Accounting Standards (IPSAS), so 2008 revenue and expense figures are not comparable with 2007 or previous years, when WFP applied United Nations System Accounting Standards (UNSAS).

- **Part V: Looking Forward** highlights future challenges WFP will face as it implements the WFP Strategic Plan (2008–2011) to meet the needs of a world facing new challenges and new opportunities.

PART I: STRATEGIC CONTEXT

The Changing Face of Hunger in a Volatile World

Economic Instability

1. Estimates for 2003–2005 by the Food and Agriculture Organization of the United Nations (FAO) showed that all four developing regions were making progress in reducing the prevalence of hunger. But in 2007 the prevalence of hunger increased in the entire developing world:² the number of undernourished people worldwide increased in 2008 to 963 million, an increase of 115 million over the past two years.³
2. Global food aid deliveries did not keep pace with the increase in world hunger. Food aid deliveries in 2008 were 6.3 million mt, the second lowest since 1961 (2007 was the lowest at 6 million mt), and well below the 7–8 million mt delivered annually between 2004 and 2006 (see Annex III). Relief interventions accounted for 76 percent of 2008 food aid deliveries, the highest proportion in the last 20 years. Project and programme food aid fell to their lowest levels for the past five years; the fall was most dramatic in the programme food aid sector, which declined by two-thirds from 2005–2007 levels. WFP accounted for 64 percent of global food aid in 2008.
3. The increase in the price of most staple foods since 2006 was the main reason for reduced progress in overcoming hunger. In the second half of 2006, international food prices began to increase rapidly, peaking in the first half of 2008. They had fallen somewhat by the end of 2008, but were still significantly higher than in earlier years. In October 2008 the FAO Cereal Price Index was 83 percent above the 2005 level and 123 percent above the 2000 level.
4. For WFP, the increase in food costs had two major effects. First, malnutrition worsened and the number of people requiring assistance increased. Poor people normally reliant on markets for food were increasingly unable to afford the higher prices; as a result they reduced their purchases, cut the size and number of meals, shifted to cheaper food and reduced the variety consumed: meals became simpler and less nutritious. Groups with special nutritional needs such as children under 2, pregnant and lactating women and people living with HIV (PLHIV) and with tuberculosis (TB) were most at risk from the nutritional impact of high food prices.

² FAO. 2008. *Hunger on the Rise*. Briefing paper. Rome. Available at: www.fao.org/newsroom/en/news/2008/1000923/

³ Director-General of FAO: speech at the launch of *The State of Food Insecurity in the World 2008*



WFP's Response to High Food Prices

In view of the increase in food prices, WFP reviewed the budgets of all active projects in January 2008, with particular attention to food, and identified 104 operations needing budget revisions.

In March 2008, WFP launched a special appeal for US\$755 million for a new **Emergency Market Mitigation Account (EMMA)** to cover the estimated additional food and fuel costs for 2008. Donors responded promptly and generously: by May, new contributions had passed the target of US\$755 million and eventually totaled more than US\$1 billion. Nearly all of these contributions were in addition to donors' original contributions to WFP.

Allocations were immediately made to cover the anticipated additional costs of food and fuel in approved projects, and US\$300 million of EMMA funds were reserved for new WFP interventions to assist people whose food security had declined because of high food prices. WFP undertook a quantitative analysis to identify the countries most vulnerable to increased food and fuel prices. A Global Vulnerability Index was developed to model the impact on each country of changes in food prices. The following were identified as most at risk: Afghanistan, Angola, Benin, Burundi, Chad, the Democratic Republic of the Congo (DRC), Ethiopia, Eritrea, The Gambia, Guinea, Guinea-Bissau, Haiti, Kenya, Madagascar, Mozambique, Myanmar, the Occupied Palestinian Territory, Malawi, Mauritania, Nepal, Niger, São Tomé and Príncipe, Senegal, Sierra Leone, Somalia, Tajikistan, Timor-Leste, Yemen, Zambia and Zimbabwe. WFP undertook 40 country-level assessments of the effects of high food prices with a view to focusing its response (see Annex IV).

A priority list of countries was finalized, and in July a meeting with the country directors agreed on optimum WFP responses. By early August, US\$104 million had been allocated to the first 14 operations, covering 9 million beneficiaries; a further US\$30 million each was assigned to **Ethiopia** and **Somalia** to cover another 9.3 million beneficiaries. In September, US\$22 million was provided to cover a further 1.2 million beneficiaries in seven more countries.

The impacts of high food prices in absolute terms were found to be higher in towns, but the severity of the impacts was higher for the rural poor. An unprecedented finding was that government employees and salaried workers in towns and agriculturalists near towns were among the new groups of hungry people, for example in Ethiopia, Pakistan and Tajikistan.

Nearly three quarters of the funds allocated in August had been programmed by October; 90 percent had been programmed by early 2009. Four countries commenced activities in July using borrowed food, but two countries had not started activities by the end of 2008. Programming was more rapid in the second wave of countries: within one month of allocation, 40 percent of funds had been programmed; 86 percent had been programmed within two months.

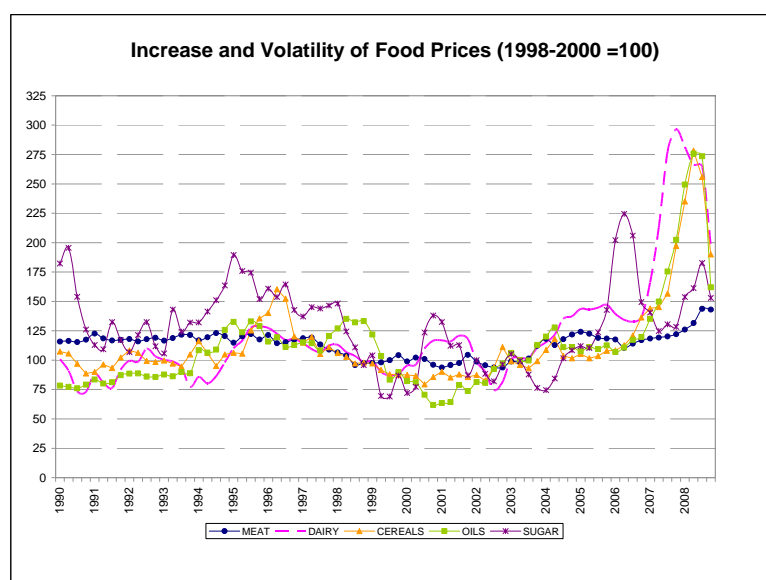
School feeding accounted for almost half the planned beneficiaries, supplementary feeding for 20 percent and general food distribution (GFD) for 16 percent. Cash and voucher programmes accounted for 8 percent of planned beneficiaries; 10 percent of beneficiaries lived in towns.

Activities using cash and/or vouchers tended to be among the slowest to start because the approach was new to WFP country offices and potential partners; detailed operational guidelines for design and implementation were not yet available. A workshop was organized in November to enhance country office skills in cash transfers.

Early assessments of the impact of WFP interventions suggested that the extra assistance had helped to reduce the effects of high food prices. A February 2009 food security assessment in **Mauritania** concluded that food insecurity had almost halved, in part because of the greater availability of food after the harvest and in part because of the joint WFP/Government intervention in which a general ration was distributed to 200,000 beneficiaries between August and December 2008.

In **Tajikistan**, EMMA funding helped the country office to attract additional funds for ongoing and new activities. Funding of activities in 2008 was five times greater than in 2007.

5. The food price crisis eroded the coping capacity of new groups of households, who reverted to negative coping strategies such as removing children from school, reducing attendance at health centres (especially PLHIV), increasing migration for work, increasing use of child labour, selling assets and increasing indebtedness. These were reported in Bangladesh, Lesotho, Liberia, Nepal, Niger, Pakistan, Tajikistan and Yemen.



6. Second, WFP's food purchasing power was eroded by 40 percent just as the number of hungry people increased. Approved budgets were insufficient to provide all the food required for the original target of 90 million beneficiaries.
7. The high food prices also had an impact on WFP's food procurement. WFP spent a record US\$1.4 billion on procurement in 2008, 30 percent more than the previous record in 2004. Increased demand for assistance meant that WFP purchased 2.8 million mt of food, the second highest tonnage on record.⁴ But the high price of food in local markets meant that in 2008 WFP procured a smaller proportion of food from low-income countries – 26 percent, compared with 55 percent in 2007 – and a greater proportion of food from middle-income countries – 50 percent, compared with 24 percent in 2007 (see Annex V). In **Ghana**, higher food prices meant that WFP could purchase only 54 percent of the required tonnage locally; and when two regional contracts were cancelled Ghana had to resort to international procurement, which delayed the arrival of food by a further three to four months.
8. WFP's regional and local procurement was further complicated in 2008 by the increasing number of countries that imposed formal or informal restrictions to protect domestic supplies. In mid-2008, 40 countries had such restrictions, including major exporters such as Argentina, India and Viet Nam. WFP managed to obtain

⁴ The quantity purchased was higher in 2003–2004, when WFP purchased large quantities of food for Iraq as part of a special bilateral operation.

waivers for humanitarian purposes in some cases, for example to export maize meal from **Zambia** for distribution in **DRC**.

9. WFP was sometimes able to obtain food at well below international prices. When the price of rice peaked in June 2008, the Government of India allowed WFP to purchase rice for humanitarian purposes at US\$422 per mt, far below the prevailing US\$750. WFP also engaged in competitive procurement through farmers' groups, with contracts for 2,182 mt at an average price of US\$370 per mt.

Forward Purchase Facility

In June 2008 the Executive Director approved a special account to allow WFP to set up its Forward Purchase Facility. This was in effect a WFP-controlled food stock, mainly to deal with volatile food prices. Food was purchased on the basis of aggregated projected needs for a region and drawn down when a project received a confirmed contribution. The facility enabled WFP to make purchases earlier than would otherwise have been the case and to save by purchasing food when prices were favourable. During 2008, WFP used the special account to purchase 182,000 mt of cereals, mainly from **South Africa**.

10. With the increase in food prices came an increase in crude oil prices, which peaked in June 2008 at almost US\$140 per barrel but fell back by the end of the year to the January 2005 level of US\$40. High fuel prices had knock-on effects on food prices, in particular by increasing transport costs. Shipping rates went to a record high in June, but later fell substantially. Land transport costs also increased: the cost of fuel increased by 20 percent in Mauritania, for example, which translated into a 6 percent rise in transport costs.
11. High fuel prices increased the cost of many agricultural inputs such as fertilizers and put them beyond the reach of marginal farmers, who produced less as a result and so were unable to benefit from high market prices.
12. WFP's vulnerability analysis and mapping (VAM) tools were invaluable in assessing country-specific causes of food price increases and whether they had led to significant changes in household food security. The assessments also recommended mitigation responses. WFP collaborated with FAO, the World Bank, the International Food Policy Research Institute (IFPRI), the United Nations Children's Fund (UNICEF), the International Fund for Agricultural Development (IFAD), the United Nations Development Programme (UNDP), Save the Children and Oxfam to harmonize collection and analysis of data on food security and nutrition. All country-level assessments were planned and implemented with national institutions such as ministries responsible for food security and with academic institutions, regional bodies, non-governmental organizations (NGOs) and United Nations partners. Partners were involved from the design phase to the final product, leveraging their comparative advantage.

13. WFP started to monitor food price developments and publish quarterly bulletins.⁵ Market surveillance systems were set up for countries in which price impact assessments had been conducted. WFP encouraged governments to collaborate with it to produce their own food price bulletins.
14. In 2008, partnership with the World Bank increased as it rolled out its US\$1.2 billion Global Food Crisis Response Programme. Some of the funds were channelled to WFP, directly in the **Central African Republic, Guinea Bissau and Liberia**, and through governments in **Burundi and Nepal**. An essential element was the use of school feeding as a safety net.

Working in an Increasingly Insecure World

15. The Emergency Preparedness and Response Web (EPWeb) hosted dedicated pages for all 2008 crises in which WFP responded: DRC, Horn of Africa, Myanmar and the Global Food Crisis. WFP situation reports, factsheets, pipeline reports and logistics updates were monitored daily. EPWeb had links to other websites concerned with operational aspects of WFP response, such as Staff Safety and Security, to raise the awareness of staff on threats, and policies and measures to mitigate risks.
16. In 2008, WFP continued to face increasing challenges to the safety and security of staff. There was a rise in the deliberate targeting of humanitarian and United Nations staff: four WFP staff were killed and 17 injured as a result of malicious acts. The number of reported security incidents in 2008 involving WFP staff or assets rose to 657, which was 36 percent more than in 2007.
17. The increase in incidents targeting WFP contractors and partners was also a concern: their services are critical in many areas. Seven truck drivers contracted by WFP and two implementing partners were killed in the Sudan, five employees of contracted transport companies were killed in Somalia and one assistant was killed in the Philippines. Attacks on WFP-contracted trucks were also registered in Afghanistan, DRC, Pakistan, Somalia and the Sudan. There were 122 incidents involving contractors and 29 cases involving WFP partners in 2008. The largest number of security incidents was the 461 registered in Africa, followed by 135 in Asia.
18. The issue of staff safety and security is being addressed in inter-agency bodies such as the Chief Executives Board (CEB) and the High-Level Committee on Management (HLCM). In 2009–2010 the Executive Director will chair the HLCM, which has made safety and security a priority and established a steering committee to review current security arrangements and recommend changes. WFP was part of the committee and led the drafting of its report in late 2008. The report should be presented to the HLCM and CEB in the first half of 2009 for adoption and implementation.

⁵ Bulletins are available at: <http://www.wfp.org/food-security/reports/FSMS>



Naval escorts for WFP ships taking relief food to Somalia

In Somalia, a combination of insecurity, drought, a succession of poor harvests, the weakness of the Somali shilling against the United States dollar and high food and fuel prices increased the number of people in need of humanitarian assistance in 2008 to 3 million.

Ninety percent of WFP food assistance for Somalia is shipped by sea from Mombasa and ports in South Africa. But the waters off Somalia are among the most dangerous in the world: pirates made 60 attacks on shipping in 2008, the worst year on record in the region.

In November 2007, for the first time in its history, ships carrying WFP food travelled to Somalia under escort by warships from France, Canada, Denmark and the Netherlands; in December 2008, the European Union made a commitment to provide escorts for WFP for up to a year.

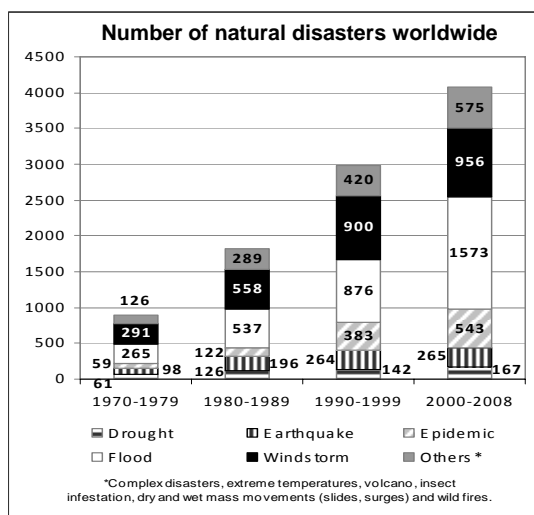
Naval escorts were an effective deterrent against the pirates: ship owners reported that the presence of a warship deterred pirates from attacking ships in the same area. Without escorts, WFP's maritime supply route would have been under threat: when naval escorts were temporarily suspended in late June, some shippers refused to load WFP food for Somalia.

In August 2008, the United Nations Security Council commended governments that had provided naval escorts for humanitarian vessels and called on other Member States to continue to provide escorts to ensure safe delivery of humanitarian assistance.

Responding to the Challenges of Climate Change – Increased Intensity, Impact and Vulnerability

19. Extreme weather had a direct impact on the work of WFP in 2008. WFP launched 23 country relief operations for victims of drought, earthquakes, floods and storms. Approved budgets for these operations amounted to US\$461 million.

20. The complexity of the emergency operations (EMOPs) responding to natural disasters was exemplified by the response to Cyclone Nargis in Myanmar. An immediate response (IR) EMOP was approved, followed by an EMOP and a special operation (SO) to assist 1.1 million victims; the total cost was US\$154 million. To facilitate timely delivery of relief, a humanitarian air bridge was created from Bangkok to Yangon. WFP was also able to purchase rice locally from other areas to accelerate the delivery of relief assistance.



21. As part of its work to ensure that hunger concerns are at the heart of the international agenda on adaptation to climate change, WFP organized in collaboration with IFAD and FAO a side-event attended by 200 people on “Climate Change and the Risk of Hunger” at the December 2008 United Nations Climate Change Conference in Poznan, Poland.

WFP’s engagement in climate change dialogue

Like most United Nations agencies, WFP is an observer at the United Nations Framework Convention on Climate Change (UNFCCC).

WFP had two broad objectives for the 2008 conference in Poznan: i) advocate that hunger concerns should be at the heart of the climate change adaptation agenda; and ii) present WFP’s role as an implementing partner for climate change adaptation.

Further engagements in 2009 include participation in:

- the Regional Consultation on the Development of the Global Climate Change Adaptation Network in the Asia-Pacific region; and
- the meetings on Climate Change Adaptation for Land and Water Management in Hanoi, Viet Nam and Bamako, Mali and the final conference in Nairobi, Kenya.

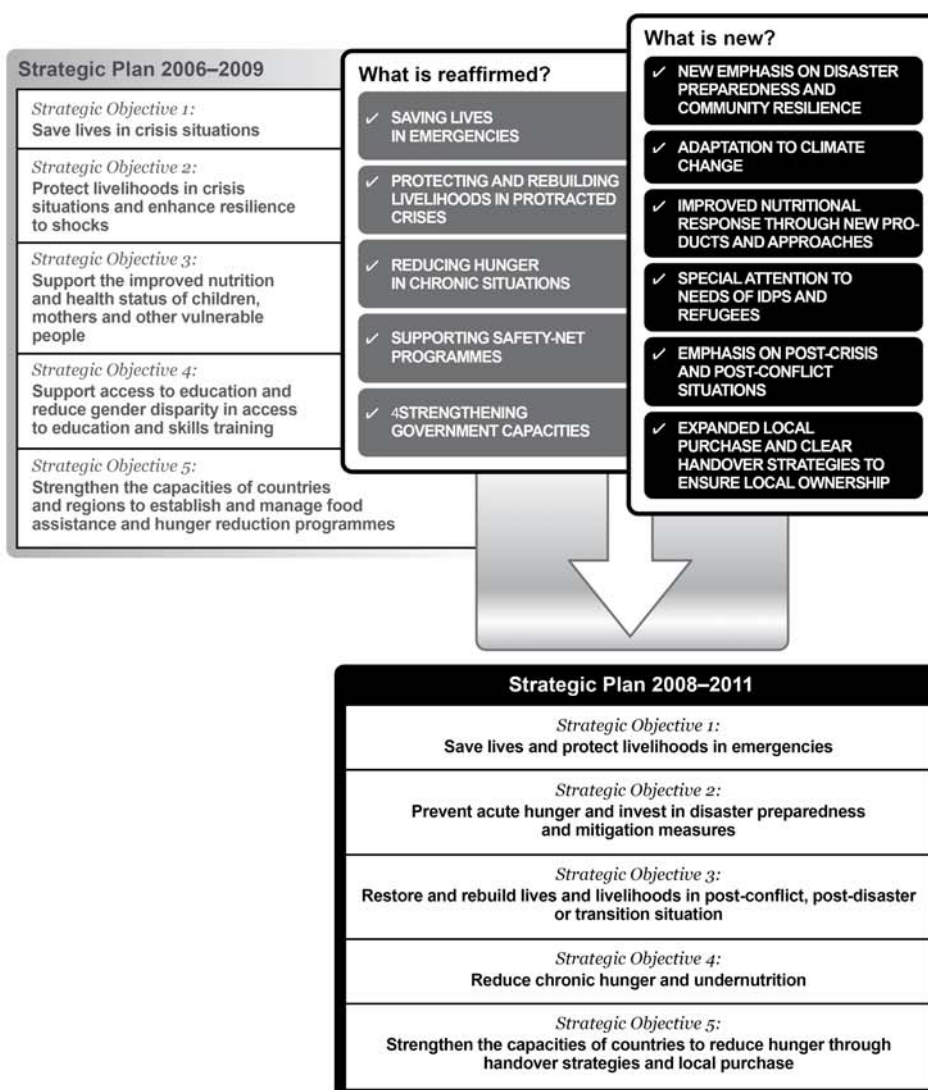
Repositioning WFP – from Food Aid to Food Assistance

22. In response to new global challenges, the Board approved the WFP Strategic Plan (2008–2011) in June 2008. This signalled a historic shift for WFP from a food aid agency to a food assistance agency. It also called for increased analysis of the causes of hunger and brought in various tools in addition to food aid to address them.
23. The aim of the Plan, which sets out WFP's vision, mission and strategic direction in terms of five revised Strategic Objectives, is to support efforts to ensure long-term solutions to the hunger challenge through increased policy dialogue, advocacy and improved analytical tools. The plan rests on the conviction that WFP needs to respond to the changing nature of hunger and adapt to the rapidly evolving environment in which it operates.
24. The Plan reaffirms WFP's mandate to save lives in emergencies, protect and rebuild livelihoods in protracted crises, address hunger in chronic situations and build capacities for the fight against hunger. It also focuses on WFP's work in particular areas: Strategic Objective 2 on disaster risk reduction includes climate change adaptation; WFP's work in post-crisis and post-conflict situations is emphasized in Strategic Objective 3; and Strategic Objective 5 focuses on enhancing capacities through local purchases and sound hand-over strategies.
25. The Plan also embodies a shift in WFP's approaches in response to global changes: there is an emphasis on assessment and analysis to determine appropriate responses to hunger in terms of context and in ways that contribute to the safety and dignity of populations in need. WFP will employ a toolkit that is broader and more flexible: it will include cash and voucher programmes, innovative nutritious food products to prevent and treat malnutrition, and Purchase for Progress (P4P) to enable small-scale farmers to access new markets and to encourage increased production.
26. To enable country offices to implement the Plan, the concept of the country strategy document (CSD) and country outline document (COD) was developed to embody a systematic approach to developing appropriate strategies for each country and identifying strategic options for WFP. A web-based user guide is being designed to support implementation of the CSDs and the application of new or modified tools.
27. The illustration below maps the transition of the Strategic Objectives from the previous Strategic Plan (2006–2009) to the new Plan.

TRANSITION OF STRATEGIC OBJECTIVES

WFP's Mandate*

- to aid in economic and social development, concentrating its efforts and resources on the neediest people and countries;
- to assist in the continuum from emergency relief to development by giving priority to supporting disaster prevention, preparedness and mitigation and post-disaster rehabilitation activities;
- to assist in meeting refugee and other emergency and protracted relief food needs, using this assistance to the extent possible to serve both relief and development purposes;
- to provide services to bilateral donors, United Nations agencies and non-governmental organizations for operations which are consistent with the purposes of WFP which complement WFP's operations.



* WFP General Regulations and General Rules, Article II





PART II: PERFORMANCE RESULTS

Results Overview

28. WFP assisted a record 102.1 million people in 2008, a 19 percent increase over 2007, with 3.9 million mt of food. Children remained the primary focus, accounting for 62 percent of WFP beneficiaries. Women and children together accounted for 82 percent of WFP beneficiaries.

Programme category	Beneficiaries (million)	Food distributed (000 mt)	Direct expenses (US\$ million)
DEV/CP*	17.6	402	292
EMOP	25.0	1 030	945
PRRO	59.4	2 484	1 789
SO	-	-	200
Total	102.1	3 916	3 226

* Development project/country programme

29. As in previous years, WFP continued to respond to large-scale protracted crises. The number of beneficiaries assisted through protracted relief and recovery operations (PRROs) in 2008 increased by 12.4 million and accounted for 60 percent of all beneficiaries, 26 percent more than in 2007. The number of beneficiaries assisted through EMOPs in 2008 increased by 63 percent to 25 million, compared with 15.3 million in 2007.

RECIPIENT	DEV	EMOP/PRRO	SO	Total	% of subtotal
Sudan	5	531	92	628	43
Ethiopia	20	262	3	285	20
Afghanistan	-	190	15	205	14
Somalia	-	168	11	179	12
Kenya	25	137	1	163	11
Subtotal	50	1 288	122	1 460	100
Total	292	2 734	200	3 226	
% of total	17	47	61	45	

Source: WFP WINGS

30. Afghanistan, Ethiopia, Kenya, Somalia and the Sudan together accounted for 45 percent of programme expenses; the Sudan was the largest single WFP operation, accounting for 16 percent. The Sudan also accounted for 41 percent of SO expenses.



31. The number of beneficiaries of development assistance fell from 23.8 million in 2007 to 17.6 million in 2008, a 26 percent decrease; but expenses on development interventions declined by only 5.5 percent compared with 2007. High food prices in 2008 were the main reason for the decline in beneficiary numbers. The re-costing of the WFP portfolio in early 2008 indicated that the development category required an additional US\$73 million. Country offices were given flexibility in the allocation of multilateral contributions to EMMA: many allocated the bulk of EMMA funds to EMOPs and PRROs, so only US\$37.5 million of EMMA funding – 49 percent of the identified extra need – was allocated to the development category. Hence contributions to development activities increased in 2008 (from a low base), but the number of people assisted fell because full resources were not available to cover the substantially increased cost of the WFP food basket.
32. Over the past three years, new project documents following RBM guidelines have shown progressive improvement. Of the 40 project documents⁶ reviewed in 2008, 83 percent met RBM standards, an increase from 75 percent in the previous year.
33. All project documents satisfied the requirement of a logical framework, but quality varied greatly. The weak links between outputs and outcomes reinforced the need to align projects with the indicators in the *Strategic Results Framework* and the *WFP Indicator Compendium*. Only 35 percent of projects set measurable targets, and only 55 percent had evaluation or follow-up surveys; 83 percent of project documents provided detailed RBM monitoring results, along with analysis.
34. The difficulty in measuring outcomes is the result of inadequate definition of indicators, different methods of data collection and the variety of data sources; comparison and aggregation are hence problematic. Collecting and analysing data on outcomes is more complex than for outputs; it also takes time, especially in new projects. Projects under Strategic Objective 5 were particularly weak in reporting progress.
35. In 1994, the then governing body⁷ established that WFP would allocate at least: i) 50 percent of its development resources to least developed countries (LDCs); and ii) 90 percent of its development resources to low-income, food-deficit countries (LIFDCs), including LDCs. WFP Strategic Plan (2004–2007) established that by 2007 at least 90 percent of untied multilateral funding from donors should be allocated to “concentration countries” (see End Notes, Annex I). In 2008 WFP allocated 66 percent of multilateral resources for development to LDCs, far exceeding the target of 50 percent and came close to meeting the 90 percent target for concentration countries with the 87.5 percent. A significant factor affecting the split between concentration and non-concentration countries was that additional resources needed to cover food and fuel cost increases had to be directed through development activities.

⁶ These exclude SOs, budget revisions and some P4P projects.

⁷ Thirty-eighth Session of the Committee on Food Aid Policies and Programmes (CFA), 1994



WFP and the MDGs

2007 2008

KEY FIGURES

MDG 1 Eradicate extreme poverty and hunger

		BENEFICIARIES	ACTIVE PROJECTS IN 2008
86.1	102.1	million hungry people in 78 countries (80 in 2007)	CPs 31
23.8	17.6	million in development projects (DEVs/CPs)	DEVs 22
15.3	25	million in emergency operations (EMOPs)	EMOPs 48
8.1	9.3	- million in conflict situations	PRROs 69
7.2	15.7	- million in natural disasters	SOs 44
47.0	59.4	million in PRROs	TOTAL 214
71.0	83.9	million women and children	
1.9	1.9	million refugees	
8.8	9.5	million internally displaced people (IDPs)	
0.8	0.9	million returnees	
		QUANTITY OF FOOD AID	
3.3	3.9	million mt of food distributed	
2.1	2.8	million mt of food procured by WFP	
		APPROVED PROJECTS IN 2008⁸	
6	3	CPs, valued at US\$155 million	
10	3	DEVs, valued at US\$29 million	
32	32	EMOPs/Immediate Response Account (IRA), valued at US\$2,133 million	
31	15	PRROs, valued at US\$1,625 million	
14	23	SOs, valued at US\$261 million	
		REVENUE AND EXPENSES (US\$ billion)	
2.705	5.042	in contributions received	
N.A	5.115	in revenue	
2.753	3.536	in direct expenses	
N.A	3.725	in total expenses	
		DEVELOPING COUNTRIES AND WFP ASSISTANCE	
88.5	87.7	percent of allocated development multilateral resources meeting country concentration criteria	
74.0	66.0	percent of allocated development resources reaching LDCs	
79.4	75.6	percent of food procured, by tonnage, in developing countries	
72.0	68.0	percent of WFP assistance invested in sub-Saharan African countries	

⁸ Indirect support costs (ISC) are not included.



2007	2008	KEY FIGURES
MDG 2 Achieve universal primary education		
19.3	20.5	million schoolchildren received school meals/take-home rations ⁹
46.6	49.3	percent were girls
6.0	8.7	percent annual rate of change in absolute enrolment for children in schools with WFP school feeding programmes
93.0	93.0	percent of school days children attended in the year with school feeding programmes
MDG 3 Promote gender equality and empower women		
52.2	51.9	percent of beneficiaries were women or girls
240 000	266 126	women were in leadership positions on food management committees
5.1	6.7	million women received household food rations at distribution points in general food distributions
4.2	5.1	million household food entitlements were issued in women's names for general food distributions
MDG 4 Reduce child mortality		
53.6	62.2	million children were assisted in WFP operations
5.7	6.3	million malnourished children received special nutritional support
MDG 5 Improve maternal health		
2.0	2.8	million vulnerable women received additional nutritional support
MDG 6 Combat HIV and AIDS, malaria and other diseases		
20	19	of the 25 highest HIV and AIDS prevalence countries received WFP assistance
1.8	2.4	million people affected by HIV and AIDS received WFP assistance
50	47	countries received assistance for TB and HIV and AIDS prevention activities
MDG 7 Ensure environmental sustainability		
17.1	21.3	million people received WFP food as an incentive to build assets, attend training, build resilience to shocks and preserve livelihoods
MDG 8 Develop a global partnership for development		
15	15	stand-by partners
12	10	FAO/WFP crop and food supply assessments (CFSAs) conducted
8	14	UNHCR/WFP joint assessment missions conducted
84	150	corporate and private entities donating cash and in-kind gifts, worth US\$194 million in 2008
2 815	2 838	NGOs worked with WFP

⁹ In addition, 1.98 million schoolchildren benefitting from WFP-managed trusts funds in El Salvador (888,000) and Honduras (1.1 million).



Results by Strategic Objective

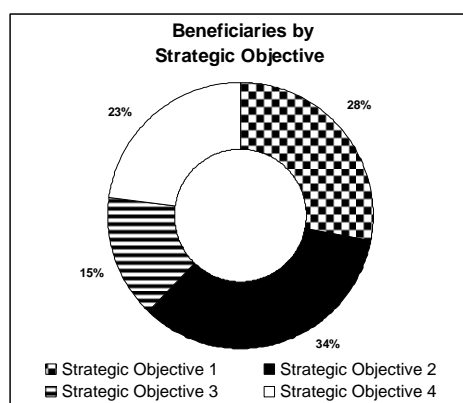
36. The results reported in 2008 by Strategic Objective include overall outcomes and outputs. The country reports illustrate the challenges to WFP in providing assistance and describe how these challenges were overcome.

37. Table 3 shows the number of projects aligned to each Strategic Objective. Most projects included more than one Strategic Objective.

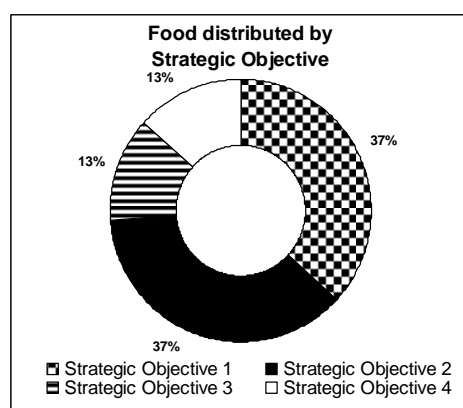
Table 3: Projects aligned with Strategic Objectives

Strategic Objective	Number of projects
1	89
2	110
3	99
4	100
5	47

38. For the fourth year, Strategic Objective 2 reached the largest number of WFP beneficiaries – 35 million or 34 percent of the total – followed by Strategic Objective 1 with 28.5 million, Strategic Objective 4 with 23.2 million (20.5 million children and 2.7 million adults) and Strategic Objective 3 with 15.3 million, of whom 13.4 million were women and children.



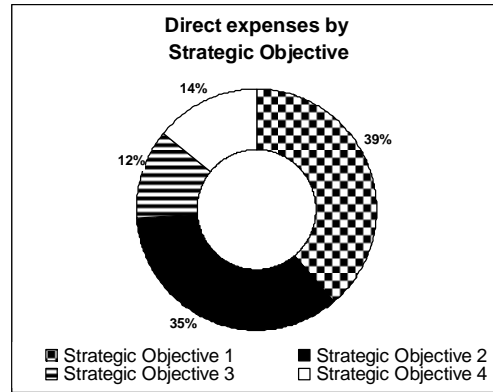
39. Strategic Objectives 1 and 2 accounted for 74 percent of food distributed in 2008. Of Strategic Objective 2 food distributions, 70 percent were through PRROs and 24 percent through EMOPs. For Strategic Objective 1, PRROs accounted for 61 percent of distributions and EMOPs for 36 percent. GFDs accounted for 97 percent of Strategic Objective 1 distributions; for Strategic Objective 2, food for assets (FFA) and GFD were the main activities: FFA accounted for 48 percent and GFDs 44 percent of food distributed.



40. Strategic Objective 3 accounted for 13 percent of food distributed. Mother-and-child health and nutrition (MCHN) and supplementary feeding were the main activities, accounting for 66 percent of food distributions; programming for HIV and AIDS and orphans and other vulnerable children (OVC) accounted for 21 percent.

41. Strategic Objective 4 accounted for 13 percent of food distributed, a decline from 16 percent in 2007, and 23 percent of beneficiaries. Primary and secondary school feeding accounted for 93 percent of food distributions. Of Strategic Objective 4 beneficiaries, 43 percent were assisted through DEVs, 38 percent through PRROs and 18 percent through EMOPs.

42. In proportional terms, expenses in each Strategic Objective were broadly in line with the food distribution figures as in 2007. Strategic Objectives 1 and 2 accounted for three quarters of operational expenses. Strategic Objective 1 was slightly higher at 39 percent of expenses than Strategic Objective 2 at 35 percent. The proportion of expenses for Strategic Objective 3 was 12 percent and for Strategic Objective 4 14 percent, the same as in 2007.



Strategic Objective 1 – Save lives in crisis situations

Table 4: Strategic Objective 1 – Outcome			
1.1	Reduced and/or stabilized acute malnutrition in an identified population in conflict- and disaster-affected areas.		
1.2	Reduced and/or stabilized mortality in an identified population in conflict- and disaster-affected areas.		
Outcome Performance Indicators		Target	Actual
1.1.1	Prevalence of acute malnutrition among under 5s in an identified population by gender (assessed using weight-for-height).	<10%	
1.2.1	Crude mortality rate (CMR) in an identified population: among the targeted population by the end of the first EMOP period.	<1/10 000/day	See text below.
1.2.2	Under 5 mortality rate in an identified population: among children under 5 by the end of the first EMOP period.	<2/10 000/day	

43. Operations related to Strategic Objective 1 involved GFD under EMOPs and PRROs to save lives in crisis situations. In most cases, GFDs were accompanied by supplementary feeding targeting acutely malnourished children¹⁰.

44. In 2008, 89 operations were aligned with Strategic Objective 1. Of these, 11 EMOPs were of short duration and accordingly did not report corporate outcomes. Of the remaining operations, 29 reported on at least one corporate indicator and five reported on project-specific indicators.

45. Twenty-eight projects reported results on acute malnutrition; 71 percent of results came from surveys conducted

Table 5: Trends in Corporate Outcome Indicators

Indicator	Projects reported	Indicators reported	Improvement (%)	Same/worse (%)
CMR	9	9	50	50
Acute malnutrition	28	47	62	38

by WFP and 29 percent from those by partners. Nine operations reported outcomes on mortality. Of the 28 projects that reported on acute malnutrition, 62 percent showed improved nutritional status. In 9 percent of projects no change was observed; in 29 percent deterioration was reported in rates of acute malnutrition.¹¹

¹⁰ Supplementary feeding is reported under Strategic Objective 3.

¹¹ The reasons include seasonality and associated fluctuations in malnutrition rates, negative impact of high food prices on households' ability to acquire complementary food and clean drinking water.

Democratic Republic of the Congo – Saving Lives in an Ongoing Conflict¹²

46. WFP continued to provide emergency food assistance throughout the year for people affected by conflict in DRC, especially in North and South Kivu and the eastern provinces. The frequent upsurges of conflict resulted in an increased number of IDP beneficiaries. The situation in October deteriorated dramatically, with major attacks in eastern DRC culminating in an assault on Goma city.

DRC 2008 Emergency Timeline	
February – March	Increase number of IDPs in North Kivu.
9 May	Beneficiaries in North Kivu increased. Pipeline break started.
August – September	Upsurge of the conflict in North Kivu. Attacks in Haut Uélé.
18 September	Budget Revision approved with increase of 110,149 mt of food.
October – November	Massive displacements in Goma city and Dungu town caused by attacks. Pipeline break ended.
November	Food distribution to IDPs in Goma, Kiwanja and Rutshuru started.
5 December	Budget Revision 4 with US\$70 million approved.
6 December	Airlift to Entebbe-Dungu started.
14 December	Air strikes against resistance army by Ugandan air force in Haut Uélé.
15 December	Budget Revision 6 with US\$2.4 million approved.

47. Before the renewed outbreak of conflict, WFP distributed a reduced 15-day ration so that people could take the food with them if they had to flee. Later distributions to camps around Goma were undertaken simultaneously to prevent people from returning to the city in search of food and to prevent disturbances at distribution sites.

48. WFP struggled to maintain the food pipeline under severe difficulties. At the beginning of the year the operation suffered major shortfalls, and it took three to six months for resources to arrive. WFP increased its food supplies by drawing on a 1,000 mt contingency stock, expediting deliveries from **Uganda** and **the United Republic of Tanzania** and borrowing from WFP operations in **Rwanda**.

49. **Achieving Results.** Food delivery was often delayed because of the poor roads, which deteriorated further during the rainy season. Aircraft, trucks, trains and barges were used to reach remote areas. In December, WFP launched an air operation to deliver urgent supplies to northeastern DRC. The capacity of the Goma office was reinforced by national and international staff.

¹² PRRO 10608.0 “Targeted Food Assistance for Relief and Recovery in the DRC”



50. To cope with frequent breaks in the food supply, WFP prioritized its interventions to ensure that the most vulnerable groups had adequate access to food and scaled up activities to compensate for long periods of conflict during which food aid could not be delivered.

	Baseline	Follow-up (2006)	Follow-up (2007)
Acute Malnutrition – Mulungu (South Kivu)	12.0	10.0	7.1
Acute Malnutrition – Masisi (North Kivu)	11.4	12.5	16.0
Acute Malnutrition – Mweso (North Kivu)	8.9	14.6	6.8
Acute Malnutrition – Rwanguba (North Kivu)	5.4	16.3	6.3

Haiti – Helping through the Hurricane Season¹⁴

51. Four hurricanes and tropical storms hit Haiti in late August and early September. They caused severe damage throughout the country, destroyed or damaged 100,000 houses, left vast areas inaccessible by road and caused devastating floods in and around the town of Gonaïves. Losses and damage were valued at 15 percent of Haiti's gross domestic product (GDP).

Haiti 2008 Emergency Timeline	
15 August	Tropical storm Fay hit the South
26 August	Hurricane Gustav hit the South East, West, Nippes and Grande Anse.
2-3 September	Gonaïves heavily damaged by Hurricane Hanna.
4 September	The first WFP team and technical experts in Gonaïves arrived.
5 September	First barge sent to Gonaïves
8 September	Heavy rain provoked by Hurricane Ike
9 September	IR-EMOP 10785.0 for 360 000 beneficiaries approved
13 September	Food deliveries and distributions along southeastern peninsula started.
15 September	Road access to Gonaïves established. First consignment of vehicles arrived.
18 September	First convoy by road from Port-au-Prince to Gonaïves. Flash Appeal launched
19 September	Logistics base in Gonaïves established
24 September	Air operation started; second convoy of eight trucks sent to Gonaïves.
12 November	EMOP 10781.0 for 880 000 beneficiaries approved Total value: US\$31 million

52. In view of the extent of the damage, WFP used blanket GFD in Gonaïves and targeted GFD in other parts of the country. In November, food for work (FFW) was started to clean schools and clear canals on the Gonaïves plain.

¹³ Emergency food security and nutrition assessment in DRC, 2007

¹⁴ EMOP 10781.0 "Food Assistance to Flood-Affected Populations in Haiti"



53. As leader of the logistics cluster, WFP immediately launched two SOs at a total cost of US\$17 million: an air operation to allow the delivery of humanitarian goods to inaccessible areas and an operation to augment logistics systems by deploying trucks and temporary warehousing. The US Coast Guard and US Navy provided valuable support in delivering relief supplies by sea.
54. WFP also created a logistics hub to facilitate the work of the humanitarian community in Gonaïves. The United Nations Humanitarian Response Depot (UNHRD) operated by WFP in Panama provided several shipments of aid from United Nations agencies and NGOs.

Myanmar – Saving Lives through a Coordinated Humanitarian Effort

55. In May 2008 Cyclone Nargis struck the southwest coast of Myanmar and swept through the Ayeyarwady Delta, the nation’s rice bowl and home to its most productive fisheries. The cyclone affected 2.4 million people and inundated many of the rice-growing areas.
56. WFP’s primary objective was to save and sustain the lives of 1 million people.¹⁵ WFP provided assistance through GFDs in the affected areas, complemented by a limited cash intervention in Yangon, where markets continued to function.
57. **Achieving Results.** WFP started contingency planning with other United Nations agencies, government counterparts and NGOs as soon as the cyclone warning was issued. In the context of the Post Nargis Joint Assessment, WFP conducted a rapid food security assessment of affected households and undertook a market survey to help to design the most appropriate interventions.
58. A humanitarian air bridge from Bangkok to Yangon was established, along with five logistics hubs and 24 warehouses, to ensure an uninterrupted supply chain of life-saving materials for victims deep in the delta. An SO provided additional common services for the humanitarian agencies responding to the crisis.¹⁶

¹⁵ EMOP 10749.0 “Food Assistance to Cyclone-Affected Populations in Myanmar”

¹⁶ SO 10751.0 “Logistics Augmentation and Coordination in Support of the Humanitarian Community in Myanmar”



59. Positive indications of recovery were noted by early December: 70 percent of beneficiaries reported that they had consumed at least two meals per day, 86 percent had diversified their food consumption and 34 percent judged that their livelihoods had been re-established to pre-cyclone levels.

60. Redeployment of national staff from WFP operations at the onset of the emergency was an important factor in ensuring a timely response. WFP's coordination proved crucial in preventing double coverage of food and non-food distributions by humanitarian agencies. It emerged that cash transfers were not entirely suitable for market conditions in Myanmar, but the experience suggested they were likely to be suitable where markets were more free.

Myanmar 2008 Emergency Timeline	
2– 3 May	Cyclone Nargis hit southern Myanmar. Cluster system activated
6 May	IR-EMOP10748.0 of US\$0.5 million approved. Planned beneficiaries: 40 000 Duration: maximum 30 days First food distributions
9 May	Flash appeal for US\$187 million launched
12 May	EMOP10749.0 of US\$70 million approved. Planned beneficiaries: 750 000 Food: 65,615 mt Duration: 6 months
May–June	Post-Nargis joint assessment of needs in the Ayeyarwady Delta.
10 July	Flash appeal revised. Total: US\$482 million.
1 August	Budget revision of US\$114 million approved. Planned beneficiaries: 924 000. Food: 104,094 mt. Duration: 12 months. December actual beneficiaries: 1.1 million.
August–September	Post-Nargis joint assessment II re-actualized needs in the Ayeyarwady Delta.
October	CFSA provided an accurate picture of food security in the post-cyclone period.

Early Impact Analysis

A tool developed by the Information Technology for Humanitarian Assistance, Cooperation and Action (ITHACA) centre for WFP uses satellite imagery and data to determine the impact of natural disasters, comprising locations, affected populations and infrastructure damage. In 2008, Early Impact Analysis successfully supported WFP's emergency coordination efforts in China (earthquake), Haiti, Madagascar (Cyclone Ivan), Mozambique, Myanmar (Cyclone Nargis), Zambia and others, and was invaluable in planning and prioritizing locations for needs assessments and logistics routes.

Outputs and Expenses

Table 7: Strategic Objective 1 – Output Performance Indicators					
1.1	Timely provision of food in sufficient quantity for targeted beneficiaries in conflict- and disaster-affected areas.				
Estimated Number of Beneficiaries 2008 (million)					
Women	Girls	Men	Boys	Total	
6.9	7.9	5.9	7.8	28.5	
Beneficiaries, Tonnes and Expenses by Programme Category					
Programme category	Beneficiaries (million)	Food distributed (000 mt)	Food distributed (%)	Estimated direct expenses (US\$ million)	% of expenses
DEV	0.9	46	3.1	16	1.3
EMOP	10.7	526	36.4	513	40.8
PRRO	16.9	875	60.5	576	45.8
SO				152	12.1
TOTAL	28.5	1 447	100.0	1 257	100.0
Tonnes and Expenses by Main Activities					
Activity types	Food distributed (000 mt)	Food distributed (%)	Estimated direct expenses (US\$ million)	% of expenses	
FFA/FFW	46	3.2	31	2.5	
GFD	1 398	96.6	1 063	84.6	
HIV and AIDS and OVC	1	0.1	1	0.1	
MCH*/supplementary/therapeutic/vulnerable group feeding	2	0.1	1	0.1	
Common services			152	12.1	
Other			9	0.7	
TOTAL	1 447	100.0	1 257	100.0	

* Mother-and-child health

Strategic Objective 2 – Protect livelihoods in crisis situations and enhance resilience to shocks

Table 8: Strategic Objective 2 - Outcome				
2.1	Increased ability to meet food needs within targeted households in crisis situations or vulnerable to shocks			
2.2	Increased ability to manage shocks in targeted households in crisis situations or vulnerable to shocks			
Outcome Performance Indicators			Target	Actual
2.1.1	Proportion of beneficiary household expenses devoted to food (to be collected on a pilot basis)		65–70	See text below
2.1.2	Dietary diversity (to be collected on a pilot basis)		TBD*	
2.2.1	Appropriate indicators under discussion		TBD	

* To be decided

61. Activities under Strategic Objective 2 included FFW, FFA and food for training (FFT) that contributed to meeting future shocks. In 2008, 110 projects had objectives related to Strategic Objective 2, an increase of 28 projects compared with 2007. In eight projects, activities were not implemented because of lack of funds, limited capacity among cooperating partners or constrained security.

62. Forty-five projects reported on corporate outcome indicator 2.1.1, a considerable improvement from 26 in the previous year. Nine of these projects provided only a base value; 36 reported results, of which 67 percent showed an improvement or a smaller percentage of household income spent on food; for 33 percent the situation was negative.

63. Various additional indicators were used to report on outcomes, reflecting the diversity of activities under Strategic Objective 2. Fifty projects provided information on 80 project-specific outcome indicators such as food

Table 9: Trends in Corporate Outcome Indicators				
Indicator	2007		2008	
	Projects reported	Improvement (%)	Projects reported	Improvement (%)
Proportion of household expenses devoted to food	26	69	36	67
Project-specific	47	83	50	64

consumption score, coping strategies index (CSI) and benefit from newly-created assets; only 32 of these projects (64 percent) reported an improvement.

64. One of the reasons for increased food expenditure in 2008 and the consequent smaller proportion of projects reporting improvement was the significant increase in the prices of most staple foods in countries receiving WFP assistance.

Chad – Assisting Sudanese Refugees, IDPs, Host Communities and Refugee-Affected Local Populations in Eastern Chad¹⁷

65. Recurrent insecurity along the border with the Darfur region of the Sudan rendered most WFP-assisted schools and FFW/FFT locations in eastern Chad inaccessible. Only 54,594 mt of the planned food tonnage – 51 percent – was distributed under the EMOP; 22,000 students and 10,000 FFW/FFT participants were deprived of WFP food assistance from December 2007 to March 2008. Food distribution in some refugee camps and IDP sites was temporarily suspended or postponed. NGO implementing partners closed their offices and ceased activity in the Ade and Dogdore regions.

66. **Achieving Results.** Despite volatile security conditions in eastern Chad, WFP provided live-saving food assistance for 250,000 Sudanese refugees in 12 camps with a daily 1,893 kcal per person. The percentage of refugee households with acceptable food consumption improved significantly from 9 percent in 2006 to 54 percent in 2008, indicating an overall improvement in the quality of food consumed. The proportion of IDP households with acceptable food consumption increased from 16.3 percent in 2006 to 70.9 percent in 2008.

Table 10: Protecting livelihoods in crisis situations and enhancing resilience to shocks under Chad EMOP 10559.0

Indicator	Baseline Nov 2006 (%)	Follow-up Nov 2007 (%)	Follow-up Nov 2008 (%)
Dietary diversity among the Sudanese refugees: percentage of households with acceptable food consumption	9.4	41.8	54.2
Dietary diversity among the IDPs: percentage of households with acceptable food consumption	16.3	41.1	70.9
Percentage of beneficiary household (IDPs) expenditures devoted to food	-	78.0	52.0
Percentage of beneficiary household (refugees) expenditures devoted to food	-	38.0	80.0

67. Although the food security of the refugees improved, the proportion of refugee household expenditures devoted to food increased because of high food prices and because rations had to be reduced. IDP expenditures on food decreased as their

more stable situation allowed them to produce more of their own food.

¹⁷ EMOP 10559.0 “Assistance to Sudanese Refugees, Internally Displaced, IDP Host Communities and Refugee-Affected Local Populations in Eastern Chad”

Ethiopia – Building Resilience through Social Protection¹⁸

68. A combination of rising food and fuel prices and widespread drought had a devastating effect on Ethiopia’s economy in 2008. Cereal prices rose rapidly and markets began to collapse as traders lost access to credit. Communities that accessed food through markets were particularly badly affected, with 12 million people requiring food assistance.

69. The national Productive Safety Net Programme (PSNP) in Ethiopia helped chronically food-insecure people to manage shocks and invest in activities that enhanced their resilience. Food and cash assistance prevented the depletion of household assets and created community assets, mainly in environmental rehabilitation and the management of natural resources. The PSNP assisted 7 million people, including 4 million who received WFP food support.

Ethiopia 2008 Emergency Timeline	
January	PRRO 10665.0 started; original target up to 1 million beneficiaries
April	Joint emergency “requirement document” released Estimated relief beneficiaries: 2.2 million
May	High level of malnutrition reported in Southern region Agreement to extend assistance for further 3 months to 5.7 million safety-net beneficiaries out of 7.5 million total
June	Requirement document revised Estimated relief beneficiaries: 4.6 million
July–Aug.	Urban vulnerability assessment
Aug.–Sept.	Relief to beneficiaries increased to 6.4 million

70. **Achieving Results.** WFP assistance for PSNP beneficiaries helped to maintain their food consumption, despite rising food prices. A performance review found improved income and reduced poverty levels since 2006 among PSNP beneficiaries compared with non-beneficiaries. PSNP helped to mitigate the effects of the 2008 crisis, but it was insufficient to protect beneficiaries fully. Post-distribution monitoring showed that with rapidly rising food prices 74 percent of cash beneficiaries would have preferred to receive food if they had been allowed to choose.

¹⁸ PRRO 10665.0 “Responding to Humanitarian Crises and Enhancing Resilience to Food Insecurity”



Outputs and Expenses

Table 11: Strategic Objective 2 – Output Performance Indicators					
2.1 Timely provision of food in sufficient quantity for targeted beneficiaries in crisis and transition situations or vulnerable to shocks.					
Estimated Number of Beneficiaries (million)					
Women	Girls	Men	Boys	Total	
8.2	9.8	7.2	9.8	35.0	
Beneficiaries, Tonnages and Expenses by Programme Category					
Programme category	Beneficiaries (million)	Food distributed (000 mt)	% of food distributed	Estimated direct expenses (US\$ million)	% of expenses
DEV	3.4	91	6.3	50	4.4
EMOP	7.7	349	24.0	333	29.4
PRRO	23.9	1 011	69.7	700	61.9
SO				48	4.2
TOTAL	35.0	1 451	100.0	1 131	100.0
Tonnages and Expenses by Main Activities					
Activity types		Food distributed (000 mt)	% of food distributed	Estimated direct expenses (US\$ million)	% of expenses
FFA/FFW		703	48.4	475	42.0
FFT/Literacy and Numeracy		45	3.1	43	3.8
GFD		638	44.0	512	45.3
HIV and AIDS and OVC		21	1.4	6	0.5
MCH/supplementary/therapeutic/vulnerable group feeding		4	0.3	2	0.2
Settlement/resettlement		40	2.8	36	3.2
Infrastructure rehabilitation/logistics support				48	4.2
Other				9	0.8
TOTAL		1 451	100.0	1 131	100.0

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

Table 12: Strategic Objective 3 – Outcome			
3.1	Reduced level of malnutrition among targeted children		
3.2	Reduced level of malnutrition among women		
3.3	Reduced level of anaemia among pregnant and lactating women and targeted children		
3.4	Improved quality of life of beneficiaries targeted in HIV and AIDS support programmes		
Outcome Performance Indicators		Target	Actual
3.1.1	Prevalence of under 5 malnutrition among targeted children assessed using height, weight and age, disaggregated by gender:		
	- prevalence of acute malnutrition among girls and boys under 5	<10%	See text below
	- prevalence of underweight children	No target set	
3.2.1	Prevalence of malnutrition among targeted women of childbearing age, assessed using body mass index (BMI) and/or low birthweight (to be collected on a pilot basis)	No target set	“
3.3.1	Prevalence of anaemia among targeted beneficiaries (to be collected on a pilot basis)	“	“
3.4.1	Weight gain among beneficiaries (to be collected on a pilot basis)	“	“
3.4.2	Treatment adherence rate by treatment and care programmes – duration of programme, percent treatment compliance, etc. (to be collected on a pilot basis)	“	“

71. Strategic Objective 3 includes support for specialized feeding, MCH programmes, food fortification, improving awareness about nutrition issues and HIV and AIDS, deworming of children and support for PLHIV and people with TB. These ensure that undernutrition and poor health are prevented or mitigated by providing quality food and promoting healthy practices among vulnerable people.
72. In their operational objectives, 99 projects referred to Strategic Objective 3, of which 87 had nutrition/MCHN objectives; of these 87 projects, 52 reported on corporate indicators, 37 on project-specific indicators and 24 on “free text” indicators relating to the main intended outcome of the project. In the 52 projects reporting corporate indicators, there were 19 instances in which baseline and follow-up data were not included, which impeded assessment of progress; 33 of the projects included baseline and follow-up data. The proportion of Strategic Objective 3 activities that used corporate indicators increased from 54.5 percent in 2007 to 59.8 percent in 2008.

73. Underweight among children under 5 is the preferred Strategic Objective 3 indicator to assess children's nutritional status. It was reported in 33.3 percent of projects, up from 28.4 percent in 2007. Stunting was reported in 23 percent of the projects, compared with 25 percent in 2007.

Indicator	Positive outcome %/(no.)*	Negative outcome %/(no.)*	Total
Under 5 underweight (weight-for-age<-2z)	61.3 (8)	38.7 (5)	100 (13)
Under 5 chronic malnutrition-stunting (height-for-age<-2z)	58.3 (7)	41.7 (5)	100 (12)
Low BMI among non-pregnant women	50.0 (1)	50.0 (1)	100 (2)
Low birthweight	100.0 (3)	-	100 (3)
Anaemia under 5	83.3 (5)	16.7 (1)	100 (6)
Anaemia 6-36 months	100.0 (2)	-	100 (2)
Anaemia pregnant and lactating women	66.7 (6)	33.3 (3)	100 (9)
Under 5 acute malnutrition (weight-for-height<-2z), oedema	100.0 (6)	-	100 (6)
Under 5 acute malnutrition (weight-for-height<80% med.), oedema	50.0 (1)	50.0 (1)	100 (2)

* No. refers to absolute frequency

Afghanistan – Initiative to Improve Nutrition¹⁹

74. Since 2004, WFP has provided technical and financial support to increase the availability of locally-produced fortified wheat flour in Afghanistan, including supplying micro-feeders to mills and a premix of nutrients. In 2008, 30,000 mt of fortified wheat flour were produced, a 76 percent increase over 2007.
75. **Achieving Results.** To increase the impact of flour fortification, WFP launched a public awareness campaign on the health and nutrition benefits of fortified flour with a view to reducing the severity of micronutrient deficiencies, especially among women of reproductive age. These targeted community health workers, millers, bakers and the general population through posters, leaflets and radio and TV spots. Preliminary findings indicated a rise in consumer demand for fortified flour.
76. The availability of wheat in Afghanistan fell during the year, however, because of export bans by neighbouring countries, high food prices and drought. To prevent disruption of the flour supply, WFP negotiated with the Government of Pakistan to obtain 50,000 mt of wheat from its Trading Corporation in September.

¹⁹ PRRO 10427.0 "Post-Conflict Relief and Rehabilitation in Islamic Republic of Afghanistan"



Burkina Faso – Overcoming Undernutrition²⁰

77. A supplementary feeding programme was among rehabilitation activities in Burkina Faso, delivered through the healthcare system and in collaboration with village committees and NGOs. Malnourished children under 3 and pregnant and lactating women were targeted through awareness sessions, mainly on the promotion of good hygiene and child feeding practices, reduction of micronutrient deficiencies among children and pregnant and lactating women and improved household food security.
78. **Achieving Results.** Six-monthly monitoring surveys found that WFP assistance contributed to reducing child malnutrition. The percentage of children under 3 suffering from acute malnutrition declined from 16.5 percent to 13 percent. Targeting undernourished women reduced the proportion of low birthweight from 16 percent to 11 percent.

Table 14: Support the Improved Nutrition and Health Status of Children, Mothers and Other Vulnerable People under Burkina Faso PRRO 10541.0

Indicator	Baseline 2007 (%)	Follow-up March 2008 (%)	Follow-up August 2008 (%)
Percentage of under 3 acute malnutrition (weight-for-height <-2Z) in WFP-assisted health districts	16.5	15.5	13
Incidence of low birthweight (percentage of infants <2.5 kg at birth)	16.2	12.0	11.1

WFP Support for People Living with HIV

79. In 2008, WFP assisted 2.4 million beneficiaries with food and nutrition support through HIV and AIDS interventions. WFP implemented HIV and/or TB activities in 47 countries in Africa, Asia and Latin America, including 19 of the 25 countries with the highest HIV prevalence. The number of countries implementing anti-retroviral therapy (ART) programmes increased from 16 in 2006 to 37 in 2008. ART beneficiaries increased from 332,000 in 2007 to 621,000 in 2008, an increase of 87 percent.
80. In **Ethiopia** poverty, high food costs and unemployment combined to increase the food insecurity of AIDS-affected households in 2008. WFP provided food and nutrition support through the Government and NGO partners. A survey to measure the impact of WFP's assistance found that 95 percent of beneficiaries who received food with treatment reported better health and greater ability to engage in community activities. Striking results were also seen in adherence to ART: 99 percent of patients who received food assistance were able to adhere to treatment, more than the World Health Organization (WHO) target of 95 percent and a significant improvement over the 2007 figure of 69 percent. The national adherence rate is only 72 percent. During the preceding six months, 47 percent of ART patients on food support had gained more than 10 percent of their body weight,

²⁰ PRRO 10541.0 "Reversing Growing Undernutrition in Food Insecure Regions"



compared with a baseline of 25 percent, demonstrating the nutritional impact of food support when linked to ART.

81. In **Burkina Faso** WFP assisted 4,000 PLHIV with family rations through local associations. A survey of the impact of food and nutrition support for PLHIV in comparison with those not receiving WFP assistance found that the former were better off in terms of BMI and haemoglobin levels. Household food security also differed: assisted households allocated 52 percent of their budgets to food; for households not assisted by WFP the proportion was 61 percent.

82. In **Zimbabwe** WFP assessed the impact of the withdrawal of food support for home-based care clients after the Government had suspended NGO activities. Results showed that food stocks had declined and households were having to choose between buying food or medical attention. The CSI, which measured stress on households, rose dramatically from October 2007 to July 2008, showing that 90 percent of the home-based care households had been forced to buy cereals in markets. The high level of food insecurity in these households was reflected in extreme negative coping mechanisms such as reducing the number of meals per day, reducing consumption among adults and borrowing.

Outputs and Expenses

Table 15: Strategic Objective 3 – Output Performance Indicators					
3.1 Timely provision of nutritious food in sufficient quantity for targeted young children, mothers and other targeted beneficiaries vulnerable to nutrition and health risks					
3.2 Provision of deworming tablets for targeted children and mothers					
Estimated Number of Beneficiaries (million)					
Women	Girls	Men	Boys	Total	
3.2	5.3	1.9	4.9	15.3	
Beneficiaries, Tonnages and Expenses by Programme Category					
Programme category	Beneficiaries (million)	Food distributed (000 mt)	% of food distributed	Estimated direct expenses (US\$ million)	% of expenses
DEV	3.4	82	16.6	52	13.8
EMOP	2.1	73	14.8	37	9.8
PRRO	9.8	338	68.6	289	76.5
TOTAL	15.3	493	100.0	378	100.0
Tonnages and Expenses by Main Activities					
Activity type		Food distributed (000 mt)	% of food distributed	Estimated direct expenses (US\$ million)	% of expenses
MCH/supplementary/therapeutic/vulnerable group feeding		326	66.1	248	65.6
HIV and AIDS and OVC		102	20.7	85	22.5
School feeding, ²¹ nurseries and pre-schools		65	13.2	41	10.8
Other				4	1.1
TOTAL		493	100.0	378	100.0

²¹ Includes figures from pre-schools attributed entirely to Strategic Objective 3.



Strategic Objective 4 – Support access to education and reduce gender disparity in access to education and skills training

Table 16: Strategic Objective 4 – Outcome				
4.1	Increased enrolment of girls and boys in WFP-assisted schools			
4.2	Improved attendance of boys and girls in WFP-assisted schools			
4.3	Improved capacity to concentrate and learn among boys and girls in WFP-assisted schools			
4.4	Reduced gender disparity between girls and boys in WFP-assisted primary and secondary schools, and non-formal education centres			
Outcome Performance Indicators ²²		2007/2008 target	2008 actual ²³	2007 actual
4.1.1	Absolute enrolment: number of girls and boys enrolled in WFP-assisted primary schools and, if applicable, preschools and secondary schools. ²⁴ Annual rate of change:			
	- Girls and boys (%)	10	9	6
	- Girls (%)	12	8	9
	- Boys (%)	8	10	2
4.1.2	Net enrolment rate: percentages of primary school-age girls and boys enrolled in WFP-assisted primary schools:			
	- Net enrolment of girls (%)	70	76	78
	- Net enrolment of boys (%)	70	78	83
4.2.1	Attendance rate: percentage of school days children attended in the year with school feeding programmes:			
	- Attendance rate for girls (%)	80	93	93
	- Attendance rate for boys (%)	80	93	93
4.3.1	Teachers' perceptions of children's ability to concentrate and learn in school as a result of school feeding (%)	90	98	93
4.4.1	Ratio of girls to boys enrolled in WFP-assisted schools.	1	1.13	0.96

83. Strategic Objective 4 emphasizes that education and gender are linked with WFP's hunger reduction interventions: activities include school meals, take-home rations and training. In 2008, 100 school feeding projects were implemented in 67 countries, 42 as part of CPs or DEVs, 49 as part of PRROs and 9 through EMOPs. Outcome data obtained through SPRs were verified through analysis of standardized school feeding surveys (SSFs) in DRC, Haiti, Kenya, Niger, Sierra Leone, Somalia, the Sudan, Syria and Uganda.

²² Indicators 4.1.3, 4.2.2 and 4.4.2 are being revised after field testing and have not been included.

²³ Data source: 2008 SSFs; 2008 SPRs for net enrolment rate

²⁴ Absolute enrolment captures the number of children registered in school. Total absolute enrolment is a measure of coverage of WFP assistance; increases in this indicator do not necessarily relate to performance. A yearly change in average/median absolute enrolment monitors short-term trends. Monitoring and evaluation (M&E) data show that school feeding has different outcomes depending on the project: in the first year changes in absolute enrolment are usually high, followed by much lower changes in subsequent years.



84. There were 113 girls enrolled for each 100 boys in WFP-assisted schools, giving a gender ratio of 1.13. The attendance rates for boys and girls remained at 93 percent. Nearly all the teachers surveyed perceived positive changes in children's ability to concentrate and learn as a result of school feeding.

85. In many countries, lack of data on gender and age makes it difficult to measure net enrolment. Only nine SPRs reported on net enrolment for boys; ten SPRs did so for girls. Of the SPRs reporting, net enrolment for boys exceeded the target in 77 percent of cases; rates for girls exceeded targets in 80 percent of cases. The ratio of girls to boys enrolled in WFP-assisted schools was the most frequently reported indicator. Of the 59 SPRs reporting on this indicator, the ratio exceeded the target in 19 percent of cases; improvements in gender equality were reported in 57 percent of cases.

Table 17: Trends in Corporate Outcome Indicators (reported frequency)

Indicator	Projects reported ²⁵	Improvement (%)	Met/exceeded target (%)
Absolute enrolment			
Boys	54	65	37
Girls	55	54	33
Net enrolment rate			
Boys	9	67	77
Girls	10	40	80
Attendance rate			
Boys	44	41	78
Girls	48	42	82
Gender ratio	59	57	19

86. **Essential Package.** In 2008, WFP and UNICEF continued their collaboration on the Essential Package of health and nutrition interventions, particularly in the Sahel Alliance of the West African region. A health, nutrition and hygiene education package was implemented in 48 percent of WFP-supported school feeding projects.

87. Deworming, which was implemented in 29 percent of WFP-assisted projects, reached 12 million children. In September, Deworm the World and Feed the Children²⁶ announced a commitment to expand deworming under the auspices of the Clinton Global Initiative to benefit 2 million children in WFP school feeding in the **Central African Republic, DRC, Rwanda, Uganda and United Republic of Tanzania.**

²⁵ Number of SPRs that provided at least two values for each indicator over time between baseline, follow-up and latest follow-up

²⁶ An initiative of the Forum of Young Global Leaders to promote deworming



Madagascar – Supporting Education for All²⁷

88. WFP's support for basic education in Madagascar aims to provide an incentive for poor, hungry children to attend primary schools in rural areas of the South, where seasonal food insecurity and extreme poverty impact school attendance and completion. School feeding more than doubled in the year as a result of a directed contribution from the Government.
89. In 2008, under Madagascar's National Policy on Nutrition and the Education for All Plan (2007–2015), the Ministry of Education cited school feeding as a major means of increasing levels of education. WFP continued to provide technical inputs and support for the Government to develop a national school feeding strategy; these included WFP's 2005 comprehensive food security and vulnerability analysis (CFSVA) and VAM analyses. The strategy divided the country into zones according to regional variations of food insecurity and proposed different types of school feeding such as full-year, lean season only and community-financed programmes.

90. **Achieving Results.**

With the expansion of school feeding in the South, enrolment rates increased by 9 percent in the last quarter of 2008. Attendance rates reached 96 percent for boys and girls. To increase

Table 18: Net Enrolment Rates in WFP-Assisted Schools under Madagascar CP 10340.0

Indicator	Baseline 2004 (%)	Follow-up 2007 (%)	Follow-up 2008 (%)
Net enrolment rate – boys	72	77.9	84.8
Net enrolment rate – girls	73	78.7	85.5

the impact of school feeding, WFP supported the Ministry of Education in implementing additional health and nutrition activities such as deworming of pupils and a pilot study on affordable food fortification using locally-produced food.

Somalia – School Feeding in Insecure Conditions²⁸

91. Somalia has one of the world's lowest school enrolment rates: only 28 percent of school-age children are enrolled in primary schools. Despite continuing conflict, WFP continued to implement targeted school feeding, including a take-home ration for girls to bridge the gender gap in access to primary education.
92. **Achieving Results.** In 2008 school feeding provided two cooked meals per day for 88,000 schoolchildren, 40 percent of whom were girls. A monthly take-home ration of fortified oil was also provided for 33,000 girls. Despite the challenging operating environment, WFP reached more than the planned number of beneficiaries.

²⁷ CP 10340.0 Madagascar (2005–2009)

²⁸ PRRO 10191.1 “Food Aid for Relief and Protection of Livelihoods”



93. Over the past two years, gross enrolment in WFP-assisted schools has increased by 18 percent for girls and 8 percent for boys; 97 percent of girls in the assisted regions regularly attended classes. The ratio of girls to boys in primary schools increased from 0.4 in 2006 to 0.8 in 2008. Ninety percent of teachers reported positive changes in classroom behaviour, attentiveness and learning ability as a result of school feeding. WFP also facilitated the construction of school feeding infrastructure and provided non-food items such as pots and cutlery.
94. Children in WFP-supported schools showed positive nutritional results. School feeding proved to be an effective means of targeting vulnerable populations during acute food shortages. Short-term hunger among schoolchildren was dramatically reduced; this was measured using pupil's attentiveness as proxy.

Table 19: Enrolment Rates and Gender Ratio in WFP-Assisted Schools under Somalia PRRO 10191.1

Indicator	Baseline – 2006	Follow-up – 2007	Follow-up – 2008
Gross enrolment rate: Boys (%)	33.6	37.0	42.0
Girls (%)	22.1	24.0	40.0
Net enrolment rate: Boys (%)	N/A	N/A	37.4
Girls (%)	N/A	N/A	18.8
Ratio of girls to boys enrolled in WFP-assisted schools	0.40	0.65	0.77

Outputs and Expenses

Table 20: Strategic Objective 4 – Output Performance Indicators					
4.1 Timely provision of food in sufficient quantity for targeted children, adolescent girls and adults to improve access to education in schools and non-formal education centres					
Estimated Number of Beneficiaries (million) ²⁹					
Girls	Boys	Subtotal	Adults	Total	
10.1	10.4	20.5	2.7	23.2	
Beneficiaries, Tonnages and Expenses by Programme Category					
Programme category	Beneficiaries (million)	Food distributed (000 mt)	% of food distributed	Estimated direct expenses (US\$ million)	% of expenses
DEV	10.0	183	34.9	175	38.0
EMOP	4.5	82	15.6	61	13.4
PRRO	8.7	260	49.5	223	48.6
TOTAL	23.2	525	100.0	460	100.0
Tonnages and Expenses by Main Activities					
Activity types		Food distributed (000 mt)	% of food distributed	Estimated direct expenses (US\$ million)	% of expenses
FFA/FFW		2	0.4	2	0.4
FFT/Literacy and numeracy		29	5.5	24	5.2
HIV and AIDS and OVC		6	1.1	5	1.1
School feeding: ³⁰ primary schools and secondary schools		486	92.6	425	92.4
Other		2	0.4	4	0.9
TOTAL		525	100.0	460	100.0

²⁹ Includes FFT, take-home rations and school meals

³⁰ Excludes pre-schools; subtotal attributed entirely to Strategic Objective 3

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

Table 21: Strategic Objective 5 – Outcome

5.1 Increased capacities to identify food needs, develop strategies and carry out food-based programmes within target countries.

95. Strategic Objective 5 aims to build capacities and cultivate government ownership of hunger-reduction programmes with a view to successful hand-over and sustainable impact in reducing global hunger. The focus is on capacity development targeting governments to improve hunger-reduction programmes. Common activities include training, technical support, information sharing and campaigning.
96. Strategic Objective 5 was mentioned in 47 SPRs in their 2008 operational objectives, a decline from 55 in 2007. Only a few SPRs reported that they had enhanced the ability of governments to continue to implement the activities. In **Azerbaijan** and **Peru**, WFP phased out from school feeding programmes in 2008.
97. Capacity was developed in Central America through training to enhance the formulation, management and monitoring of interventions addressing vitamin and mineral deficiencies through the production of low-cost fortified complementary foods; leadership has been taken over by health ministries and micronutrient commissions in **Belize, Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua** and **Panama**.

Building Government Capacity³¹

98. Building the capacity of the Government is the cornerstone of WFP's CP in **Egypt**. The focus is on improving safety nets for poor and vulnerable people to combat micronutrient deficiencies. In 2008, WFP worked with the Government to reform the food subsidy programme, and established a geographical information unit at the Ministry of Social Solidarity to provide primary data on social conditions to aid decision-making. WFP has helped to enhance the Government's preparedness to respond to unexpected contingencies and emergencies.
99. WFP assistance to develop capacity in **Lesotho**³² to manage school feeding so that the country can progress towards universal primary education (MDG 2), especially for girls (MDG 3), has enabled the Government to run 70 percent of the programmes. The remaining 30 percent will be handed over to the Government by 2010.

³¹ CP 10450.0 Egypt (2007–2011)

³² DEV 10582.0 "Support Access to Primary Education"



India – From Food Delivery to Technical Assistance³³

100. The India CP (2008–2012) was marked by a shift from food aid to technical assistance and local capacity development.
101. **Achieving Results.** Several pilot projects were started in 2008 to improve the quality and effectiveness of government programmes, including development of ready-to-use supplementary food (RUSF), integration of nutrition into HIV and AIDS programmes and improved supply-chain management.
102. RUSF is designed to meet the needs of undernourished children aged 6–24 months. It is nutritionally more appropriate than traditional blended foods and less prone to contamination. The cost of the food has been kept low to ensure that it can be part of the Government’s food budget for MCH centres. RUSF was distributed to victims of the Bihar floods in December.
103. In collaboration with the Tamil Nadu State AIDS Control Organization, WFP provided technical guidance and a special fortified cereal blend called NutriPLUS for ART patients; preliminary results indicated improvements in BMI after regular consumption. WFP will expand its technical support to other states, starting with Orissa; supplementary food will be provided by the Government.
104. To reduce leakages and diversions in government food-distribution schemes, WFP undertook a trial of improved supply-chain tools such as biometric ration cards, smart cards and bar-coded coupons; this was carried out in conjunction with The Boston Consulting Group and the Government’s Department of Food Supplies and Consumer Affairs. The tools helped to prevent fraudulent food distributions and protected beneficiaries’ entitlements.

Latin America and the Caribbean Regional Hand-Over Strategy

105. Regional projects 10411³⁴ and 10421³⁵ aim to increase the commitment and capacity of governments in Latin America and the Caribbean (LAC) to manage food-based social protection programmes and to develop integrated approaches to addressing micronutrient deficiencies. The goals are to create an enabling environment, develop institutional capacity and enhance individual capacity.
106. A ministerial conference organized in May by WFP, the Government of Chile and the United Nations country team in Chile brought together ministers and high-level officials from 33 LAC countries to share best practices in nutrition and social protection programmes. Nutrinet.org, a regional web-based knowledge management system, was launched during the conference to promote collaboration.

³³ CP 10107.0 India (2003–2007); CP 10573.0 India (2008–2012)

³⁴ DEV 10411.0 “Capacity-Building and Technical Assistance in Support of Food-Based Social Protection Programmes”

³⁵ DEV 10421.0 “Capacity-Building of Integrated Micronutrient Programmes in the Central American Region”



107. The Brazilian National Education Development Fund allocated US\$1 million through a WFP-managed trust fund to increase cooperation among Brazil, WFP and recipient governments in helping to develop local capacities in the design and implementation of school feeding programmes. Nine country projects were prepared in 2008 for **Bolivia, Colombia, El Salvador, Guatemala, Guinea-Bissau, Haiti, Nicaragua, Sao Tome and Principe** and **Timor-Leste**.
108. In **Peru**, the Cost of Hunger study funded by WFP was launched at a high-level event inaugurated by the President of the Republic, who reiterated Peru's political commitment to eradicating child undernutrition.
109. In **Bolivia**, WFP's technical support helped to improve the design, implementation and evaluation of the national "Zero Undernutrition" programme. A manual on HIV and nutrition was developed as a regional blueprint that can be adapted to country contexts.
110. WFP facilitated the inclusion of **Panama** in the regional Agro-Health Bio-Fortification Initiative and promoted coordination among ministries of health and agriculture. To improve the fortified complementary food programme, WFP helped to revise the nutritional formula and proposed the design of a new product for pregnant and lactating women.
111. Southern African Development Community (SADC)³⁶ countries were provided with capacity development for the development of VAM tools.
112. Under an online course run by the University of Chile and WFP entitled "Programmes for prevention and treatment of mother-and-child undernutrition in LAC", 127 programme managers were trained and updated in child nutrition support. The "National Micronutrient Technical Seminar" organized by WFP, the Government of Ecuador and other regional stakeholders targeted 100 professionals from 14 institutions in **Ecuador** to enable the exchange of best practices in planning, implementation, monitoring and evaluation of micronutrient interventions.

Government Trust Funds in support of School Feeding

113. In **El Salvador** and **Honduras**, WFP provided technical support in programme design for management of food procurement, logistics and distribution through government trust fund mechanisms. In 2008, 2 million schoolchildren were supported by government trust funds.

³⁶ Angola, Botswana, DRC, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, South Africa, Swaziland, United Republic of Tanzania, Zambia and Zimbabwe



114. In **El Salvador**, US\$17.7 million in government trust funds was provided for school feeding programmes. The 2005 government trust fund allocated US\$10.6 million as proceeds from the privatization of *Fantel* national telecommunications; the remaining US\$7.1 million was provided through the five-year trust fund of US\$55 million established by the Ministry of Education in February 2008 and managed by WFP. A daily school meal was provided for 880,000 children in 4,100 government schools.

115. In **Honduras**, WFP assistance through its CP reached 104,000 schoolchildren; an additional 1.1 million children were supported in 2008 by the trust fund managed by the Honduras Government. A US\$78 million multi-year trust fund managed by WFP was established by the Government in 2005; US\$19 million was spent in 2008.

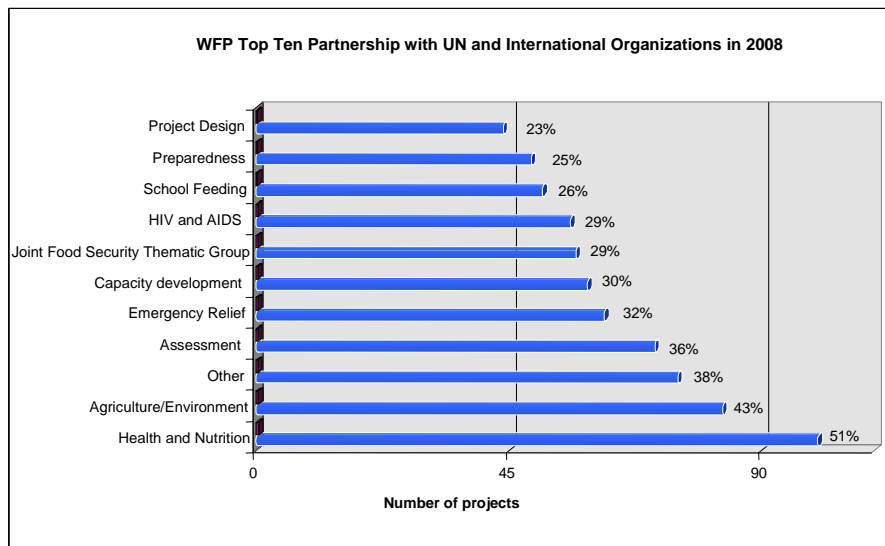
PART III: ENHANCING WFP CAPACITIES

Reinforcing Partnerships

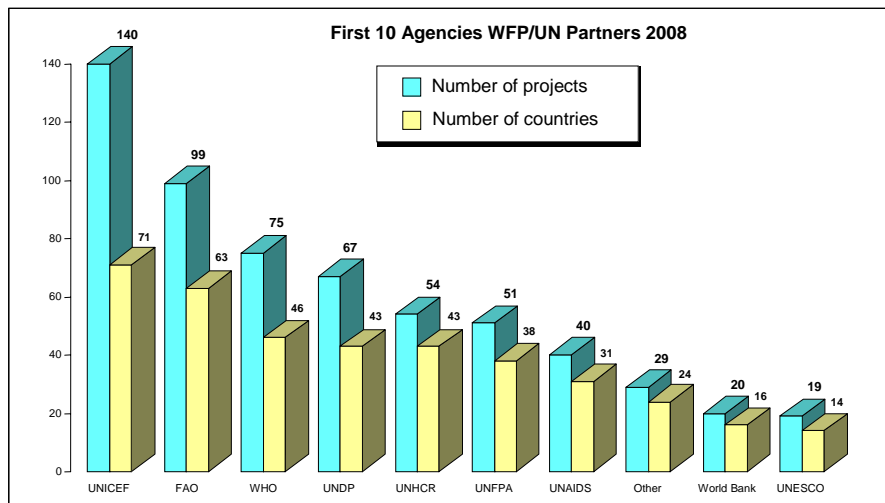
United Nations and International Organizations

116. In 2008 WFP continued to support the United Nations reform agenda and inter-agency cooperation to increase coherence and effectiveness in development and humanitarian programmes, particularly with regard to the March 2005 Paris Declaration on Aid Harmonization and the United Nations Reform Agenda.
117. As chair of the management group of the United Nations Development Group (UNDG) in 2008, WFP continued to focus on achieving efficiencies through coherence in operations at the country level. The Management Group considered information and communications technology (ICT), common premises, human resources policies, administration of joint programmes (JPs) and trust funds, financial policies, the harmonized approach to cash transfers and support for “Delivering as One” pilot countries.
118. A third of JPs were carried out in pilot countries where WFP has a presence: **Mozambique, Pakistan, Rwanda and the United Republic of Tanzania**. In **Cape Verde**, the Government signed a One Programme document with the United Nations on 1 July 2008 to address the implications of Cape Verde’s graduation from the group of the least developed countries and to support its attainment of the MDGs by 2015.
119. The 2008 United Nations Evaluation Group (UNEG) review of “Delivering as One” noted: i) lack of predictability and timeliness of funding; ii) lack of harmonization and simplification; and iii) high transaction costs for agencies, especially in reporting. In view of its experience in “Delivering as One” pilot countries, WFP chaired the One United Nations ICT team, which provides policy and operational support.
120. WFP was a convener of the UNDG Working Group on Programming Issues to improve Common Country Assessment (CCA) and United Nations Development Assistance Framework (UNDAF) guidelines through closer links with national planning priorities and ensure that programmes benefited from linkages between activities such as disaster risk reduction, capacity development and post-conflict involvement.
121. WFP worked in United Nations country teams in 87 JPs in 62 countries with a view to improving country analyses, influencing national priorities and responding to them as one system.

122. WFP participated in 197 country-level partnerships in 78 countries with United Nations agencies and international organizations (IOs) in 2008, a decrease from 208 in 2007 (see Annex VI A). Most were concerned with health and nutrition, agriculture and the environment. Half of the collaborations with IOs involved the provision of emergency relief and/or food distribution.



123. UNICEF remained WFP's largest United Nations partner: there were collaborations in 140 activities in 71 countries, mainly in health and nutrition, education, joint assessments and capacity development.



124. FAO was WFP's second largest partner with 99 collaborations in 63 countries, mainly in agriculture, joint food security thematic groups and joint assessments. Joint CFSAs were conducted in **Bangladesh, the Democratic People's Republic of Korea (DPRK), Ethiopia, Myanmar, Southern Sudan, Swaziland and Zimbabwe.**
- Women in leadership positions** in food management committees in **Nicaragua** has increased by 2 percent since 2007. WFP partnered with FAO, the Pan American Health Organization (PAHO), UNDP and UNICEF in the design of a gender-oriented project "From Rhetoric to Reality: Towards Gender Equality and Empowerment of Women through Participation and Gender Inclusion in Public Budgets" to run from 2009 to 2012. WFP will contribute 4.5 percent of the US\$8 million budget.
125. WFP also worked with WHO (75 collaborations), UNDP (67), the Office of the United Nations High Commissioner for Refugees (UNHCR) (54), the United Nations Population Fund (UNFPA) (51) and the Joint United Nations Programme on HIV and AIDS (UNAIDS) (40). WFP collaborated with IFAD in 18 projects in 2008, an increase from 16 in 2007.
126. The Rome-based United Nations agencies continued to participate in food security theme groups, which are part of country-level responses to food insecurity. With regard to the emphasis on coordination among stakeholders by the Secretary-General's High-Level Task Force on the Global Food Security Crisis, the Rome-based agencies worked together to promote the twin-track approach to food and nutrition security.

REACH: Ending Child Hunger and Undernutrition Partnership

127. WFP reaffirmed its commitment to ending child hunger and undernutrition, and to accelerating progress towards MDG 1, especially in countries with high rates of undernutrition. WFP signed a joint letter with UNICEF, FAO and WHO to formalize their leadership of the REACH partnership, which includes NGOs, academics, the private sector and governments. The aim of REACH is to reduce the proportion of underweight children globally by 2015 in line with MDG 1, Target 1.c.
128. The value-added of REACH is that it: i) is based on country ownership of interventions; ii) has a holistic approach to prevention and response; and iii) is oriented towards building national capacities to address child hunger and support advocacy. REACH will be integrated into national Poverty Reduction Strategies (PRSs) and UNDAFs.
129. Drawing on the recent mother-and-child undernutrition series in *The Lancet*, which showed that 90 percent of the world's malnourished children live in 36 countries and that concerted action is required to address the situation and achieve the MDGs, REACH developed methods to help countries to identify priority interventions and launched pilots in the **Lao People's Democratic Republic** and **Mauritania** to demonstrate that significant and immediate impact on undernutrition is possible.
130. REACH also: i) recorded experiences and lessons learned for implementing interventions at scale; ii) developed a vision for sharing knowledge about addressing

undernutrition and how countries can replicate successes; and iii) convened partners to coordinate international and regional nutrition interventions. These outputs, which have contributed to increasing the knowledge available to nutrition practitioners, are designed to support institutional knowledge among partners.

Non-Governmental Organizations

131. WFP collaborated with 2,838 NGOs in 2008, an increase from 2,815 in 2007. This was mainly attributable to an increase in the number of local NGO partners. Operational partnerships with NGOs were recorded by 69 country offices (88 percent) and 174 projects (70 percent) (see Annex VI B).

NGO partnership in policy issues

The Executive Director held two high-level consultations with NGOs in 2008. Eight NGO partners, the International Federation of the Red Cross and Red Crescent Societies and the International Committee of the Red Cross met in March. In June, the follow-up technical meeting with nine NGOs discussed the response to the global food crisis, cash and vouchers, urban programming and social protection. Following the November 2007 consultation, NGO participants provided comments throughout the year on the draft of the Strategic Plan (2008–2011) to ensure that the views of NGO partners were included.

132. World Vision International (WVI) remained WFP's main NGO partner, collaborating in 49 projects in 28 countries. Other major NGO partners were: the Cooperative for Assistance and Relief Everywhere (CARE) International – 34 projects in 25 countries; Catholic Relief Services (CRS) – 18 projects in 14 countries; Plan International – 16 projects in 13 countries; and *Action contre la faim* – 14 projects in 13 countries.
133. WFP reported complementary relationships with NGOs in 88 projects in 46 countries. The sectors with the highest number of shared objectives and target groups were school feeding, FFT, relief food assistance, MCH, and HIV and AIDS. NGO partners were mostly engaged in food distribution, monitoring and food storage.
134. Despite the increase in NGO partners, in some countries the number of national NGOs recorded as WFP partners fell significantly. In **Senegal**, for example, the number fell from 118 in 2007 to 21 in 2008: this was because the country office decided to work through partners representing several smaller NGOs and because responsibility for monitoring school feeding was transferred from several small partners to the Ministry of Education.
135. In 2008, 50 percent of WFP food assistance – 1.9 million mt – was distributed through NGO partners, a proportion similar to that in 2007. The remaining balance was distributed through governments, other partners and direct distributions by WFP.

Private Sector

136. Private-sector partnerships were particularly strong in 2008 and are likely to be increasingly important during WFP's repositioning from food aid to food assistance; this is outlined in the ten-year strategy for expanding private-sector partnerships and fundraising endorsed by the Board. The year ended with companies and foundations contributing US\$145.5 million in cash and US\$48.8 million in kind, double the value of private donations in 2007.

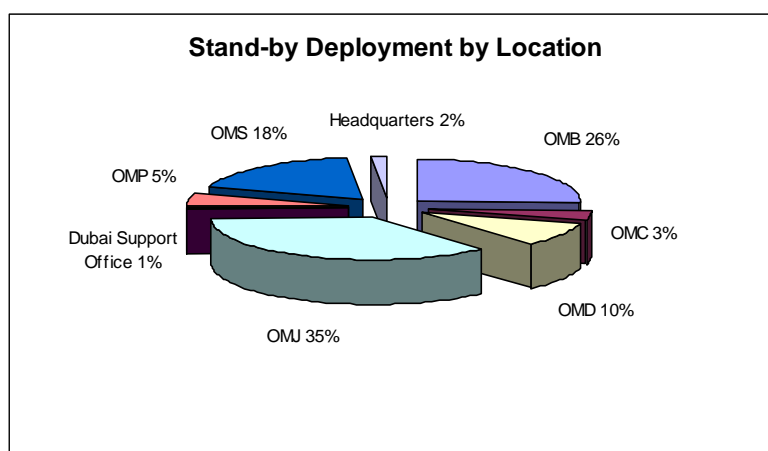
Table 22: Total Private Donations by Type of Donor Organization (US\$ million)		
Organization type	2007	2008
Foundation	23	97
Corporation	61	80
Other	8	12
Online	1	2
NGO	2	3
TOTAL	95	194
Note: 2008 contributions include private bilateral donations under "Foundation" (US\$1.67 million) and "NGO" (US\$100,000)		

137. WFP utilized private-sector partners as "force multipliers" to increase the effectiveness of EMOPs without adding administrative burdens. The major partners were The Boston Consulting Group, TNT, Unilever, DSM, the Vodafone Group Foundation, the United Nations Foundation, the Bill and Melinda Gates Foundation, the ELMA Relief Foundation and the Howard G. Buffett Foundation. The operations of the global logistics cluster were supported by logistics emergency teams (LETs) established by TNT, UPS and Agility. In 2008, 11 international and 200 national staff from LET supported EMOPs, for example in **China, Haiti, India, Mozambique** and **Myanmar**.
138. TNT continued to support WFP's logistics team with 130 staff in EMOPs in five countries. For the fifth year, TNT also helped to raise awareness of hunger and WFP at the World Economic Forum in Davos, where it installed a WFP rub hall (a tent used in the field) designed as an African school house.
139. In 2008 the Vodafone Foundation, the United Nations Foundation and WFP launched the three-year Global Partnership for Emergency Communications to create the ICT Humanitarian Emergency Platform to support the humanitarian community in emergencies by standardizing ICT, expanding the pool of experts for rapid assignment to emergency locations and establishing a network of stand-by partners. Five EMOPs benefited from the new arrangements in 2008.
140. To improve the quality of WFP's food basket, an agreement with KEMIN Industries was extended to include the design and implementation of a quality-control programme that included training for country offices in food technology. DSM supported the development of new micronutrient powder sachets for cyclone victims in Bangladesh.

141. Private-sector collaborations that helped WFP to raise its public profile included an expanded global-awareness and fundraising campaign by Yum! Brands called World Hunger Relief, which helped to fill gaps in 12 school feeding programmes and has doubled online fundraising since 2007. Long-term partner Unilever engaged eight new countries in raising awareness of hunger and supporting fundraising for WFP school feeding. WFP became a channel for Unilever staff to engage in corporate social responsibility by working on secondment to WFP and fundraising.
142. The Bill and Melinda Gates Foundation provided a significant donation to help to alleviate the effects of high food prices in West Africa. In conjunction with the Howard G. Buffett Foundation, it contributed a US\$66 million grant to P4P.
143. For the sixth year, the Dutch Postcode Lottery renewed its support in **Niger** for school feeding and WFP's project for the establishment of 170 cereal banks managed by women in preparation for the 2008 lean season.
144. WFP's Private-Sector Partnership and Fundraising Strategy,³⁷ approved at the Board's First Regular Session in 2008, introduced a management fee to make private donations self-financing; to accelerate the process, provision was made for advances of up to US\$19 million from the General Fund in the subsequent five years. An advance of US\$9 million was forecast for the 2008–2009 biennium. Although the projected total advance for the biennium will remain US\$9.0 million, the advance from the General Fund for 2008 was US\$1.74 million as a result of slower-than-expected recruitment of additional private-sector staff to implement the strategy. US\$3.65 million was raised through management fees in 2008.

Stand-By Arrangements

145. In 2008, WFP relied more than ever on stand-by partnerships with donor governments, IOs and NGOs. The value of in-kind contributions received through stand-by partner agreements was US\$6.3 million, 14.5 percent more than the US\$5.5 million in 2007.



- OMB: Regional Bureau Bangkok (Asia)
- OMC: Regional Bureau Cairo (Middle East, Central Asia and Eastern Europe)
- OMD: Regional Bureau Dakar (West Africa)
- OMJ: Regional Bureau Johannesburg (Southern, Eastern and Central Africa)
- OMP: Regional Bureau Panama City (Latin America and the Caribbean)
- OMS: Regional Bureau The Sudan

³⁷ (WFP/EB.1/2008/5-B/1)



146. There were 125 stand-by personnel supporting Headquarters divisions and 27 country offices in all the regional bureaux. This enabled WFP to expand staffing in a flexible manner and to augment capacity during emergencies.

Cluster Responsibilities for Humanitarian Emergencies

147. Under IASC, WFP continued to be the lead agency for the logistics cluster in **the Central African Republic, Chad, DRC, Guinea, Somalia, the Sudan and Zimbabwe**. WFP assumed the lead for logistic cluster activities in new emergencies in **Cameroon, Chad, DRC, Georgia, Haiti, Kenya, Mozambique, Myanmar, Sri Lanka and Tajikistan**. WFP provided logistics training for its own staff and partners; by 2009, the Global Logistics Support Cell had trained 125 staff from 27 partners.
148. In 2008, WFP proposed to integrate the cell with the United Nations Joint Logistics Centre (UNJLC), which had been providing coordination and information services since 2001. IASC endorsed the proposal for implementation in 2009. WFP also maintained the logistics cluster website to support the humanitarian community.
149. WFP manages UNHRDs in Brindisi, Accra, Dubai and Panama City.³⁸ They are governed by common protocols and are available to the entire humanitarian community. Standard services are free, but services such as storage of non-food items, service procurement and transport are available on request and charged on a full-cost recovery basis. In 2008, the UNHRDs contained standard stocks valued at US\$37.5 million, of which non-WFP stocks accounted for US\$20.5 million. Agreements covering use of the UNHRDs were made with 30 humanitarian organizations.
150. WFP discussed with stakeholders the feasibility of a single lead agency for the emergency telecommunications cluster (ETC) to replace the Office for the Coordination of Humanitarian Affairs (OCHA), UNICEF and WFP. In 2008, ETC was activated in two new emergencies: WFP took the lead in **Myanmar** and led jointly with UNICEF in **Kenya**. As part of the cluster roll-out project, WFP proposed to implement ETC in 23 of the 26 countries with a Humanitarian Coordinator. WFP also organized training in emergency preparedness and response for 38 ICT staff from the Swedish Rescue Services Agency, the Norwegian Refugee Council, Islamic Relief Worldwide, Medical Emergency Relief International, World Vision International, Irish Aid and the Danish Refugee Council.
151. WFP continued to co-chair with UNICEF the IASC sub-working group on preparedness and contingency planning, which aimed to develop a system for warning of socio-political crises in support of the Humanitarian Early-Warning Service (HEWSweb). WFP worked with the Executive Committee on Humanitarian Affairs (ECHA) on coordination, operations, funding, policy and staff safety.

³⁸ WFP and the Malaysian Government are negotiating signing an agreement to establish a UNHRD in Subang; in the meantime, southeast Asia is served by the WFP Asia Emergency Response Facility Depot in Cambodia.

152. During 2008 WFP partnered with United Nations agencies (UNHCR, OCHA, UNICEF and WHO) and the EU Joint Research Centre (JRC), the Harvard Humanitarian Initiative, Humanity United and other external partners to enhance inter-agency socio-political early warning. WFP also participated in the drafting of the Services and Applications for Emergency Response (SAFER) project, funded by the European Commission and tasked with designing new tools for responding to humanitarian emergencies.
153. Air services operated by WFP increased significantly in 2008. United Nations Humanitarian Air Service (UNHAS) aircraft flew 47,000 hours carrying 361,000 passengers, a 12 percent increase over 2007, and 15,200 mt of cargo, 35 percent more than in 2007. United Nations personnel accounted for 60 percent of passengers, NGO staff for 30 percent, and donor and media personnel for 10 percent. UNHAS chartered 58 aircraft for long-term operations in 16 countries and operated 73 strategic airlifts.
154. UNHAS expenditure in 2008 was US\$166 million. Some operations were well supported: for example in **Myanmar** WFP was able to provide air support for United Nations agencies and NGOs in the aftermath of Cyclone Nargis; air support was also provided in **Afghanistan, Chad, Somalia and the Sudan**. But other operations faced critical funding shortfalls, particularly in **Niger** and the **Central African Republic** where air transport was crucial. Operations in Niger had to be suspended during the year, leaving the humanitarian community unable to travel to areas where assistance was required. In West Africa, services had to be reduced to a single aircraft shared between UNHAS and the International Committee of the Red Cross (ICRC).

Performance Management and Accountability to Staff

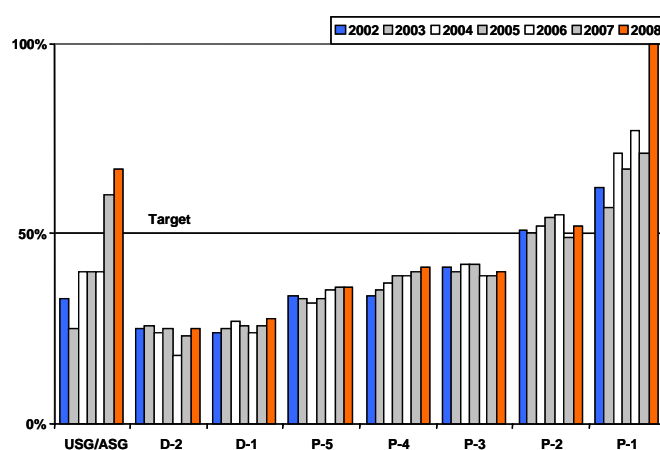
Staff Service and Support

155. WFP's policy on sexual harassment and abuse of power was re-released in conjunction with the launch in July 2008 of a mandatory learning programme to increase awareness of what constitutes appropriate behaviour in the WFP workplace.
156. The WFP Ombudsman opened 265 cases in 2008 (5 percent of WFP staff) of which 60 percent were brought by field staff. The main issues involved were evaluative relationships (35 percent), such as those between supervisors and staff, of which 25 percent involved harassment, and careers (33 percent) including promotion, contract renewal, training and job classification.
157. The medical insurance schemes for service contract (SC) and special services agreement (SSA) holders and other temporary employees were enhanced to provide additional coverage. The medical insurance plan for SC and SSA employees no longer includes a ceiling on claims related to HIV and AIDS and is regarded as exemplary in the United Nations System.

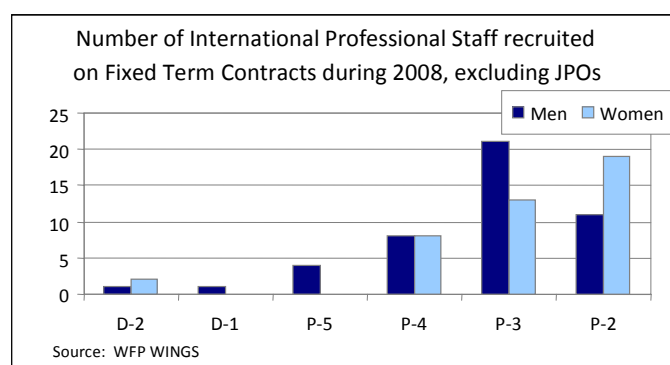
Staff Composition

158. The total number of WFP staff with contracts of one year or longer reached 10,197, of which 90% were based in the field (see Annex VII). The percentage of women in WFP under all types of contract was 30 percent at 31 December 2008. The international professional category was 40 percent women. At grade P5 and above the proportion compared with 2007 remained unchanged at 33 percent. In grades P1 to P5, 45 percent of promotions were assigned to women, a decline from 52 percent in 2007.

Representation of Women among International Professional Staff



159. The proportion of women deputy country directors rose from 13 percent in 2002 to 48 percent in 2008. This had an impact on the readiness of women staff to take on country director positions, of which 25 percent were held by women in 2008. For recruitment of international professional staff on fixed-term contracts it was still a challenge to achieve gender parity at higher grade levels.



160. Nationals from developing countries accounted for 41 percent of international professional staff, which surpasses the target of 40 percent. At the senior management level the proportion was 28 percent, a slight increase from the previous year.

161. Women accounted for 36 percent of international professional staff who separated in 2008. Turnover of developing country nationals was 29 percent, a much lower percentage than that for nationals of developed countries.

Expertise to Meet Changing Needs

162. Building staff capacity was a focus in 2008. WFP's repositioning will have implications for staff capacity and adaptability in view of its changing needs. With regard to this, the Board adopted the policy paper "Preparing for Tomorrow Today: WFP Strategy for Managing and Developing Human Resources (2008–2011)" (WFP/EB.2/2008/4-C). Increasing management capacity and technical expertise were focus areas for capacity-development. A framework for leadership development for country directors and senior managers was established, and modules of the Leadership Development Programme were designed to provide opportunities for middle management to be groomed for leadership positions.
163. In the West Africa region, WFP initiated training workshops on market analysis with national counterparts and international partners. Guidelines for emergency food security assessments (EFSAs), joint assessment missions (JAMs) and CFSVAs were revised. Technical guidance sheets were developed to enable WFP to respond to the high food price crisis; these included guidance in assessing the capacity of governments to respond.
164. WFP supports the merging of the two functions of the Resident Coordinator (RC) and Humanitarian Coordinator where possible and the establishment of separate functions only where circumstances require them. In 2008, WFP employees were assigned as RCs to **Algeria, Cambodia and Tajikistan**. WFP continued to send candidates to the RC assessment centres.

Governance and Oversight Mechanisms

165. During 2008, WFP continued to adopt best practices in governance and oversight. The Audit Committee, composed exclusively of members external to WFP, enhanced transparency and independence from day-to-day management. The recommendation of the Joint Inspection Unit to limit the term of the Director of the Inspector General and Oversight Services Division was implemented to increase the independence of the oversight function.
166. The oversight strategy pursued in 2008 was to continue to enhance WFP's risk management and governance by: i) contributing to policy development; ii) providing independent assurance through internal audits; and iii) conducting independent inspections and investigations. The internal audit strategy aimed to provide annual assurance through risk-based functional audits. Investigations were also undertaken following a triage process based on the risks posed to WFP for any reported event.
167. The internal audit function reported good practices and weaknesses during the year. In many cases, project implementation and monitoring remained weak. The inspection and investigation function examined cases and made recommendations to management for corrective and disciplinary actions.

168. The WFP Ethics Office was established on 1 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 Charter of the United Nations and in accordance with the Standards of Conduct for the International Civil Service. The principal functions of the Ethics Office are to:
- administer WFP's policy on protection against retaliation for reporting misconduct, known as the whistleblower policy;
 - develop and administer the financial disclosure programme; and
 - provide confidential advice for staff and management on ethics issues or potential conflicts of interest.
169. In 2008, the Ethics Office received 30 requests for advice on actual or potential conflicts of interest: these included whether outside activities were consistent with international civil servant status, preparations for the inauguration of the financial disclosure programme in 2009, workplace fairness and access to policies and complaints of retaliation for reporting misconduct.
170. As a member of the United Nations Ethics Committee, the head of the Ethics Office has helped to complete a United Nations code of ethics.

Innovation and Learning

Purchase for Progress

171. A new P4P pilot was launched in September to create win-win conditions for WFP and its beneficiaries in tackling hunger and creating long-term solutions. A global P4P workshop was held in April for regional, country and division directors. The first P4P staff orientation workshop was held in December for the Southern, Eastern and Central Africa Regional Bureau in Johannesburg. Following consultations with country offices, Headquarters units and an external panel of experts, a Global P4P logframe was adopted. There were 18 country assessments, 14 draft country implementation plans were submitted for approval and one country implementation plan was approved for **Mozambique**; 15 pilot countries out of 21 were considered.
172. The first P4P purchases were made in **Mozambique** in 2008; baseline P4P test purchases were made in **Nicaragua, Uganda** and **Zambia**.
- In 2008, WFP Uganda made its first purchase, of 48 mt of maize, through the **Warehouse Receipt System**, whereby stored agricultural products serve as collateral to enable farmers to access funds. The purchase was concluded through a WFP registered supplier, Agroway, acting on behalf of 21 depositor farmers.
173. Country offices were guided by new P4P procedures and policies to meet audit requirements. The process of establishing a credible M&E system proved to be challenging because impacts at the farmer and local market levels had not been tracked before.

Cash Transfers and Vouchers

174. Cash and vouchers complement traditional food transfers to enhance social protection. The use of cash or vouchers reduces WFP's food transport and storage costs and injects money into local economies. By the end of 2008, WFP had cash or voucher transfer programmes in 24 countries; it is anticipated that there will be a surge of interest in these new instruments.
175. Lessons from early pilots included the following:
- The appropriateness of vouchers and cash transfers is context-specific: it depends on programme objectives, market conditions, implementation capacities, operation costs and beneficiaries' preferences.
 - Vouchers and cash transfers are different instruments: they have a common market-based approach, but their objectives and implementation arrangements may differ significantly.
 - Vouchers and cash transfers are not necessarily alternatives to food transfers: they should be complementary, mutually-reinforcing instruments.
176. Important challenges remain, particularly with regard to enhancing WFP's capacities in designing, implementing and documenting the effectiveness and efficiency of voucher and cash transfer interventions, producing guidance and creating partnerships.

Innovative Approaches and Products in Nutrition

177. WFP has a long history of providing foods fortified with micronutrients. The main products are salt fortified with iodine, vegetable oil fortified with vitamins A and D, wheat flour and maize meal fortified with B-complex vitamins and minerals, and fortified blended foods with a wide spectrum of vitamins and minerals, as required predominantly by children and pregnant and lactating women.

Salt fortification

WFP continued to expand its work with small-scale producers in **India, Ghana, Pakistan, Senegal** and **the Sudan** to produce iodized salt at competitive prices and to increase its availability and use. Iodine is essential for normal physical and mental growth in the foetus and young children. In India, 25 percent of households consume salt that is not iodized.

In Rajasthan state, WFP supports a project to enable 450 small-scale enterprises to produce 250,000 mt of good quality iodized salt annually. This will have a positive impact on the health of 50 million people from the lower socio-economic groups in Rajasthan and neighbouring states. The salt producers formed self-help groups, which are provided with machines to crush and iodize the salt and subsidized potassium iodate (KIO₃); they receive technical and managerial support to help them run their enterprises on an effective business model. A cooperative was established to improve links with markets and with government food-based programmes.

The project is the first of its kind in India. It is unique in that it aims to develop human capital in economic and health terms by mainstreaming small salt producers who are on the margins of development.

178. In 2008, WHO made new recommendations for the micronutrient requirements of young children. WFP worked with partners to translate these into new formulations of micronutrient premix for inclusion in fortified blended foods for the new target groups of children aged 6–24 months and for older children and adults. For infants and young children, the premix will form part of a special blended food that will include milk powder, oil and sugar; it will have revised specifications for macronutrients and will be less susceptible to contamination. WFP will work with DSM to monitor changes in reactive micronutrients (carbohydrates, protein and fat) during storage in the extreme conditions in many WFP warehouses.
- ICIS, the world's largest information provider for the chemical and energy industries, awarded the Best Innovation Award to DSM for developing micronutrient powders (MNP) sachets as part of its collaborative work on tackling "hidden hunger". The home fortification MixMe™ was used in **Bangladesh** and **Nepal** to mitigate micronutrient deficiencies among children and pregnant and lactating women. MNP will be increasingly used in WFP's operations in 2009 in Afghanistan, Burkina Faso, Ethiopia, Somalia, the Sudan, Uganda and Yemen.
179. This nutritional enhancement is intended to improve WFP food-assistance interventions in line with the shift to increase impact by addressing the New Face of Hunger. Programmes in 17 countries were designed to include new or improved foods, including those made from local ingredients.
180. With DSM, WFP co-designed the strategy to enhance the nutritional impact of the WFP food basket; this included piloting products such as micronutrient powders (MNP). Other private-sector collaborators such as Unilever supported the development of products for school feeding; KEMIN improved product stability and shelf-life and enhanced the capacities of suppliers in quality assurance and control.
181. MNP was found to have limited impact in reducing anaemia levels among refugees from **Bhutan** in Nepal. A plausible explanation was that a substance in tea interfered with the uptake of iron in this population, who drink a great deal of tea. A follow-up study is underway to assess ways to optimize MNP.
182. WFP participated in a technical advisory group of United Nations, private-sector and scientific partners formed in 2008 that aimed to improve the quality of MNP formulations. The foundation for a study of the effectiveness of new ready-to-use foods was laid in **Ethiopia** in collaboration with the University of Toronto in Canada.
183. Six "Ten-Minutes-to-Learn" briefs about improving the nutritional quality of WFP's food basket were prepared in October for country offices and regional bureaux. They gave an overview of nutrition issues, food options and programming choices to meet the nutritional needs of target populations and aimed to raise awareness among WFP's partners.
184. Four specialists were hired in 2008 under the DSM-funded Employee Engagement initiative. One reviewed WFP's business model for the fortification pilot programme in **Bangladesh**; similar projects are planned in Guatemala and Zambia.

Expanding Access to Health Services for Transport Workers

185. The International Transport Workers' Federation officially joined with WFP, TNT and UNAIDS in a scheme to create health access points along major transport routes and in ports in Africa. What started as a pilot wellness centre for transporters at the Mwanza border crossing in **Malawi** has expanded into a multi-stakeholder alliance. With support from partners such as the British and Dutch governments, Chevron and the Walvis Bay Corridor Group, the North Star foundation³⁹ opened two wellness centres in **South Africa** and one each in **Namibia** and **Zambia** in 2008, bringing the total to seven. Each centre received an average of 35 visitors a day for information on HIV prevention, condom distribution, counselling and testing, and treatment of sexually transmitted infections.

186. The wellness centres were linked in late 2008 by state-of-the-art technology that enabled real-time access to data and enhanced monitoring. In future, visitors will be issued with an electronic "health passport" containing personal information to facilitate access to treatment anywhere in the system.

Behaviour change communication	6,000–8,000 sessions
Sexually transmitted infections	2,500–3,500 treatments
Voluntary counselling and testing for HIV	1,500–2,000 referrals
Condoms distributed	150,000 (90% men, 10% women)

187. Lessons learned include the need for convenient locations, appropriate hours of operation and secure parking for trucks. Prioritizing the needs of long-distance truck drivers empowers them to take control of their health. Broadening the focus beyond HIV attracts more men and women into the centres, which increases the chances for meaningful interaction with health staff.

188. North Star is a flexible, demand-driven model based on best practices; it is continually adapting to ensure the best quality care for its target groups. WFP and North Star will consider lessons learned, assess risks and solicit client feedback with a view to expanding the services provided by the wellness centres.

189. On the basis of feedback from clients, partners, national health systems and donors, North Star added to its services treatment for job-related ailments such as hypertension, backache, respiratory infections, diarrhoea and eye-strain. North Star is planning to expand its services further to include screening and treatment for TB and malaria and a cross-border system for ART delivery.

³⁹ The North Star foundation brings together transport organizations to address the transmission of HIV.

190. WFP's commitment to North Star helps protect the health and well-being of transport workers, who are essential for delivering food assistance. It also ensures that humanitarian operations do no harm in terms of spreading HIV.

Weather Risk Management in Rural Areas

191. In the context of the changing face of hunger, weather risk management has diversified and enriched the agricultural insurance options for farmers in the province of Anhui in **China**.
192. In Anhui, WFP and IFAD initiated a vulnerability reduction project for 660 households. A memorandum of understanding with the Anhui-based agricultural insurance company Guoyuan resulted in a water-logging index insurance pilot for one district and a rice-specific drought insurance pilot for another. Access to weather-based insurance products and other financial services will give small-scale farmers protection from weather-related risks and place them in a better position to preserve their livelihoods and food security.

Under the "Delivering as One" framework for climate change adaptation WFP, the United Nations Environment Programme (UNEP), FAO, the United Nations Centre for Human Settlements (Habitat) and the United Nations Industrial Development Organization (UNIDO) initiated a joint programme in October on "Environmental Mainstreaming and Adaptation to Climate Change (2008–2010)", which had an estimated 1,000 beneficiaries as of March 2009. The programme focuses on climate change risk locations such as arid and semi-arid areas, river basins and coastal areas. WFP initiated a baseline study, reviewed secondary information, identified climate change indicators, designed tools for data collection, trained enumerators and conducted field work in Chicalacuala in **Mozambique**. The US\$7.6 million JP includes water management, conservation agriculture, agro-forestry, human settlement and territorial planning, and developing alternative energies for productive responses.

Protection in WFP Operations

193. In 2008, WFP scaled up its integration of gender and protection into field operations and programming. This began with training to raise awareness of protection among staff of WFP and cooperating partners and provide the skills to formulate responses to protection concerns in WFP operations. The training benefitted 500 WFP and partner staff and had the immediate outcome of improving their ability to analyse the operational contexts of WFP food assistance and the impacts of WFP assistance on the protection of beneficiaries, especially the safety of women. The use and implications of international law, humanitarian principles and negotiations in protecting the rights of beneficiaries and communities were also included.
194. WFP continued to mainstream protection into field programming through research and analysis as inputs to project formulation and design, developing guidance, checklists, tools and work plans. WFP remained engaged in inter-agency initiatives, primarily through the protection cluster. With UNHCR and the Women's Refugee Commission, WFP co-chaired the Inter-Agency Standing Committee Task Force on Safe Access to Firewood and alternative Energy in Humanitarian Settings (IASC Task Force SAFE) to develop guidance on fuel efficiency and a matrix of agency roles with regard to fuel in humanitarian settings.

Increasing Hunger Awareness

195. WFP increased its media and outreach activities in 2008 in view of the food price and financial crises and some high-profile EMOPs. WFP became a major voice alerting the world to the impact of high food prices on the world's poorest people, which was important in generating a record level of contributions and widespread awareness of the issue.
196. Although WFP has a much smaller budget for public communication than other humanitarian organizations, it obtained media exposure worth tens of millions of US dollars in 2008: 11,000 news clips highlighting WFP's activities were published in Australia, Canada, Denmark, Finland, France, Germany, Ireland, Italy, Japan, Norway, Sweden, the Netherlands, the United Kingdom and the United States, and there were 120,000 references to WFP in news clips, compared with 45,000 in 2007.
197. Audiovisual packages including 19 television public service announcements were produced internally at very little cost and placed on 82 television channels on a pro bono basis. Footage of WFP operations was sent to international news channels; video messages ran on screens in airports, stations, subways, stadiums and cinemas and on the Reuters screen in Times Square in New York. Celebrities in sport, cinema, television and music donated their time and images for these announcements. The value of advertising donated to WFP was US\$56 million, but actual values could be assigned to only a third of the advertisements placed by WFP.
198. The 2008 survey by Intomart GfK (the Netherlands) and Ciao Surveys GmbH (Romania) of awareness of WFP and food aid and hunger issues showed increases in Canada, France, Germany, Japan, the Netherlands, Spain, the United Kingdom and the United States of America in relation to a similar survey in 2007. The greatest awareness of WFP was in Japan, followed by the Netherlands. In Japan, public awareness of WFP has increased substantially, largely as a result of a long-term partnership with the Japan Advertising Council, which carried out nationwide pro bono advertising campaigns.

Using New Media and Web-Based Approaches

199. WFP expanded its use of the internet, launching initiatives involving social networking sites and user-generated content to raise awareness of hunger and to generate support. Websites, the preferred medium for information and engagement among young people, are an effective means of generating understanding about hunger and WFP's work, and for raising funds.
200. Visits to WFP's website were increased by the launch of Freerice.com, a vocabulary game that captured the imagination of millions of people. Its creator, John Breen, donated the site to WFP and expanded it during the year with games centred on art, mathematics, language and chemistry. The award-winning site generated enough rice to feed 2 million people for a day, benefiting projects in **Bangladesh, Cambodia, Myanmar, Nepal and Uganda**. Sponsors, who had their banners on the site, provided US\$1 million in 2008 to fund the initiative. WFP used its online

resources such as Food Force, the world's first humanitarian computer game (now in 13 languages) to reach hundreds of thousands of people.

201. WFP also worked with the video-sharing website YouTube to launch "HungerBytes", the first-ever video contest on hunger, which attracted 500,000 visits. "HungerBytes" attracted interest from major media organizations such as *The Wall Street Journal*, the Cable News Network and *The Washington Post* and was talked about on blogs and social networks such as Myspace and Facebook. There were 70 video entries from professional and amateur producers for the "HungerBytes" competition, which were judged by a panel of experts in cinema, the internet and humanitarian aid.

Fill the Cup

202. At the beginning of 2008 WFP launched "Fill the Cup", a major international fundraising and awareness campaign to benefit millions of hungry schoolchildren. It was launched in partnership with Kaka, a WFP Ambassador Against Hunger and the *Fédération Internationale de Football Association* (FIFA) 2007 World Player of the Year, and public figures from Ghana and Italy.
203. The campaign was featured in the United States on television shows such as The Oprah Winfrey Show and The Late Show hosted by David Letterman. During the Oprah Winfrey programme, the WFP Ambassador Against Hunger actress Drew Barrymore presented a personal donation of US\$1 million to the Executive Director. The show generated additional online donations totalling US\$600,000.



PART IV: FINANCIAL ANALYSIS

Contributions⁴⁰

204. Contributions to WFP for 2008 (see Annex VIII) amounted to US\$5 billion, a record level. Of this, US\$1 billion was attributable to the extraordinary March appeal to address high food and fuel prices, when contributions were received from 28 donors. The largest single contribution to the United Nations was US\$500 million from the Kingdom of Saudi Arabia.

205. Donor support for EMOPs was strong: 85 percent of funding needs were met. DEVs were also strongly supported, with 84 percent of needs met. Only 70 percent of the needs of PRROs and only 60 percent of the needs of SOs were met, however; SOs recovered some of the costs for local humanitarian services, which reduced the impact of the shortfall.

206. Development activities received US\$406.2 million in 2008, the highest amount since 2000 and a 45 percent increase compared with 2007. The number of donors also increased: 41 donors supported DEVs in 2008, including several recipient governments. As a proportion of total contributions, however, development activities fell to their lowest level ever.

Table 24: 2008 Required Resources Compared with Confirmed Contributions (US\$ million)

	Net needs	Contributions received	Net needs met (%)
DEV	483.8	406.2	84
EMOP*	1 651.1	1 405.8	85
PRRO	3 297.0	2 312.6	70
SO (cash/in-kind)	288.7	172.0	60
General Fund (unallocated)	-	613.4	N.A.
Subtotal	5 720.6	4 910.0	86
Other**	-	131.8	N.A.
Total	5 720.6	5 042.0	-

* Contributions to the EMOP category include IRA contributions of US\$60 million from 21 donors.

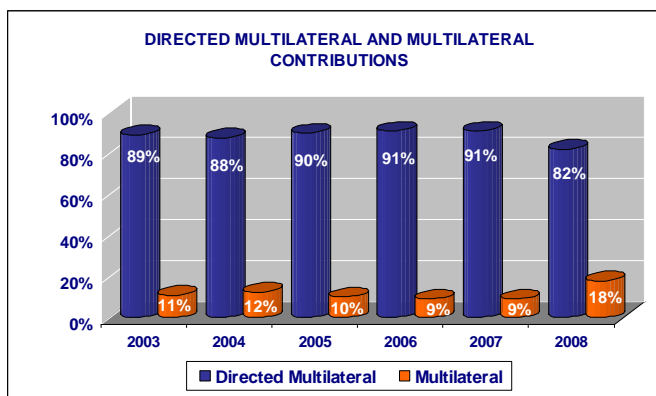
** Includes government counterpart cash contribution (GCCC), General Fund, special accounts, trust funds and unassigned contributions. These contributions are not part of the Programme of Work and are therefore not reflected in calculating the coverage of gross needs.

Table 25: Contributions for Development Activities (2001–2008)

Year	US\$ (million)	Development as % of total contributions
2001	266.0	14
2002	213.3	12
2003	245.0	10
2004	276.1	12
2005	269.3	10
2006	250.2	9
2007	277.5	10
2008	406.2	8

⁴⁰ Figures are based on data from the Resource Mobilization System (RMS) and donor contributions in 2008 and are therefore not fully comparable with the revenue in the Financial Statements.

207. In 2008, 82 percent of contributions were directed and 18 percent were multilateral. Multilateral contributions doubled in percentage and tripled in monetary terms when compared with the figures for 2007, a reversal of the downward trend of the multilateral share since 2003, when only 11 percent of contributions were multilateral.⁴¹



Four-fifths of multilateral contributions, US\$526 million, were used to support relief operations. Multilateral funds were used in 78 countries.

208. Operations in Africa received 67 percent of directed contributions, the largest share; operations in Asia received 22 percent. Countries in the Middle East received 7 percent of directed resources; those in Latin America and the Caribbean received 4 percent.

Table 26: Multilateral contributions allocated to Programme Categories (US\$ million)

Project category	Multilateral contributions	%
DEV	136	20
EMOP	130	20
PRRO	395	59
SO	5	1
Total	667	100

209. In 2008, a greater proportion of contributions was received earlier in the year: confirmed contributions at the end of March 2008 were 19 percent above the same date in 2007 and double the amount at the end of June.

210. Twinning partnerships in 2008 enabled six governments to make in-kind contributions to WFP totalling 75,800 mt of food, which was matched with US\$12 million in cash from other donors to cover associated costs and enable full-cost recovery. This allowed WFP to receive more food and to feed a greater number of people with less delay. If the cash had been used for international or local purchases instead of being twinned, the food equivalent would have been between 16,000 mt and 33,000 mt at full-cost recovery.

211. In 2008, WFP received US\$137 million in bilateral contributions from donors for activities outside the regular Programme of Work.

⁴¹ Contributions to WFP are classified as multilateral, directed multilateral or bilateral, depending on the amount of direction and the conditions imposed by the donor.

212. The number of donors contributing to WFP continued to increase: there were 98 donors in 2008, of which 66 were not part of the Organisation for Economic Co-operation and Development (OECD). Nine governments supported WFP for the first time in 2008:⁴² **Argentina, Burkina Faso, Burundi, Iraq, Mali, Mexico, the Republic of Guinea, Timor-Leste and the United Republic of Tanzania.**
213. A welcome development was the increase in contributions from recipient countries. In 2008, 38 government donors that were also recipients of WFP assistance provided US\$140 million, accounting for 2.8 percent of total contributions. For comparison, 20 recipient countries contributed US\$56 million in 2003.
214. Even though the donor base had expanded, a limited number of donors provided the bulk of funding. In 2008, WFP's top ten donors accounted for 82 percent of the resources received, following the trend in previous years. Contributions received from the top ten donors were significantly higher in 2008; it required US\$115 million for a donor to be among the top ten. The top 20 donors accounted for 96 percent of contributions.
215. 2008 also brought changes to the list of WFP's top donors. **The Kingdom of Saudi Arabia** and **Spain** joined the list, and there were disbursements from United Nations funds, which reflects the changing funding environment.
216. Most donors went to extraordinary lengths to provide additional resources for WFP during a year of greatly expanded funding needs. The average donation increased from US\$31 million in 2007 to US\$51 million in 2008.
217. As governments assume more ownership of food assistance programmes, WFP is becoming a major partner in supporting them in improving the effectiveness and efficiency of their programmes. Support and capacity development were provided for **Bolivia, Colombia, Ecuador, El Salvador, Honduras and Peru**; and for **India**, in the implementation of activities such as school feeding, MCHN, literacy for women, nutritional surveillance, VAM and the reduction of micronutrient deficiencies.

⁴² Donors that contributed to WFP before 2002 and again in 2008 are counted as new donors.



Table 27: 2008 Total Contributions to WFP by Funding Window (US\$ million)				
	Multilateral	Directed multilateral	Total	% of total
Contributions for food and associated costs:			4 734	94
In-kind*	-	1 980	1 980	39
Cash*	870	1 883	2 753	55
Other contributions:			308	6
SOs (cash)	5	165	170	3
Stand-by agreements and other in-kind contributions	0.7	8	9	0.2
Trust funds and special accounts (cash)	-	111	111	2
JPOs** (cash)	-	6	6	0.1
Government counterpart cash contributions (GCCC) (cash)	13	-	13	0.3
Total	888	4 153	5 042	100.0
* Including associated costs				
** Junior professional officers				

218. Contributions for food and associated costs of transport, handling, storage and indirect support accounted for US\$4.7 billion, 94 percent of contributions received. In-kind contributions amounted to US\$1.98 billion, an increase of 74 percent in monetary terms and 35 percent in tonnage terms compared with 2007.
219. Other contributions – US\$308 million, 6 percent of the total – included: i) contributions to SOs for humanitarian air services, logistics augmentation, UNHRDs and support for WFP’s responsibilities for the logistics and emergency telecommunications clusters; ii) stand-by personnel and JPOs; iii) support for P4P; and iv) cash from government counterparts for country offices.

Table 28: Contribution Trends – Target vs. Actual	2008	Actual			
	Target	2008	2007	2006	2005
7.2.1 Contributions to WFP by donors					
Total by value of contributions	US\$3.0 billion	US\$5.0 billion	US\$2.7 billion	US\$2.7 billion	US\$2.8 billion
Contributions – multilateral (%)	10.1	18.0	9.5	9.0	10.1
Contributions – cash (%)	54.0	60.5	57.6	58.5	56.8
Contributions – unrestricted (%) ⁴³	3.3	16.3	7.3	3.7	3.3
Number of donors	80.0	98.0	88.0	97.0	80.0
Resources contributed by the top ten donors (%)	84.0	82.2	80.7	78.6	84.0
7.2.2 Assessed needs met (%) ⁴⁴	100.0	85.8	77.0	67.5	N/A
7.2.3 Difference between income forecast and actual contributions ⁴⁵	+/-5	83.0	-9	-1	-14

Pooled Funding

220. Contributions received through pooled funding totalled US\$217 million, the fifth largest revenue source in 2008; of this 75 percent – US\$164 million – came from the Central Emergency Response Fund (CERF). Overtime CERF contributions to WFP have increased, which is mainly attributable to globally increased contributions to the fund. WFP's share has been one third of the CERF funding disbursements over the last three years. Of these contributions to WFP, 84 percent or US\$137 million were used to support relief operations.

⁴³ Unrestricted contributions are defined as multilateral cash contributions to food-based operations without procurement restrictions. The important increase can be attributed primarily to donors removing or easing procurement restrictions.

⁴⁴ Contributions include directed and multilateral contributions to the International Emergency Food Reserve (IEFR) and IRA, the PRRO, SO and DEV categories, and the General Fund (unallocated) confirmed against the 2008 pledge year.

⁴⁵ Forecasts as of January 2008 did not foresee the food price crisis and subsequent generous response to the appeal.



Table 29: Contributions through Pooled Funding (US\$ million)						
	2006	%	2007	%	2008	%
CERF	96.6	61	120.2	84	163.6	75
Humanitarian response funds	47.7	30	17.7	12	34.7	16
One UN (pilot countries)		0		0	3.5	2
Other*	14.7	9	5.8	4	15.7	7
Total	159.0	100	143.6	100	217.4	100
*Joint programming with other United Nations agencies						

221. Recent studies have indicated that contributions through pooled funding appear to be less predictable than direct donor contributions and that they lead to increased transaction costs for agencies, including lengthy application and allocation procedures and non-standard reporting. It is difficult to determine the extent to which pooled funding has been an additional source of funding as opposed to a shift from direct donor contributions to contributions through pooled funding.
222. Pooled funds are relatively new mechanisms designed to improve the effectiveness of assistance. WFP and UNICEF, UNHCR, WHO and FAO, all major recipients of pooled funds, are supporting an independent study to enhance understanding of the implications of the new funding mechanisms as they relate to transaction costs, and to recommend ways in which they could be enhanced to benefit WFP's operations.

WFP and the Consolidated Appeals Process⁴⁶

223. WFP participated in the IASC Sub-Working Group on the Consolidated Appeals Process (CAP) to work on enhancing needs analysis, project prioritization in appeal documents, training and workshops in the field, and resource mobilization.
224. During 2008, WFP took part in 11 CAPs, 10 flash appeals and 13 appeals classified by OCHA as "other appeals". WFP's requirements accounted for 38 percent of 2008 CAP/flash appeals, which amounted to US\$7 billion. WFP received 94 percent of the amounts it requested in 2008 CAP/flash appeals, accounting for half of total contributions.

⁴⁶ OCHA financial tracking service (FTS) and online project system, 20 March 2009

225. The “Food Aid and Food Security” sector was relatively well funded in CAPs: 87 percent of requirements were met in 2008. WFP was the main recipient of contributions for food-related needs. But sectors such as health – only 46 percent of requirements met – and water and sanitation – only 51 percent – were less strongly supported. Lack of clean water and basic health services for WFP food beneficiaries reduced the impact of nutrition interventions.

Flexible Internal Financing Mechanisms

226. The working-capital finance (WCF) mechanism and the IRA advanced US\$500 million to WFP operations in 2008, a record. These mechanisms helped to ensure more timely availability of resources for beneficiaries. In 2008, 29 donors agreed to the use of WCF mechanisms on the basis of forecast contributions; eight of them gave WFP blanket authorizations. Some donors allowed WFP to transfer unspent balances to the IRA without prior consultation, thus reducing transaction costs in resource management.
227. Major progress was made in agreeing with donors on more flexible funding arrangements: i) **Canada, Denmark and Finland** fully untied their food assistance in 2008 and provided cash only, thereby allowing WFP to allocate resources in a more timely manner; and ii) 26 donors confirmed their readiness to provide cash for twinning with in-kind donations from other donors to cover full-cost recovery.

Financial Overview

228. In 2008, WFP’s Financial Statements were prepared for the first time in accordance with IPSAS. The adoption of IPSAS introduced the presentation of revenues and expenses on a full accrual basis.⁴⁷ Revenue and expense figures for 2008 presented in this report are therefore not comparable with 2007 and previous years, in which WFP applied UNSAS.

⁴⁷ The accrual accounting principle measures the performance and position of the organization regardless of when the cash transaction occurs. On the basis of this principle, the effects of transactions and other events are recognized when they occur (and not when cash or its equivalent is received or paid), are recorded in the accounting records and reported in the Financial Statements (Statement I to IV) of the financial periods to which they relate. According to this accounting principle, revenues and expenses associated to a transaction or an event match. See: *WFP Policy Guidance Manual for International Public Sector Accounting Standards*, 2008 edition. Available at: <http://docustore.wfp.org/IPSAS/ResourcesandTools/IPSASPolicyGuidanceManual/index.htm>.

Revenue and Expenses⁴⁸ Overview

229. Total revenue generated during 2008 was US\$5.1 billion, of which 81 percent was cash, 17 percent revenue from in-kind contributions and 2 percent revenue from special accounts. The surplus for the year was US\$1.4 billion.

	2008*	2007
Total revenue	5 115	3 029
Total expenses	3 725	2 966
Surplus for the year	1 390	63

* 2008 revenue and expenses presented according to IPSAS are not comparable with 2007 and previous years, when WFP applied UNSAS.

230. Total expenses for 2008 were US\$3.7 billion, of which 74 percent was for food and distribution. The rest pertained to other operating costs.

	2008*	%	2007
Programme category			
DEV	292	8	309
EMOP	945	25	716
PRRO	1 789	48	1 289
SO	200	5	166
Subtotal	3 226	87	2 481
Other funds			
General Fund and special accounts	271	7	331
Bilateral operations and trust funds	228	6	154
TOTAL EXPENSES	3 725	100	2 966

* 2008 revenue and expenses presented according to IPSAS are not comparable with 2007 and previous years, when WFP applied UNSAS.

⁴⁸ According to IPSAS, "revenue" is the gross inflow of economic benefits or service potential during the reporting period when those inflows result in an increase in net assets. "Expenses" are decreases in economic benefits or service potential during the reporting period in the form of outflows or consumption of assets or incurrence of liabilities that result in decreases in net assets.

231. In 2008, SO expenses increased to US\$200 million. Of the 53 SOs, 34 were common services and accounted for 75 percent of SO expenses, reflecting WFP's support for partners. The largest SOs in terms of expenses were the UNHAS in **Afghanistan, Chad, Myanmar** and the **Sudan**, which accounted for 50 percent of SO expenses in 2008.

Type of SO	2008*	2007	2006
WFP infrastructure logistics	48	86	111
Common services	152	80	125
Total	200	166	236

* 2008 revenue and expenses presented according to IPSAS are not comparable with 2007 and previous years, when WFP applied UNSAS.

Budget Performance Highlights

232. Large rises in food costs and unexpected new requirements during 2008 resulted in an increase of US\$2.5 billion, or 87 percent, in the budget for operational requirements; the PSA budget increased by US\$18 million, or 9 percent. The original 2008 budget, as detailed in the Management Plan (2008–2009), increased from US\$3.1 billion to a record US\$5.6 billion. The unprecedented increase in food and fuel prices and the weakening of the US dollar against most currencies resulted in an increase of US\$755 million in the original operational requirements for 2008. Unexpected new operations and expansions of existing programmes increased the Programme of Work for 2008 by US\$1.8 billion.
233. As at 31 December 2008, budgetary expenditures for projects totalled US\$4.2 billion for the year, 77 percent of the end-of-year budget. For WFP, budgetary expenditures are limited to the amount of total confirmed contributions from donors. Original and final project budgets are based on estimated beneficiary requirements. Actual implementation depends on the amount of contributions confirmed for the projects.
234. The ISC budget increased from US\$199 million at the beginning of the year to US\$218 million at 31 December 2008. Of the final approved PSA budget for 2008, 93 percent had been utilized as of 31 December 2008; US\$14 million was carried over into 2009. The final budget was approved in October 2008 and allocated to divisions thereafter: as a result, insufficient time was left for the divisions to commit all funds by the end of the year, and some activities had to be postponed to 2009.

Table 33: Statement V⁴⁹ – Comparison of Budget and Actual Amounts for the Year Ended 31 December 2008 (US\$ million)

	Budget amount		Actual amounts on comparable basis*	Difference: final budget and actual
	Original	Final		
Cost components				
Food	1 285	2 815	2 333	483
External transport	317	587	383	203
Landside transport, storage and handling (LTSH)	800	1 089	811	277
Other direct operational costs (ODOC)	164	406	296	110
Direct support costs (DSC)	338	529	373	155
Subtotal: Direct costs	2 903	5 425	4 197	1 228
PSA	175	189	175	14
Capital and capacity funds	24	29	15	14
Subtotal: Indirect costs	199	218	190	28
TOTAL	3 102	5 643	4 387	1 256

* Actual amounts for budgetary purposes are presented as part of the comparison schedule and are a basis of a reconciliation schedule resulting from the execution of the budget. For the purpose of IPSAS they include actual expenses and obligations that are comparable with the final budget presented.

⁴⁹ Statement V: Comparison of Budget and Actual Amounts in the Financial Statements compares WFP's budget to actuals for 2008. The actuals in Statement V represent "budgetary expenditures" prepared on a commitment accounting basis, whereas the "expenses" shown in other parts of this report are in line with the Statement of Financial Performance, which is prepared on a full accrual basis.

Analysis by Cost Component

235. The expenditures in this section correspond to the actuals (budgetary expenditures) in Statement V, which are prepared on a commitment accounting basis; expenses shown in the previous section are prepared on a full accrual basis.

	Expenditures by Cost Component (US\$ million)		Average Direct Expenditures per mt (US\$)	
	2008* actual	2007 actual	2008* actual	2007 actual
Food	2 333	1 173	598	333
External transport	383	218	98	66
LTSH	811	600	208	182
ODOC	93	59	24	18
DSC	345	265	89	80
TOTAL	3 966	2 315	1 017	702
Distribution (million mt)	3.9	3.3		

* 2008 actuals for food assistance projects are in line with Statement V, excluding SOs, but are not fully comparable with 2007 because of changes in accounting standards. 2008 includes open commitments (purchase orders).

236. In 2008, WFP's expenditures related to food projects were significantly affected by the volatility in food and fuel prices and the weakening of the US dollar against most currencies. Food and fuel costs increased substantially during the first half of the year but began to decrease at the beginning of the second half. As a result of the volatility, the January update of the Management Plan (2008–2009) contained a US\$734 million upward re-costing for the Programme of Work, of which US\$520 million was accounted for by food price increases. The Programme of Work was re-costed again in May 2008 and increased by a further US\$685 million, of which 50 percent was attributable to increases in food prices. In the second half of the year food and fuel prices had declined, resulting in a 24 percent decrease in food costs, a 5 percent decrease in external transport costs, a 13 percent decrease in LTSH costs and a 3 percent decrease in ODOC and DSC. In January 2009, the fourth update of the Management Plan (2008–2009) was presented to the Board, in which the 2009 Programme of Work was re-costed to US\$4.8 billion, 17 percent less than the previous update.
237. In 2008, total expenditure on food assistance projects increased by US\$1.7 billion, 71 percent of the total; the cost per metric ton increased by 45 percent compared with 2007. The main factors contributing to the increase in expenses were food costs, external transport, LTSH, ODOC and DSC.
238. Direct expenditure on food costs increased by US\$1.7 billion, 99 percent, compared with 2007. Direct expenditures for food per mt increased by US\$265, or 80 percent. As a proportion of total direct expenditure, food costs increased from 51 percent in 2007 to 59 percent in 2008. The increase in food costs resulted from higher prices in

the first half of the year and higher volumes of food donated to WFP. From January to June 2008, the prices of WFP's major cereals increased by 34 percent; but from July to December prices decreased by an average 24 percent for cereal and non-cereal food items.

239. In 2008, expenditures on external transport expenditures increased by US\$165 million, or 76 percent. External transport expenditure per mt increased by 49 percent as a proportion of total direct expenditure. As a proportion of total direct expenditures, external transport costs remained at 9 percent, unchanged from 2007. Shipping costs increased substantially in the first half of the year before decreasing in the third quarter.
240. In 2008, expenditures on **LTSH** increased by US\$211 million, or 35 percent. Average LTSH expenditure per mt increased by US\$26, or 14 percent. In 2008, expenditure on LTSH accounted for 20 percent of total direct expenditure, compared with 26 percent in 2007. LTSH costs increased because of higher fuel prices and a larger number of operations. Considerable savings were achieved, however, through initiatives such as new supply corridors to Afghanistan through Pakistan instead of Iran, synchronized regional tendering in the Sahel countries and changes in the use of extended delivery points (EDPs) in the Sudan.
241. Expenditures on **ODOC** increased by US\$34.1 million, 58 percent, compared with 2007. Average ODOC expenditure per mt increased by US\$6, or 34 percent. The weakening of the US dollar and the increase in the Programme of Work contributed to higher ODOC expenditure in 2008. Despite the increase, ODOC continued to account for less than 3 percent of expenditure on food-assisted activities in 2008.
242. Expenditures on **DSC** increased by US\$80 million, or 30 percent, between 2007 and 2008. Average DSC expenditure per mt increased by 10 percent, largely because of increased standard staff costs.

PART V: LOOKING FORWARD

Strengthening the Repositioned WFP

243. The focus of activities in 2009 will be to reorient WFP's strategic, operational and reporting frameworks in line with the WFP Strategic Plan (2008–2011).

New Operational Frameworks to Deliver Innovative Hunger Solutions

244. As the global leader in school feeding, WFP will work with partners to ensure that no child goes to school hungry by 2015. This will be the cornerstone of WFP's new school feeding policy, which will be discussed in consultations with donors, Board members and partners and at a high-level meeting hosted by the Executive Director in Bellagio, Italy, in July 2009. WFP will publish a book with the World Bank entitled *Re-Thinking School Feeding: Social Safety Nets, Child Development and the Education Sector*, which reviews current evidence and best practice in the design and implementation of school feeding programmes. WFP will work with the World Bank and other partners to increase the cost-effectiveness and sustainability of school feeding and will scale up programmes as safety nets to address needs in countries hit by the global food and financial crises.
245. WFP will continue to introduce cash and vouchers to complement or replace traditional food transfers with a view to enhancing social protection. These lessons will also be informative for those involved in linking assessments and response options in country-specific contexts.
246. WFP will increase its testing of the effectiveness of innovative nutritious food products to enhance the impact of nutrition interventions. The emphasis will be on micronutrient powders for home fortification in the light of encouraging results from field-tested pilot initiatives.
247. Renewed emphasis on risk reduction and disaster mitigation will focus on increasing government and community capacities to develop systems to reduce the impacts of disasters. Adaptation to climate change will be an integral part of this work. WFP will develop new tools for weather-risk management to enable smallholders to cope with extreme weather.
248. The financial policy review in 2008 was guided by recommendations made during discussion of the WFP Strategic Plan (2008–2011). The purposes are to: i) identify new ways to ensure predictability and stability in WFP funding; ii) reinforce transparency in resource allocation and governance; and iii) introduce a financial policy that is consistent with UNDAF and takes into consideration the "One United Nations" initiative for harmonization. This will enable stakeholders to allocate resources to particular Strategic Objectives and activity types.



Local Procurement

249. The focus on procurement from developing countries, including the 21 countries in the P4P pilot, will continue in 2009. Training WFP staff in procurement procedures will be an important component: an online module on food procurement for country directors is under development, and WFP procurement staff are being encouraged to enrol in Grain and Feed Trade Association training courses and to attend training in milling and quality assessment.
250. The *Food Procurement Manual* will be updated in 2009 with revised rules and procedures for the new modalities in P4P; guidelines on these will be developed that will also reflect audit requirements. M&E will be developed to measure the impact of WFP's standard local purchasing and P4P purchases on small-scale farmers and markets.
251. The Food Procurement Tracking System will be rolled out to food procurement staff. Standard reporting formats will be developed to improve WFP's ability to monitor procurement.

Gender and Protection

252. Building capacity among field staff on protection through training and programme support for country offices will be expanded in 2009 to benefit a larger number of staff and partners.
253. There will be greater emphasis on gender-related protection. WFP will seek to: i) mobilize resources to give vulnerable women safe access to fuel and to fuel-efficient stoves; ii) support income-generating activities; iii) ensure the creation of safe spaces for women and girls during food distributions; and iv) facilitate the formation of women's support groups in camps to empower women to make decisions about food and nutrition security. With a view to increasing gender equality, men and boys will be engaged in activities to protect women and children from violence and to promote their involvement in health programmes.

Strategic Partnerships

254. The WFP Strategic Plan (2008–2011) commits WFP to developing government capacities to implement hunger solutions to save lives. Partnerships will be essential in this capacity development and in hand-over of food assistance programmes. Adherence to the reporting requirements in the *Strategic Results Framework* will be essential to ensure full reporting on capacity development and hand-over.

255. Private-sector partnerships will continue to be an important element in WFP's transition to a food assistance agency. Private-sector support was fundamental in the launch of P4P. Private-sector organizations also made major contributions to the expansion of ICT and logistics for emergencies. There was also strong support from private-sector companies in the development of innovative nutritious products, particularly in testing for quality and efficacy.
256. Corporations are increasingly engaged in WFP campaigns to raise awareness of the causes of world hunger. The private sector is a strong supporter of WFP school feeding, particularly as a safety net. In 2009 the private sector is expected to make greater use of WFP to increase understanding of hunger among employees and customers.
257. WFP aims to become the logistics service provider of choice for the humanitarian community. To achieve this, core processes are being adapted to enable WFP to respond efficiently to the requests of partners. Systems and tools are being developed to ensure that WFP provides professional services transparently, efficiently and reliably. As the designated leader for logistics, WFP will: i) expand the UNHRD system; ii) prioritize capacity development through training in emergency response and the establishment of a centre of excellence in humanitarian training; and iii) collaborate with partners during emergencies to ensure comprehensive logistics responses.

Progress in United Nations Reform

258. WFP will continue to support United Nations reform with a view to sustaining progress towards the MDGs. It will do this through the "Delivering as One" pilots and its services for the humanitarian community: the activation of common ICT services for the United Nations System in **Mozambique**, for example, will serve 19 organizations. The Global Partnership for Emergency Communications, working with the Vodafone Group Foundation and the United Nations Foundation, will enhance coordination in emergency communications.

Strategic Implementation

259. The WFP Strategic Plan (2008–2011) requires WFP country offices to take a more strategic approach to designing and implementing activities: the question "Where can food aid help?" will be replaced by "Where is there an urgent hunger need that cannot be met by a government or partners?" This will require analysis of: i) the causes of hunger; ii) the capacity of governments and partners to respond; iii) the comparative advantages of WFP; and iv) the place of WFP's work in the United Nations harmonization process. CODs and CSDs were developed as a mechanism for implementing the Strategic Plan at the country level and for linking hunger analyses with government priorities; they will define the role of country offices and the rationale for WFP's presence in terms of its comparative advantages and hand-over strategies.



260. CSDs were completed in 2008 for the **Sudan** and **Uganda**. Eight more will be rolled out in 2009–2010 and nine in 2010. Three considerations guided selection of the first CSD pilot countries: i) alignment with national PRS and UNDAF cycles; ii) recent CSFVAs; and iii) the size and capacities of country offices.

Risk and Performance Management

261. In April 2008, WFP's corporate risk profile was updated; risks were grouped into six themes: i) changing external environment; ii) reputation; iii) organizational capacity; iv) staff motivation and flexibility; v) funding; and vi) security. The relationship between these categories was highlighted to make follow-up easier in associated work planning. Executive risk management (ERM) has also been ongoing at the country level. Workshops on ERM and RBM were conducted in seven country offices and two Headquarters divisions during 2008. Country offices update their risk profiles as part of the annual work planning process.
262. The Executive Director confirmed her commitment to risk to management by establishing an ERM committee in January 2009. The committee will ensure that risk management is operational and focused at the highest level of WFP and it will oversee communication on risk management between WFP field offices and Headquarters.

Reporting Results

263. Transition to the WFP Strategic Plan (2008–2011) will require new approaches in reporting results on the basis of the adjusted *Strategic Results Framework*. The corporate indicators will be mandatory; at the project level, reporting of results may be complemented by project-specific indicators.
264. To ensure consistency in measurement and analysis, the new *Indicator Compendium* provides guidance for each mandatory indicator and the indicators specific to a project or country. Each indicator will include, at the outcome and output levels and by Strategic Objective, targets, data sourcing, frequency of measurement and interpretation of results and risk analysis.
265. New and ongoing projects will be aligned with the new objectives and mandatory indicators to improve the accuracy of reporting on outcomes. Technical adjustments will be made to data collection for WFP reports used by country offices to insert data into the Data Collection Telecoms Application (DACOTA).
266. WINGS II will be launched in July 2009. The original go-live date was revised to ensure that the system is fully tested and that WFP is ready for the changes it will introduce.

267. The APR will remain a major component of WFP's accountability framework, but the format will be revised to reflect WFP's transition. A revised management results framework will complement the revised *Strategic Results Framework* to reflect WFP's new Strategic Objectives.

From Food Aid to Food Assistance

268. The reorientation of WFP from a food aid agency to a food assistance agency will continue in 2009 and beyond. The goal is to reduce dependency and to support government and international work to develop long-term solutions to the hunger challenge.
269. The basis of WFP's assistance will continue to be its unique expertise in addressing hunger as part of a coherent global strategy. The initiatives described above will be the first steps in developing WFP's responses to changes in the operating and funding environments. The WFP Strategic Plan (2008–2011) aims to deploy the repositioned WFP effectively in the global context.



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ANNEX I – END NOTES

- All monetary values are in United States dollars (US\$), unless otherwise stated.
- One billion equals 1,000 million.
- All quantities of food are in metric tons (mt) unless otherwise specified.
- Direct expenditures include food, external transport, LTSH, DSC and ODOC components, but exclude ISC.
- In some tables, totals are rounded and so may not add up exactly.
- LIFDCs include all food-deficit (net cereal-importing) countries with a per capita income below the historical ceiling 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; the designation LIFDC is applied to countries included in the World Bank categories I and II. The historical ceiling of per capita gross national product (GNP) for 2005, based on the World Bank Atlas method, is US\$1,675. In 2007, 82 countries were classified by FAO as LIFDCs.
- Three criteria are used for the identification of LDCs, as proposed by the United Nations Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States (UN-OHRLLS) Committee for Development Policy: i) *low-income* based on a three-year estimate of gross national income (GNI): per capita under US\$750 for inclusion, above US\$900 for graduation; ii) *human resource weakness* involving a composite human assets index (HAI) of nutrition, health, education and adult literacy; and iii) *economic vulnerability*, involving a composite economic vulnerability index (EVI) of agricultural production, exports of goods and services, manufacture share in GDP, merchandise export concentration, handicap of economic smallness and percentage of population displaced by natural disasters.
- Country concentration is calculated as follows: “[A]t least 90 percent of the undirected multilateral resources from traditional donors used for development should go to countries that:
 - are least developed or have equally low income;¹ and
 - face a problem of chronic malnutrition measured as a rate of under 5 child stunting greater than 25 percent.”

¹ Per capita gross domestic income (GDI) less than US\$885



- The 2008 APR reports against the Strategic Objectives in the WFP Strategic Plan (2006–2009). Progress achieved in 2008 for each objective was measured through corporate indicators listed in the Strategic Objective Results Matrix (see Annex II A). These indicators were refined in 2008, to reflect the new WFP Strategic Plan (2008–2011) and supported by a Strategic Results Framework (see Annex II B) as a base for WFP’s future reporting on performance results and learning.

- The SPRs are prepared by every country office and regional bureau; they provide the primary data for the analysis of performance in terms of the Strategic Objectives. In 2008, 214 active projects were covered by the full SPRs.²

- The food aid categories referred to in this report are as follows:
 - i) Emergency food aid is destined for victims of natural or man-made disasters; it is freely distributed to targeted beneficiary groups and is usually provided on a grant basis; it is channelled multilaterally through NGOs, or bilaterally.
 - ii) Project food aid aims to support poverty reduction and disaster prevention; it is usually freely distributed to targeted beneficiary groups but may also be sold on the open market, when it is referred to as “monetized” food aid; it is provided on a grant basis and channelled multilaterally through NGOs, or bilaterally.
 - iii) Programme food aid is usually supplied on a government-to-government basis as a resource transfer for balance-of-payments or budgetary support; unlike most food aid for project or emergency purposes, it is not targeted to specific groups but is sold on the open market and provided as a grant or as a loan.

² All projects that remain open – i.e. financial closure not yet confirmed – were required to prepare an SPR. Active projects were defined as: i) having distributed food during the reporting period; ii) having assisted identifiable beneficiaries; or iii) having provided an actual service in the case of SOs.

ANNEX II A – STRATEGIC OBJECTIVE RESULTS MATRIX – WFP STRATEGIC PLAN (2006–2009)

The core programme goal for 2006–2009 is to continue to meet the Millennium Development Goals through food-assisted interventions targeted to poor and hungry people.

Activity types ¹	Outputs	Outcomes ²
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STRATEGIC OBJECTIVE 1: SAVE LIVES IN CRISIS SITUATIONS

General food distribution

Selective feeding

(includes therapeutic, supplementary and vulnerable group feeding)

Output 1.1: Timely provision of food in sufficient quantity for targeted beneficiaries in conflict and disaster affected areas

Indicator 1.1.1: Actual beneficiaries receiving WFP food assistance through each activity as a percentage of planned beneficiaries, by project category, age group, sex

Indicator 1.1.2: Actual mt of food distributed through each activity as a percentage of planned distributions, by project category, commodity

Indicator 1.1.3: Percentage of general food distributions occurring more than 7 days later than the planned date of distribution (pilot indicator)

Outcome 1.1: Reduced and/or stabilized acute malnutrition in an identified population in conflict and disaster affected areas

Indicator 1.1.1: Prevalence of acute malnutrition among under-5s in an identified population by gender, assessed using weight-for-height

Outcome 1.2: Reduced and/or stabilized mortality in an identified population in conflict and disaster affected areas

Indicator 1.2.1: Crude mortality rate in an identified population; pilot indicator - SMART³ initiative

Indicator 1.2.2: Under-5 mortality rate in an identified population; pilot indicator - SMART initiative

STRATEGIC OBJECTIVE 2: PROTECT LIVELIHOODS IN CRISIS SITUATIONS AND ENHANCE RESILIENCE TO SHOCKS

General food distribution

Support to safety net programmes

(includes programmes reaching HIV and AIDS impacted households)

Food for work/Food for assets

Food for training

(includes life skills training and training for income-generating activities)

Output 2.1: Timely provision of food in sufficient quantity for targeted beneficiaries in crisis and transition situations or vulnerable to shocks

Indicator 2.1.1: Actual beneficiaries receiving WFP food assistance through each activity as a percentage of planned beneficiaries, by project category, age group, sex

Indicator 2.1.2: Actual mt of food distributed through each activity as a percentage of planned distributions, by project category, commodity

Indicator 2.1.3: Actual participants in each activity as a percentage of planned participants, by sex

Outcome 2.1: Increased ability to meet food needs within targeted households in crisis situations or vulnerable to shocks

Indicator 2.1.1: Proportion of beneficiary household expenditures devoted to food⁴

Indicator 2.1.2: An indicator on dietary diversity is under review⁵

Outcome 2.2: Increased ability to manage shocks within targeted households in crisis situations or vulnerable to shocks

Indicator 2.2.1: Appropriate indicators under discussion⁶



ANNEX II A – STRATEGIC OBJECTIVE RESULTS MATRIX – WFP STRATEGIC PLAN (2006–2009)

The core programme goal for 2006–2009 is to continue to meet the Millennium Development Goals through food-assisted interventions targeted to poor and hungry people.

Activity types ¹	Outputs	Outcomes ²

STRATEGIC OBJECTIVE 3: SUPPORT THE IMPROVED NUTRITION AND HEALTH STATUS OF CHILDREN, MOTHERS AND OTHER VULNERABLE PEOPLE

<p>Supplementary feeding</p> <p>Therapeutic feeding</p> <p>Institutional feeding</p> <p>HIV and AIDS programming (ART, PMTCT, home-based care, TB treatment)</p> <p>Food fortification</p> <p>Nutrition awareness (includes food for training)</p> <p>HIV and AIDS awareness</p> <p>Deworming</p>	<p>Output 3.1: Timely provision of nutritious food in sufficient quantity for targeted young children, mothers and other targeted beneficiaries vulnerable to nutrition and health risks</p> <p>Indicator 3.1.1: Actual beneficiaries receiving WFP food assistance through each activity as a percentage of planned beneficiaries, by project category, age group, sex</p> <p>Indicator 3.1.2: Actual metric tons of food distributed through each activity as a percentage of planned distributions, by project category, commodity</p> <p>Indicator 3.1.3: Actual participants in each activity as a percentage of planned participants, by beneficiary category, gender</p> <p>Indicator 3.1.4: Percentage of micronutrient-fortified food delivered through WFP-supported nutrition interventions</p> <p>Output 3.2: Provision of deworming tablets for targeted children and mothers in WFP-supported activities</p> <p>Indicator 3.2.1: Actual beneficiaries provided with deworming pills through WFP-supported activities as a percentage of planned beneficiaries of deworming pills, by beneficiary category,⁷ gender</p>	<p>Outcome 3.1: Reduced level of malnutrition among targeted children</p> <p>Indicator 3.1.1: Prevalence of under-5 malnutrition among targeted children (assessed using height, weight and age, disaggregated by gender)</p> <p>Outcome 3.2: Reduced level of malnutrition among targeted women</p> <p>Indicator 3.2.1: Prevalence of malnutrition among targeted women of child-bearing age, assessed using BMI and/or low birthweight (pilot continuing)</p> <p>Outcome 3.3: Reduced level of anaemia among targeted beneficiaries</p> <p>Indicator 3.1.3: Prevalence of anaemia among targeted pregnant and lactating women and children (pilot continuing)</p> <p>Outcome 3.4: Improved quality of life of beneficiaries targeted in HIV and AIDS-supported programmes⁸</p> <p>Indicator 3.4.1: Weight gain among beneficiaries (provisional)</p> <p>Indicator 3.4.2: Treatment adherence rate by specific treatment and care programmes (duration of programme, % treatment compliance etc.)</p>
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ANNEX II A – STRATEGIC OBJECTIVE RESULTS MATRIX – WFP STRATEGIC PLAN (2006–2009)

The core programme goal for 2006–2009 is to continue to meet the Millennium Development Goals through food-assisted interventions targeted to poor and hungry people.

Activity types ¹	Outputs	Outcomes ²
STRATEGIC OBJECTIVE 4: SUPPORT ACCESS TO EDUCATION AND REDUCE GENDER DISPARITY IN ACCESS TO EDUCATION AND SKILLS TRAINING		
<p>In-school feeding Take-home rations Support to foster families of OVC affected by HIV and AIDS Food for training (includes literacy and numeracy programmes for women and adolescent girls)</p>	<p>Output 4.1: Timely provision of food in sufficient quantity for targeted children, adolescent girls and adults to improve access to education in schools and non-formal education centres</p> <p>Indicator 4.1.1: Actual beneficiaries receiving WFP food assistance through each activity as a percentage of planned beneficiaries, by project category, age group, gender</p> <p>Indicator 4.1.2: Actual metric tons of food distributed through each activity as a percentage of planned distributions, by project category, commodity</p> <p>Indicator 4.1.3: Actual participants in each activity as a percentage of planned participants, by beneficiary category, gender</p>	<p>Outcome 4.1: Increased enrolment of boys and girls in WFP-assisted schools</p> <p>Indicator 4.1.1: Absolute enrolment: Numbers of boys and girls enrolled in WFP-assisted primary schools and, if applicable, pre-schools and secondary schools</p> <p>Indicator 4.1.2: Net enrolment rate: percentages of primary school-age boys and girls enrolled in WFP-assisted primary schools and, if applicable, pre-schools and secondary schools</p> <p>Indicator 4.1.3: School enrolment rates for orphans and vulnerable children from households receiving take-home rations</p> <p>Outcome 4.2: Improved attendance of boys and girls in WFP-assisted schools</p> <p>Indicator 4.2.1: Attendance rate: percentages of boys and girls attending classes in WFP-assisted primary schools and, if applicable, pre-schools and secondary schools</p> <p>Indicator 4.2.2: Attendance rate: percentage of orphans and vulnerable children from households receiving take-home rations attending classes in schools</p> <p>Outcome 4.3: Improved capacity to concentrate and learn among boys and girls in WFP-assisted schools</p> <p>Indicator 4.3.1: Teachers' perception of children's ability to concentrate and learn in school as a result of school feeding</p> <p>Outcome 4.4: Reduced gender disparity between boys and girls in WFP-assisted primary and secondary schools and non-formal education centres</p> <p>Indicator 4.4.1: Ratio of girls to boys enrolled in WFP-assisted schools</p> <p>Indicator 4.4.2: Ratio of women and adolescent girls to men completing food for training activities</p>



ANNEX II A – STRATEGIC OBJECTIVE RESULTS MATRIX – WFP STRATEGIC PLAN (2006–2009)

The core programme goal for 2006–2009 is to continue to meet the Millennium Development Goals through food-assisted interventions targeted to poor and hungry people.

Activity types ¹	Outputs	Outcomes ²
STRATEGIC OBJECTIVE 5: STRENGTHEN THE CAPACITIES OF COUNTRIES AND REGIONS TO ESTABLISH AND MANAGE FOOD-ASSISTANCE AND HUNGER-REDUCTION PROGRAMMES		
Counterpart training, exchange visits Technical advice, secondment of staff, guidelines and manuals Counterpart involvement in WFP processes and surveys Information-sharing and support to networks Support to community organization and decision-making Support to local government and civil society organization Support to public awareness and resource mobilization capacities	<p>Output 5.1: Provision of capacity-building assistance to country and regional entities involved in food assistance and hunger reduction efforts</p> <p>Indicator 5.1.1: Actual counterpart staff at local, regional and national levels trained under WFP's technical assistance activities as a percentage of the planned number</p> <p>Indicator 5.1.2: Number of areas of technical services and cooperation where capacity-building activities were provided</p>	<p>Outcome 5.1: Increased capacity to identify food needs, develop strategies and carry-out food based programmes within targeted countries</p> <p>Indicator 5.1.1: To be determined</p>



¹ This is not an exhaustive list. Each WFP operation will use its discretion to select the activities that would best achieve the stated outputs and outcome(s).

² The Strategic Objectives are objective statements of the intended outcomes of WFP's interventions. However, the outcome statements listed in this column are more suitable for a logical framework describing WFP's Results Chain as they more clearly specify: i) the improved condition WFP aims to achieve; ii) the target beneficiaries; and iii) in certain cases, a specific context. **All outcomes** are contingent on complementary outputs achieved by WFP's partners, for example water, shelter, agricultural extension, medicine and teaching.

³ The Standardized Monitoring and Assessment of Relief and Transitions (SMART) initiative is global initiative to improve monitoring and assessment in humanitarian interventions.

⁴ On the basis of the pilot study, this indicator should be used as part of a composite set of indicators to create "household livelihood profiles" that can be tracked over time. The other indicators used to create the household livelihood profile include: i) proportion of non-food expenditures relative to food expenditures; ii) household composition; iii) sources of income; and iv) risk exposure and response.

⁵ Dietary diversity has been proposed by WFP technical units in Headquarters as a complementary indicator to support findings/results from Indicator 2.1.1. The utility of such an indicator is currently under review.

⁶ To date, no appropriate indicator has been identified to measure beneficiary household resilience to shocks. This issue is currently being explored by WFP technical units.

⁷ For the beneficiary category "pregnant and lactating women", this applies to the second and third trimesters of pregnancy in areas where worm infestations are endemic and where anaemia is prevalent, as recommended by WHO and in accordance with Enhanced Commitment to Women (ECW) I.2.

⁸ "Improved quality of life" is proposed by WHO as an appropriate outcome for HIV and AIDS programmes. Weight gain will be used as a provisional indicator. A proper "well being" indicator to be determined with WHO and UNAIDS.

ANNEX II B – WFP STRATEGIC RESULTS FRAMEWORK – WFP STRATEGIC PLAN (2008–2011)

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

Types of indicators at the outcome level are distinguished by text font as follows: i) regular text: internationally recognized indicators, based on agreed standards and used by United Nations agencies; ii) **bold**: developed in cooperation with WFP's operational partners; and iii) *italic*: WFP-specific methodological standards.



STRATEGIC OBJECTIVE 1: SAVE LIVES AND PROTECT LIVELIHOODS IN EMERGENCIES			Contribution to MDGs 1 and 4
Goals			
1. To save lives in emergencies and reduce acute malnutrition caused by shocks to below emergency levels 2. To protect livelihoods and enhance self-reliance in emergencies and early recovery 3. To reach refugees, internally displaced persons (IDPs) and other vulnerable groups and communities whose food and nutrition security has been adversely affected by shocks			
Outcome	Indicator	Corporate target and performance measure ¹	Project target and data source
Outcome 1.1: Reduced or stabilized acute malnutrition in children under 5 in targeted, emergency-affected populations	1.1.1 Prevalence of acute malnutrition among children under 5 (weight-for-height as %) ²	Target for reduction in acute malnutrition prevalence achieved among children under 5 for 80% of targeted populations Stabilized prevalence of acute malnutrition among children under 5 for 80% of targeted populations	Target: Population-specific – Reduction in acute malnutrition prevalence rate Source: Survey data Target: Population-specific – Acute malnutrition prevalence rate stabilized at pre-emergency levels Source: Survey data
	1.1.2 Mid-upper arm circumference (MUAC) ³	Low MUAC prevalence stabilized for 80% of targeted populations	Target: Population-specific – Stabilized prevalence of low MUAC Source: Survey data or assessment data
Outcome 1.2: Reduced or stabilized mortality in children under 5 and in adults in targeted, emergency-affected populations ⁴	1.2.1 CMR	Reduction in CMR target achieved for 100% of targeted populations Stabilized CMR for 100% of targeted populations	Target: Population-specific – Reduction in CMR Source: Annual survey data Target: Population-specific – CMR stabilized at pre-emergency levels Source: Annual survey data
	1.2.2 Age-specific mortality rate for children under 5 (ASMR-U5) ⁵	Reduction in ASMR-U5 target achieved for 100% of targeted populations Stabilized ASMR-U5 for 100% of targeted populations	Target: Population-specific – Reduction in ASMR-U5 Source: Annual survey data Target: Population-specific – ASMR-U5 stabilized at pre-emergency levels Source: Annual survey data

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

² The prevalence rate of acute malnutrition among children under 5 is a proxy for the nutritional status of the population.

³ MUAC among children under 5 is a proxy for the nutritional status of the population.

⁴ This outcome is appropriate for large emergency operations.

⁵ The ASMR-U5 expresses risk relative to the mid-interval population, similar to crude and other age-specific mortality rates.

STRATEGIC OBJECTIVE 1: SAVE LIVES AND PROTECT LIVELIHOODS IN EMERGENCIES			Contribution to MDGs 1 and 4
Goals 1. To save lives in emergencies and reduce acute malnutrition caused by shocks to below emergency levels 2. To protect livelihoods and enhance self-reliance in emergencies and early recovery 3. To reach refugees, internally displaced persons (IDPs) and other vulnerable groups and communities whose food and nutrition security has been adversely affected by shocks			
Outcome	Indicator	Corporate target and performance measure ¹	Project target and data source
Outcome 1.3: Improved food consumption over assistance period for targeted emergency-affected households ⁶	1.3.1 <i>Household food consumption score</i>	Score exceeds threshold for 80% of targeted households	Target: Food consumption score exceeds 21 or 28 ⁷ for targeted households Source: Annual survey data
	1.3.2 MUAC for pregnant women	Low MUAC prevalence stabilized for 80% of targeted pregnant women	Target: Population-specific – Stabilized prevalence of low MUAC for pregnant women Source: Survey data or assessment data
Output	Indicator		
Output 1.1/1.2/1.3: Food and non-food items distributed in sufficient quantity and quality to targeted 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 and non-food items, by category and as % of planned figures	
	1.1.2	Tonnage of food distributed, by type, as % of planned distribution ⁸	
	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	Number of security incidents	



⁶ Results will be disaggregated by gender, age and group (IDP, refugee, conflict-affected, disaster-affected and OVC).

⁷ Threshold depends on local eating habits and diet composition.

⁸ Planned distribution includes quantity, quality and timeliness.



STRATEGIC OBJECTIVE 2: PREVENT ACUTE HUNGER AND INVEST IN DISASTER PREPAREDNESS AND MITIGATION MEASURES			Contribution to MDGs 1 and 7
Goals 1. To support and strengthen capacities of governments to prepare for, assess and respond to acute hunger arising from disasters 2. To support and strengthen resiliency of communities to shocks through safety nets or asset creation, including adaptation to climate change			
Outcome	Indicator	Corporate target and performance measure	Project target and data source
Outcome 2.1: Early-warning systems; contingency plans; ⁹ food security monitoring systems: in place and enhanced with WFP capacity development support	2.1.1 Disaster preparedness index	Government capacity strengthened as per plan for 80% of countries supported	Target: Disaster preparedness index equal to or greater than 7, indicating that government capacity in disaster preparedness and food security information management increased with WFP support Source: Annual monitoring and/or survey data
Outcome 2.2: Adequate food consumption over assistance period for targeted households at risk of falling into acute hunger	2.2.1 <i>Household food consumption score</i>	Score exceeds threshold for 80% of targeted households	Target: Food consumption score stabilized at or greater than 35/42 for targeted households Source: Annual survey data
Outcome 2.3: Hazard risk reduced at community level in targeted communities	2.3.1 <i>Household asset score</i> ¹⁰	Risk reduction and disaster mitigation assets increased for 80% of targeted households	Target: Asset score threshold set to capture increase (created or restored) in household disaster mitigation assets over base level Source: Survey data
	2.3.2 <i>Community asset score</i> ¹¹	Risk reduction and disaster mitigation assets increased for 80% of targeted communities	Target: Asset score threshold set to capture increase (created or restored) in community disaster mitigation assets over base level Source: Survey data
Output	Indicator		
Output 2.1: Disaster mitigation measures in place with WFP capacity development support	2.1.1 Risk reduction and disaster preparedness and mitigation systems in place, by type (early-warning systems; contingency plans; food security monitoring systems, etc.)		
Output 2.2: (see Output 1.1/1.2)			
Output 2.3: Built or restored disaster mitigation assets by targeted communities	2.3.1 Risk-reduction and disaster-mitigation assets created or restored, by type and unit of measure (area protected/improved hectares; number of trees planted; dams constructed, etc.)		

⁹ Refers to government or inter-agency contingency plans.

¹⁰ In the context of Strategic Objective 2, **household disaster mitigation assets** include both **natural** (land, water, forests, etc.) and **physical** (productive items such as tools and equipment, livestock and infrastructure) assets.

¹¹ In the context of Strategic Objective 2, **community disaster mitigation assets** include both **natural** (land, water, forests, etc.) and **physical** (productive items such as tools and equipment, livestock, and infrastructure) assets.

STRATEGIC OBJECTIVE 3: RESTORE AND REBUILD LIVES AND LIVELIHOODS IN POST-CONFLICT, POST-DISASTER OR TRANSITION SITUATIONS			Contribution to MDGs 1 and 7
Goals 1. To support the return of refugees and IDPs through food and nutrition assistance 2. To support the re-establishment of the livelihoods and food and nutrition security of communities and families affected by shocks 3. To assist in establishing or rebuilding food supply or delivery capacities of countries and communities affected by shocks and help to avoid the resumption of conflict			
Outcome	Indicator	Corporate target and performance measure	Project target and data source
Outcome 3.1: Adequate food consumption over assistance period for targeted households, communities, IDPs and refugees ¹²	3.1.1 <i>Household food consumption score</i>	Score exceeds threshold for 80% of targeted households	Target: Food consumption score exceeds 35/42 Source: Annual monitoring and/or survey data
	3.1.2 Coping strategies index	Reliance on negative coping mechanisms decreased for 80% of targeted communities	Target: Coping strategies index ¹³ stabilized or decreased Source: Annual monitoring and/or survey data
Outcome 3.2: Targeted communities have increased access to assets in fragile, transition situations	3.2.1 <i>Community asset score</i> ¹⁴	Functioning, useful productive assets increased for 80% of targeted communities	Target: Asset score threshold set to capture increase (created or restored) in functioning productive community assets over base level Source: Survey data
Outcome 3.3: Enrolment of girls and boys, including IDPs and refugees, in assisted schools stabilized at pre-crisis levels	3.3.1 <i>Retention rate</i>	Retention rate met for 80% of sampled schools	Target: Retention rate equals 90% for girls and boys in post-crisis situations Source: Survey data from sampled schools
Output	Indicator		
Output 3.1: (see Output 1.1/1.2)			
Output 3.2: Developed, built or restored livelihood assets by targeted communities and individuals	3.2.1 Number of community assets created or restored by targeted communities and individuals 3.2.2 Number of women and men trained in livelihood-support thematic areas		
Output 3.3: School feeding coverage aligned with programme of work	3.3.1 Number of schools assisted by WFP		

¹² Results will be disaggregated by gender, age and group (IDP, refugee, conflict-affected, disaster-affected, OVC).

¹³ Index is based on productive/household assets, children in schools and level of indebtedness.

¹⁴ In the context of Strategic Objective 3, **community assets** include **natural** (land, water, forests, etc.), **physical** (productive items such as tools and equipment, livestock, infrastructure) and **social** (community groups, values, attitudes, kinship, etc.) assets.





STRATEGIC OBJECTIVE 4: REDUCE CHRONIC HUNGER AND UNDERNUTRITION			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
Outcome 4.1(a): Increased production capacity for fortified foods, including complementary foods and special nutritional products, in countries supported by WFP Outcome 4.1(b): Adequate food consumption over assistance period for targeted households ¹⁵	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: Target set for country to capture % increase in production over assistance period, by commodity type Source: Capacity assessment
	4.1.2 Household food consumption score	Score exceeds threshold for 80% of targeted households	Target: Food consumption score exceeds 35/42 in targeted households Source: Annual household survey or monitoring data
Outcome 4.1(c): Targeted households have increased access to productive and non-productive assets to break the inter-generational cycle of chronic hunger ¹⁶	4.1.3 Household asset score ¹⁷	Functioning, useful productive and non-productive assets increased for 80% of targeted households	Target: Asset score threshold set to capture increase in functioning productive and non-productive household assets over base level Source: Survey data
Outcome 4.2(a): Increased access to education and human capital development in assisted schools	4.2.1 Enrolment: average ¹⁸ annual rate of change in number of girls and boys enrolled	Annual rate of increase of 6% met or exceeded for 80% of assisted schools	Target: Enrolment annual rate of increase equals 6% Source: Annual monitoring and/or survey data
	4.2.2 Attendance rate: number of schooldays on which girls and boys attend classes, as % of total number of schooldays	Attendance rate of 90% met or exceeded for 80% of assisted schools	Target: Attendance rate equals 90% Source: Annual monitoring and/or survey data
	4.2.3 Gender ratio: ratio of girls to boys enrolled	Gender ratio equals 1 for 95% of assisted schools	Target: Gender ratio equals 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 assisted schools	Target: Pass rate equals 50% Source: Survey data from sampled schools

¹⁵ Safety-net programmes, for households affected by AIDS, including individual children, contribute to this outcome.

¹⁶ Includes people living with HIV and livelihood promotion.

¹⁷ In the context of Strategic Objective 4, **household assets** include **natural** (land, water, forests, etc.), **human** (health and nutrition status, physical capacity, education level, etc.) and **financial** (credit, loans, savings, etc.) assets.

¹⁸ Average is calculated by taking the annual rate of change in all schools and dividing by the number of schools surveyed.

STRATEGIC OBJECTIVE 4: REDUCE CHRONIC HUNGER AND UNDERNUTRITION			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
Outcome 4.2(b): Increased access to education and human capital development of orphans and other vulnerable children (OVC: girls and boys), assisted in formal and informal schools	4.2.5 Enrolment for OVC: average annual rate of change in number of OVC (girls and boys) enrolled	Annual rate of increase of 4% met or exceeded for 80% of assisted schools	Target: Enrolment annual rate of increase equals 4% Source: Annual monitoring and/or survey data
	4.2.6 Attendance rate for OVC (girls and boys): number of schooldays that OVC (girls and boys) attend classes, as % of total schooldays	Attendance rate of 80% met or exceeded for 80% of assisted schools	Target: Attendance rate equals 80% ¹⁹ Source: Annual monitoring and/or survey data
Outcome 4.3: Improved nutritional status of targeted women, girls and boys	4.3.1 Prevalence of stunting among targeted children under 2 (height-for-age as %)	Nutritional target reached for 80% of projects	Target: 10% reduction ²⁰ in stunting prevalence per year Source: Monitoring data and/or survey data
	4.3.2 Prevalence of iron deficiency anaemia (IDA) in women and children ²¹	Nutritional target reached for 80% of projects	Targets: – 10% reduction in IDA prevalence per year if fortified food is provided – 20% reduction in IDA prevalence per year if multiple-micronutrient powder is provided Source: Monitoring data and/or survey data
	4.3.3 Prevalence of underweight among targeted children under 5 (weight-for-age as %) ²²	Nutritional target reached for 80% of projects	Target: 10% reduction in underweight prevalence per year Source: Monitoring data and/or survey data
Outcome 4.4: Increased success of TB treatment for targeted patients	4.4.1 TB treatment success rate ²³	Treatment success rate of 85% reached for 65% of projects	Target: 85% TB treatment success rate ²⁴ Source: Monitoring data and/or survey data

¹⁹ 80% represents the minimum number of days a child should attend to pass exams to the next grade. However, OVC may not attend for such a period because they may have additional duties such as caring for sick parents; the rate could therefore be adjusted in line with the country context.

²⁰ Indicates percent reduction, not a percentage point reduction.

²¹ <110 g/l for pregnant women; <120 g/l for non-pregnant women; <110 g/l for children aged 6–59 months

²² The target group can also be children under 2 or under 3 years of age.

²³ TB treatment success rate is % of TB patients who are cured plus % of TB patients who have completed a course of treatment (WHO 2007).

²⁴ WHO's international target for patients going on TB treatment (WHO 2007); Global tuberculosis control: surveillance, planning, financing (WHO 2008)



STRATEGIC OBJECTIVE 4: REDUCE CHRONIC HUNGER AND UNDERNUTRITION			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
Outcome 4.5: Increase in the % of adults and children living with HIV and receiving nutritional support ²⁵ who are still on anti-retroviral treatment (ART) 6–12 months after starting	4.5.1 % of adults and children living with HIV and receiving nutritional support who are still on ART 6--12 months after starting	Target met for adults and children for 80% of projects	Targets: – 75% of adults and children still on ART 12 months after starting – 79% of adults and children still on ART 6 months after starting Source: Monitoring data every two years (UNGASS) ²⁶
Output	Indicator		
Output 4.1/4.2/4.3/4.4/4.5 (see Output 1.1/1.2)			
Output 4.1(c): Developed, built or restored livelihood assets for targeted households	4.1.1(c) Number of productive and non-productive assets created by targeted households, by type and unit of measure		
Output 4.2: School feeding coverage aligned with programme of work	4.2.1 Number of schools assisted by WFP		



²⁵ WFP assistance covers 6–12 months, depending on the programme.

²⁶ Adapted from the United Nations General Assembly Special Session on HIV/AIDS (UNGASS)

STRATEGIC OBJECTIVE 5: STRENGTHEN THE CAPACITIES OF COUNTRIES TO REDUCE HUNGER, INCLUDING THROUGH HAND-OVER STRATEGIES AND LOCAL PURCHASE			Contribution to MDGs 1 and 8
Goals 1. To use purchasing power to support the sustainable development of food and nutrition security systems, and transform food and nutrition assistance into a productive investment in local communities 2. To develop clear hand-over strategies to enhance nationally owned hunger solutions 3. To strengthen the capacities of countries to design, manage and implement tools, policies and programmes to predict and reduce hunger			
Outcome	Indicator	Corporate target and performance measure	Project target and data source
Outcome 5.1: Increased marketing opportunities at national level with cost-effective WFP local purchases	5.1.1 <i>Food purchased locally, as % of food distributed in-country</i>	Target met for food purchased locally in 80% of countries supported	Target: Set for country – % increase in food purchased locally and cost-effectively Source: Annual monitoring data and cost-effectiveness analysis
Outcome 5.2: Progress made towards nationally owned hunger solutions	5.2.1 <i>Hand-over agreement implemented according to strategy</i>	Hand-over agreement implemented according to strategy for 80% of countries	Target: Hand-over agreement implemented as per milestones and timeframe agreed by Government and WFP – ‘Yes’ or ‘No’ Source: Monitoring and/or survey data
Outcome 5.3: Broader national policy frameworks incorporated hunger solutions ²⁷	5.3.1 <i>Hunger solutions in approved United Nations Development Assistance Frameworks (UNDAFs) and Poverty Reduction Strategy Papers (PRSPs) funded and implemented according to plans</i>	UNDAF or PRSP-funded hunger solutions for 50% of countries	Target: In countries where WFP has done advocacy, hunger solutions in approved UNDAF/PRSP receive planned funding – ‘Yes’ or ‘No’ Source: Monitoring and/or survey data
Output	Indicator		
Output 5.1: Food purchased locally	5.1.1(a) Tonnage of food purchased locally, by type and country classification 5.1.1(b) Food purchased locally, as % of total food purchased 5.1.1(c) % of countries doing local purchases that carry out analyses of cost-effectiveness		
Output 5.2: Agreed hand-over strategies in place	5.2.1 Number of hand-over strategies agreed to between WFP and national governments		
Output 5.3: Capacity and awareness developed through WFP-organized actions/training	5.3.1 Number of UNDAF and PRSP documents that include budgeted hunger solutions 5.3.2 Number of people trained in: needs assessments, targeting, food management in terms of quantity and quality, market analysis, information management, gender analysis, local tendering processes; disaggregated by gender and category (WFP, government and partner staff)		

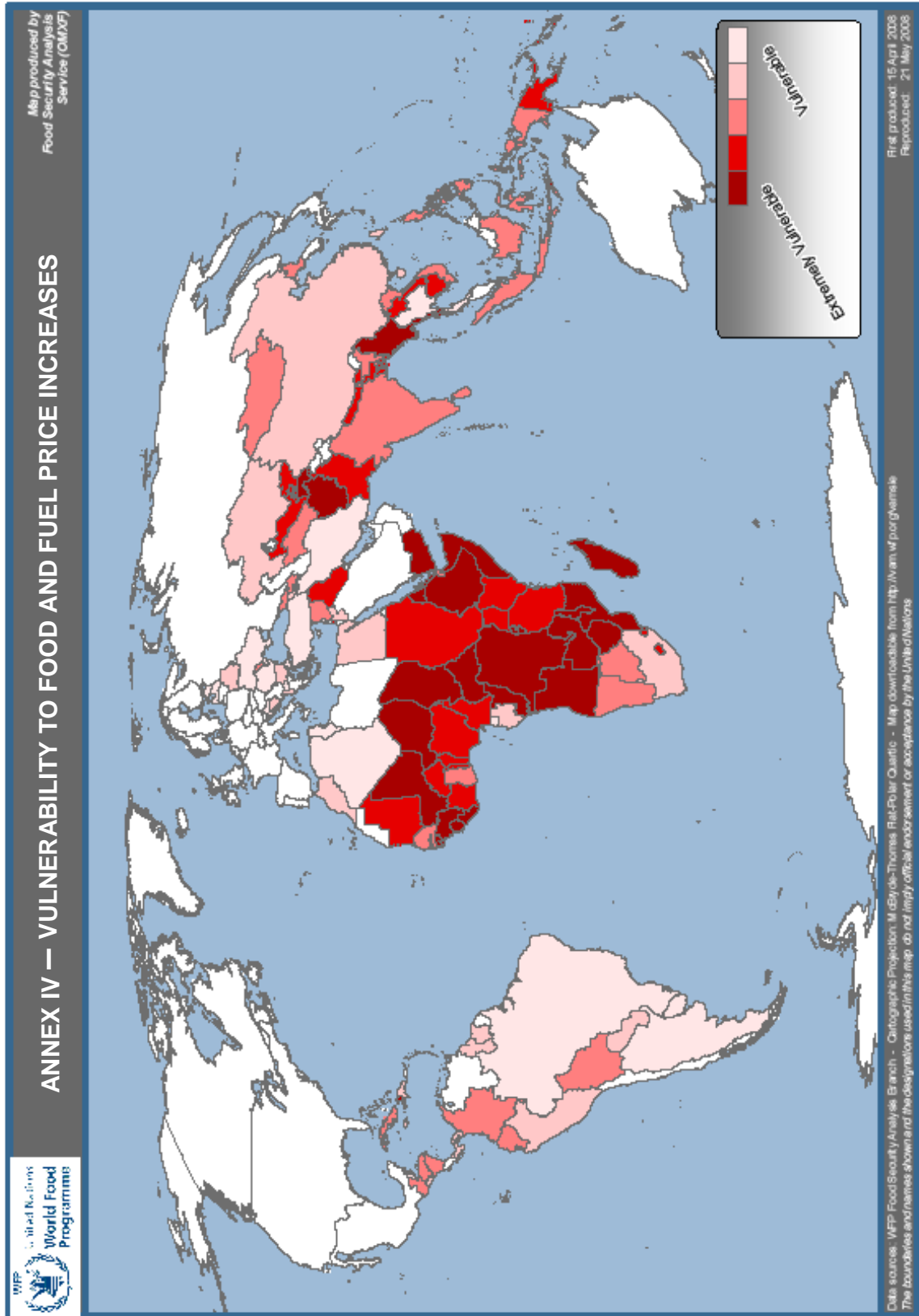


²⁷ Hunger solutions include but are not restricted to school feeding, needs assessments, targeting, food management in terms of quantity and quality, market analysis, information management, gender analysis and local tendering processes

ANNEX III – GLOBAL FOOD AID PROFILE

	2004	2005	2006	2007	2008*
Food aid deliveries (million mt)					
Global Food Aid Deliveries	7.3	8.3	7.0	6.0	6.3
WFP share of total	3.7	4.5	3.8	3.1	4.0
Food Aid Delivered by Commodity					
Cereals	6.4	7.1	5.9	5.1	5.4
Non-cereals	0.9	1.2	1.0	0.9	0.9
Global food aid deliveries (%)					
Procurement in Developing Countries	28	29	35	39	34
Deliveries by Channel					
Bilateral	23	23	20	22	10
Multilateral	52	54	55	54	66
NGOs	25	23	25	24	24
Food Aid Deliveries by Category					
Emergency	57	63	61	62	76
Project	25	23	24	23	19
Programme	18	14	15	15	5
Food Aid Deliveries by Region					
Sub-Saharan Africa	50	55	57	53	64
Asia	28	30	20	30	23
Eastern Europe and CIS**	6	4	6	5	2
Latin America and the Caribbean	8	8	9	6	5
Middle East and North Africa	8	3	8	6	6
Deliveries to					
Developing countries	94.4	99.1	99.4	97.7	98.3
LDCs	53.7	60.3	58.3	56.0	70.3
LIFDCs	85.1	93.9	89.0	92.1	93.0
Total cereal food aid deliveries as % of					
World cereal production	0.3	0.4	0.3	0.3	0.3
World cereal imports***	2.7	2.9	2.3	2.2	2.4
Cereals food aid deliveries to LIFDC as % of					
LIFDC cereal production	0.6	0.8	0.6	0.5	0.6
LIFDC cereal imports***	8.4	9.5	7.4	6.7	6.8
* 2008 data are provisional.					
** Commonwealth of Independent States					
*** 2007 and 2008 cereal imports are estimates.					
Source: INTERFAIS, March 2009 and FAO					





The designations employed and the presentation of material in this publication do not imply the expression of any opinion whatsoever on the part of the World Food Programme (WFP) concerning the legal status of any country, territory, city or area or of its frontiers or boundaries.

ANNEX V – WFP FOOD PROCUREMENT IN 2008				
	Quantity (<i>mt</i>)	% of total	Quantity US\$ <i>million</i>	% of total
<i>Developing country category</i>				
Least developed	582 782	21	274.6	20
Other low-income	141 417	5	69.2	5
Lower-middle income	727 174	26	447.7	32
Upper-middle income	681 981	24	301.4	21
Subtotal	2 133 355	76	1 092.9	78
<i>Developed country category</i>				
Subtotal	691 312	24	315.0	22
TOTAL	2 824 667	100	1 407.9	100
No.	Developing country	(<i>mt</i>)	US\$	
1	South Africa	472 492	163 713 077	
2	Ecuador	66 582	99 906 505	
3	India	283 180	98 239 852	
4	Peru	37 689	62 784 127	
5	Turkey	104 815	54 454 094	
6	Uganda	109 689	53 006 581	
7	Malaysia	38 542	44 677 455	
8	Sudan	104 876	42 723 736	
9	Indonesia	35 554	36 830 918	
10	Ethiopia	49 209	30 212 540	
11	Ukraine	139 061	30 195 516	
12	Kenya	57 538	29 595 282	
13	Myanmar	54 976	21 951 936	
14	Kazakhstan	47 549	21 644 962	
15	Bangladesh	24 096	17 506 856	
16	China	21 647	17 340 730	
17	Malawi	30 597	15 334 167	
18	Honduras	17 901	14 220 837	
19	Mozambique	35 407	14 149 827	
20	Viet Nam	29 041	14 063 865	
21	Thailand	31 109	13 556 104	

No.	Developing country	(mt)	US\$
22	Pakistan	35 869	13 375 418
23	Rwanda	23 875	13 213 079
24	El Salvador	6 869	11 637 818
25	Nepal	17 354	11 274 070
26	Argentina	10 794	11 261 937
27	Zambia	29 846	10 571 215
28	United Republic of Tanzania	22 413	9 652 995
29	Cambodia	20 432	9 113 318
30	Bolivia	9 664	9 060 390
31	Colombia	10 001	8 589 634
32	Occupied Palestinian Territory	9 730	8 269 113
33	Ghana	10 828	7 093 493
34	Egypt	6 451	6 381 456
35	Guatemala	7 873	5 882 865
36	Nicaragua	7 757	4 981 360
37	DRC	7 824	4 561 315
38	Burkina Faso	12 381	4 271 550
39	Cameroon	8 861	4 156 115
40	Sri Lanka	9 689	4 137 389
41	Lao People's Democratic Republic	8 338	4 003 352
42	Lesotho	11 808	3 800 474
43	Zimbabwe	6 191	3 666 314
44	Algeria	1 973	2 309 226
45	Brazil	4 450	2 212 142
46	Mexico	2 059	1 967 867
47	Philippines	3 422	1 916 525
48	Mali	5 177	1 839 935
49	Syrian Arab Republic	2 500	1 810 699
50	Benin	3 543	1 733 617
51	Burundi	2 615	1 275 709
52	Senegal	3 631	1 259 855
53	Namibia	4 685	1 113 526
54	Cuba	544	1 053 345

No.	Developing country	(mt)	US\$
55	Haiti	900	1 026 000
56	Georgia	1 381	977 883
57	Dominican Republic	1 107	969 421
58	Guyana	884	919 360
59	Azerbaijan	829	851 890
60	Yemen	1 084	670 891
61	Uzbekistan	799	659 175
62	Kyrgyzstan	759	651 441
63	Niger	1 046	560 192
64	Somalia	761	485 265
65	Belize	737	422 765
66	Armenia	618	408 562
67	Bhutan	648	336 704
68	Cape Verde	78	129 095
69	Morocco	79	115 579
70	Côte d'Ivoire	126	97 797
71	Togo	200	74 850
72	Tajikistan	266	17 353
73	The Gambia	57	11 371
Subtotal (78% in value terms)		2 133 355	1 092 941 677
No.	Developed country	(mt)	US\$
1	Canada	196 083	89 206 576
2	Belgium	67 759	44 216 050
3	France	109 350	41 779 924
4	Italy	69 555	35 178 765
5	Bulgaria	109 084	32 948 053
6	Russian Federation	45 054	27 072 268
7	Japan	38 671	15 087 563
8	United Arab Emirates	23 250	10 386 723
9	United States of America	15 207	9 855 094
10	Denmark	8 091	4 891 157
11	Spain	5 160	2 461 385
12	Netherlands	4 049	1 874 295
Subtotal (22% in value terms)		691 312	314 957 853
Total		2 824 667	1 407 899 530

ANNEX VI A – UNITED NATIONS AND INTERNATIONAL ORGANIZATION PARTNERSHIPS						
Major partners	2006		2007		2008	
	No. of projects	No. of countries	No. of projects	No. of countries	No. of projects	No. of countries
UNICEF	128	65	149	72	140	71
FAO	87	56	105	61	99	63
WHO	65	41	68	41	75	46
UNDP	67	44	76	47	67	43
UNHCR	59	45	63	41	54	43
UNFPA	29	21	51	34	51	38
UNAIDS	32	26	40	28	40	31
Other*	25	21	41	25	29	24
World Bank	20	15	18	14	20	16
UNESCO**	16	13	14	10	19	14
IOM***	15	14	22	18	19	18
IFAD	10	8	17	14	18	14
ICRC	14	13	16	12	15	13
IFRC****	8	7	8	6	13	10
ILO*****	10	9	14	12	13	11
UNIFEM*****	7	5	9	7	6	6
UNEP	2	2	2	2	3	3
Habitat	4	4	4	3	1	1
TOTAL	190	81	208	79	197	78

Note: Total figures do not add up because there is more than one partner for each project and country.

- * Includes entities such as United Nations missions
- ** United Nations Educational, Scientific and Cultural Organization
- *** International Organization for Migration
- **** International Federation of Red Cross and Red Crescent Societies
- ***** International Labour Organization
- ***** United Nations Development Fund for Women

ANNEX VI B – NON-GOVERNMENTAL ORGANIZATIONS AND SECTORS OF COLLABORATION						
Sectors of collaboration	2006		2007		2008	
	No. of global NGOs	No. of local NGOs	No. of global NGOs	No. of local NGOs	No. of global NGOs	No. of local NGOs
Agriculture/crop production promotion	49	367	50	256	46	213
Agroforestry projects	16	129	18	83	21	88
Animal husbandry and pisciculture projects	19	115	16	52	5	44
Food reserves	8	13	9	45	4	32
HIV and AIDS	73	465	63	387	62	323
Land or water development and improvement	36	184	36	194	51	299
Literacy and numeracy	23	355	26	260	23	139
MCH	86	481	81	371	87	429
Nurseries and preschools	19	506	23	354	18	221
Other FFT	62	444	55	361	59	528
Other FFW	40	192	40	212	40	175
Primary schools	71	564	80	675	70	831
Public amenities/schools/housing	31	123	35	92	36	122
Public health/eradication of diseases (excl. HIV and AIDS)	56	136	60	105	56	139
Secondary schools	8	62	17	52	15	36
Settlement/resettlement	11	34	15	26	15	12
Total free relief food assistance	90	483	82	356	89	439
Transport (access roads, rural roads, etc.)	36	105	25	74	27	104

ANNEX VII - WFP EMPLOYEES WITH CONTRACTS OF ONE YEAR OR LONGER AS AT 31 DECEMBER 2008

CATEGORY	TOTAL	NUMBER OF WOMEN	PERCENTAGE OF WOMEN	NUMBER OF FIELD EMPLOYEES ⁽¹⁾	PERCENTAGE OF FIELD EMPLOYEES
Higher categories (D-2 and above)	43	12	28	14	33
International professionals (P-1 to D-1)	1 208	487	40	740	61
Subtotal	1 251	499	40	754	60
Junior professional officers	61	36	59	47	77
United Nations volunteers	126	36	29	126	100
National professional officers ⁽²⁾	451	163	36	451	100
Service contracts	126	39	31	126	100
Total professional and higher categories	2 015	773	38	1 504	75
General service ⁽²⁾	2 412	932	39	2 042	85
Service contracts	5 770	1 381	24	5 770	100
Total general service categories	8 182	2 313	28	7 812	95
TOTAL WFP EMPLOYEES⁽³⁾	10 197	3 086	30	9 316	91

Note:

⁽¹⁾ The number of field employees excludes 75 staff members who were on leave without pay, reimbursable loan agreement or secondment to other United Nations agencies, as at 31 December 2008.

⁽²⁾ The national professional officers and general service categories include assignments of limited duration.

⁽³⁾ The total number of WFP employees excludes temporary contracts of 11 months or less, such as short-term international professionals, consultants, short-term general service, special service agreements, interns, WFP volunteers, and casual labourers.

ANNEX VIII – TOTAL CONFIRMED CONTRIBUTIONS¹ IN 2008 (US\$ thousand)							
DONOR	TOTAL	DEVELOPMENT	EMERGENCY	IRA	PRRO	SO	OTHERS*
AFRICAN DEV. BANK	2 000		1 000		1 000		
ANDORRA	58		10				48
ARGENTINA	100				100		
AUSTRALIA	112 132	7 005	14 411	9 590	60 720	4 244	16 162
AUSTRIA	3 935		899		3 037		
BANGLADESH	7 187	7 187					
BELGIUM	24 784	696	996	1 253	18 955	1 393	1 491
BHUTAN	5						5
BOLIVIA	233						233
BOTSWANA	151				151		
BRAZIL	1 441				200		1 241
BULGARIA	15						15
BURKINA FASO	1 857	581	1 276				
BURUNDI	2 431				2 431		
CAMBODIA	2 164				2 164		
CANADA	275 392	51 965	36 122	10 381	168 405	7 394	1 127
CHINA	9 576	2 000		17	7 500		58
COLOMBIA	1 103				1 000		103
CONGO	800				800		
CROATIA	62				50		12
CUBA	74						74
CYPRUS	200	200					
CZECH REPUBLIC	817	155	57		605		
DENMARK	56 544	33 827	4 082		9 118	2 972	6 545
ECUADOR	248						248
EGYPT	1 211	602			237		372
EL SALVADOR	200						200
ESTONIA	242		41		121		80
EUR. COMMISSION	355 435	17 494	155 412		150 820	30 036	1 673

¹ All figures are based on data from the RMS and donor contribution year 2008.



ANNEX VIII – TOTAL CONFIRMED CONTRIBUTIONS IN 2008 (US\$ thousand)							
DONOR	TOTAL	DEVELOPMENT	EMERGENCY	IRA	PRRO	SO	OTHERS*
FAROE ISLANDS	30						30
FINLAND	28 257	9 077	5 492	621	12 127	939	
FRANCE	40 878	2 186	4 603	503	30 295	756	2 535
GERMANY	100 479	31 632	7 101		57 728	1 295	2 723
GHANA	4 550		4 550				
GREECE	8 613	300	2 327	1	5 985		
GUINEA	59	59					
HAITI	975				975		
HOLY SEE	10						10
HONDURAS	520	67					453
HUNGARY	65						65
ICELAND	2 104	1 603		1			500
INDIA	17 130	3 573			12 041		1 516
INDONESIA	2 000				2 000		
INTERNATIONAL ORGANIZATION FOR MIGRATION	43				43		
IRAQ	40 000		40,000				
IRELAND	39 820		6 612	2 327	20 434	5 151	5 296
ISRAEL	30						30
ITALY	103 348	27 267	16 125		36 018	1 308	22 631
JAPAN	177 900	21 233	47 593	817	106 351		1 905
JORDAN	89	42					47
KENYA	6 036	1 286	4 750				
KOREA, REP OF	2 601		900		1 501		200
LIECHTENSTEIN	303			96	206		
LITHUANIA	27		27				
LUXEMBOURG	14 276	3 549	1 082		5 113	837	3 694
MADAGASCAR	2 411	2 408					3
MALAWI	539				539		
MALAYSIA	4			4			
MALI	176	176					
MAURITANIA	1 237	1 230					8

ANNEX VIII – TOTAL CONFIRMED CONTRIBUTIONS IN 2008 (*US\$ thousand*)

DONOR	TOTAL	DEVELOPMENT	EMERGENCY	IRA	PRRO	SO	OTHERS*
MEXICO	50				50		
MONACO	157	79			79		
MOZAMBIQUE	105				105		
NEPAL	16 200				16 200		
NETHERLANDS	117 435	2 247	19 428	4 944	80 569	10 248	
NEW ZEALAND	14 069	4 080	2 030	2	2 654		5 303
NICARAGUA	25						25
NORWAY	53 466	9 744	7 171	9 813	25 449	1 289	
OPEC FUND	2 437	90	1 000		1 347		
PAKISTAN	1 925				1 876		50
PANAMA	22						22
PERU	317				20		297
POLAND	1 164				964		200
PORTUGAL	111						111
PRIVATE DONORS**	143 752	27 084	11 837		15 669	3 215	85 946
ROMANIA	301				301		
RUSSIAN FEDERATION	15 000	5 000	2 500		7 500		
SAUDI ARABIA	503 753	1 022	944		1 786		500 000
SINGAPORE	2			2			
SLOVAKIA	72				57		15
SLOVENIA	135		33		103		
SOUTH AFRICA	315		175		140		
SPAIN	115 288	18 660	6 616	13 243	22 686	4 353	49 730
SRI LANKA	11						11
SWEDEN	81 673		21 467	3 814	42 890	741	12 762
SWITZERLAND	45 668	2 295	11 627	1 837	23 704	2 918	3 286
SYRIAN ARAB REPUBLIC	63						63
THAILAND	138				20		118
TIMOR-LESTE	350				350		
TURKEY	4 100		1 700		2 400		

ANNEX VIII – TOTAL CONFIRMED CONTRIBUTIONS IN 2008 (US\$ thousand)

DONOR	TOTAL	DEVELOPMENT	EMERGENCY	IRA	PRRO	SO	OTHERS*
UNITED KINGDOM	171 050	3 072	34 652	223	105 606	22 508	4 990
UNITED STATES OF AMERICA	2 066 286	96 502	812 912		1 133 157	22 190	1 525
UNITED NATIONS CERF COMMON FUNDS AND AGENCIES	217 405	2 088	57 087	16	103 110	45 801	9 303
UNITED ARAB EMIRATES	50		50				
UNITED REPUBLIC OF TANZANIA	94						94
VENEZUELA	750				750		
WORLD BANK	11 143	6 850			1 900	2 393	
ZAMBIA, REPUBLIC OF	2 030				2 030		
GRAND TOTAL	5 041 818	406 213	1 346 697	59 506	2 312 240	171 980	745 182
<i>Bilateral contributions</i>							136 727

* Others: contributions to trust funds, special accounts and the General Fund.

** Private contributions do not include extraordinary gifts in kind such as advertising.

ANNEX IX – TABLE 1: DIRECT EXPENSES¹ BY REGION AND PROGRAMME CATEGORY, 2005–2008

	2005		2006		2007		2008 ⁴	
	US\$ thousand	%	US\$ thousand	%	US\$ thousand	%	US\$ thousand	%
GRAND TOTAL	2 892 401	100	2 664 994	100	2 753 308	100	3 535 746	100
DEVELOPMENT	258 884	9	268 210	10	309 318	11	292 112	8
RELIEF	2 282 892	79	1 962 307	74	2 005 656	73	2 733 744	77
Emergency	1 046 223		729 025		716 411		944 581	
PRRO	1 236 669		1 233 282		1 289 245		1 789 163	
SPECIAL OPERATIONS	196 724	7	236 336	9	166 244	6	200 252	6
BILATERALS, TRUST FUNDS AND OTHERS ²	153 901	5	198 141	7	272 090	10	309 639	9
SUB-SAHARAN AFRICA	2 042 876	100	1 761 907	100	1 831 640	100	2 214 246	100
Percentage of all regions	69		66		67		63	
DEVELOPMENT	145 704	7	130 139	7	154 001	8	165 351	7
RELIEF	1 762 296	86	1 517 868	86	1 513 588	83	1 892 447	85
Emergency	745 297		635 785		645 048		719 838	
PRRO	1 016 999		882 083		868 540		1 172 609	
SPECIAL OPERATIONS	130 188	6	112 399	6	134 782	7	141 532	6
BILATERALS AND TRUST FUNDS ³	4 688	0	1 501	0	29 269	2	14 916	1
ASIA	516 254	100	474 125	100	484 657	100	690 747	100
Percentage of all regions	18		18		18		20	
DEVELOPMENT	71 047	14	94 317	20	121 606	25	83 631	12
RELIEF	379 069	73	274 646	58	320 518	66	551 548	80
Emergency	241 316		56 120		36 760		124 197	
PRRO	137 753		218 526		283 758		427 352	
SPECIAL OPERATIONS	63 343	12	99 285	21	28 096	6	44 522	6
BILATERALS AND TRUST FUNDS ³	2 794	1	5 877	1	14 436	3	11 046	2



ANNEX IX – TABLE 1: DIRECT EXPENSES¹ BY REGION AND PROGRAMME CATEGORY, 2005–2008

	2005		2006		2007		2008 ⁴	
	US\$ thousand	%	US\$ thousand	%	US\$ thousand	%	US\$ thousand	%
EASTERN EUROPE AND CIS	35 874	100	32 044	100	33 603	100	37 747	100
Percentage of all regions	1		1		1		1	
DEVELOPMENT			-	-	-	-	-	-
RELIEF	35 874	100	32 044	100	33 597	100	37 192	99
Emergency	8 018		5 928		8 053		6 254	
PRRO	27 856		26 116		25 544		30 938	
SPECIAL OPERATIONS	-	-	-	-	0	0	555	1
BILATERALS AND TRUST FUNDS ³	-	-	-	-	6	0	-	-
 LATIN AMERICA AND THE CARIBBEAN	 73 480	 100	 71 984	 100	 178 219	 100	 258 692	 100
Percentage of all regions	2		3		6		7	
DEVELOPMENT	31 831	43	24 442	34	30 177	17	26 771	10
RELIEF	41 188	56	46 339	64	48 776	27	100 697	39
Emergency	10 295		13 951		15 359		29 167	
PRRO	30 893		32 389		33 418		71 530	
SPECIAL OPERATIONS	461	1	1 202	2	473	0	7 485	3
BILATERALS AND TRUST FUNDS ³	-	-	-	-	98 793	55	123 739	48
 MIDDLE EAST AND NORTH AFRICA	 84 116	 100	 91 333	 100	 117 065	 100	 159 130	 100
Percentage of all regions	3		3		4		5	
DEVELOPMENT	15 774	19	10 090	11	10 128	9	12 358	8
RELIEF	55 629	66	61 150	67	102 383	87	138 288	87
Emergency	35 798		9 901		17 199		60 657	
PRRO	19 831		51 249		85 184		77 631	
SPECIAL OPERATIONS	2 699	3	15 783	17	1 736	1	194	0
BILATERALS AND TRUST FUNDS ³	10 013	12	4 310	5	2 818	2	8 289	5

¹ Excludes programme support and administrative costs.

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

³ Up to 2006 only Bilaterals are included.

⁴ 2008 Expenses presented according to International Public Sector Accounting Standards (IPSAS) are not comparable to 2007 and previous years, where WFP applied the United Nations System Accounting Standards (UNSAS). Negative figures represent financial adjustments.



ANNEX IX – TABLE 2: DIRECT EXPENSES¹ BY COUNTRY, REGION AND PROGRAMME CATEGORY, 2005–2008
(US\$ thousand)

	2005					2006					2007					2008 ⁴				
	Development	Relief	SO	Bilaterals	Total	Development	Relief	SO	Bilaterals	Total	Development	Relief	SO	Bilaterals Trust Funds & Others ³	Total	Development	Relief	SO	Bilaterals Trust Funds & Others ³	Total
GRAND TOTAL	258 884	2 282 892	196 724	23	2 892 401	268 210	1 962 307	236 336	11 764	2 664 994	309 318	2 005 656	166 244	272 090	2 753 308	292 112	2 733 744	200 252	309 639	3 535 746
SUB-SAHARAN AFRICA																				
Angola	-	43 986	6 793	-2	50 777	-	21 210	6 844	-	28 054	-	3 457	839	-	4 296	-	3 503	-	-	3 503
Benin	2 124	942	-	-	3 067	2 266	875	-	-	3 141	2 336	528	-	-	2 864	4 333	294	-	-	4 627
Burkina Faso	2 766	833	-	100	3 699	5 199	605	-	394	6 199	4 027	6 864	-	855	11 747	4 668	8 531	-	982	14 182
Burundi	-	37 603	1 096	2 119	40 818	-	46 029	876	65	46 970	-	38 257	0	456	38 713	-	31 738	-	108	31 845
Cameroon	1 050	951	-	-	2 001	1 625	1 115	-	0	2 740	1 953	1 402	-	1	3 356	2 057	5 997	698	-	8 752
Cape Verde	557	-	-	-	557	932	-	-	-	932	789	-	-	-	789	673	-	-	-	673
Central African Republic	1 698	2 004	-	-	3 702	2 675	4 345	209	-	7 228	2 147	19 768	3 104	-	25 019	2 641	28 948	4 570	-	36 160
Chad	2 460	41 806	5 987	-	50 254	4 271	46 270	4 767	-	55 308	4 669	62 028	5 615	-	72 312	3 815	78 844	12 056	-	94 714
Congo	-	3 983	-	-	3 983	-	2 748	-	-	2 748	-	2 808	-	-	2 808	-	3 411	-	-	3 411
Congo, Dem. Rep. of the	-	59 007	3 016	-	62 023	-	43 464	4 409	-	47 874	-	71 776	4 459	-	76 234	-	93 902	7 422	-	101 323
Côte d'Ivoire	-	21 892	1 795	619	24 306	-	21 058	2 466	267	23 791	-	23 289	270	288	23 847	-	16 286	257	-	16 543
Djibouti	1 103	3 943	-	-	5 046	1 089	4 208	-	-	5 297	1 488	3 125	-	-	4 613	701	7 526	-	-	8 227
Eritrea	-	64 364	-	-	64 364	-	-9 904	-	-	-9 904	-	241	-	-	241	-	137	-	-	137
Ethiopia	25 031	311 209	-	-	336 239	19 037	174 461	882	-	194 380	17 836	148 862	164	2 040	168 902	19 658	261 831	2 578	3 337	287 404
The Gambia	2 138	10	-	-	2 148	2 037	92	-	-	2 129	1 919	896	-	-	2 815	2 933	916	-	-	3 849
Ghana	2 818	2 099	-	-	4 918	1 892	1 369	-	-	3 261	2 275	1 838	316	-	4 430	2 779	6 218	284	-72	9 209
Guinea	3 242	9 005	208	-	12 455	3 004	7 493	165	-	10 662	4 149	6 848	929	14	11 940	5 895	13 209	621	8	19 733
Guinea-Bissau	-	3 110	-	-	3 110	-	3 844	-	-	3 844	-	5 078	-	-	5 078	-	3 316	-	-	3 316
Kenya	16 417	63 551	-	-	79 968	17 180	134 400	1 553	-	153 134	28 532	153 561	8 205	-	190 298	25 022	136 528	681	61	162 293
Lesotho	2 630	19 458	-	-	22 088	2 876	7 761	-	-	10 638	1 331	10 199	-	128	11 658	1 368	9 355	-	204	10 927
Liberia	-1	35 141	150	-	35 290	-	33 832	450	-	34 282	-	31 477	3 166	206	34 850	969	27 277	3 727	7	31 980
Madagascar	4 472	1 796	-	693	6 960	3 425	525	-	64	4 014	3 966	9 327	598	0	13 891	4 554	7 891	675	-	13 120
Malawi	6 004	54 996	-99	360	61 261	6 743	41 785	-	136	48 664	12 809	30 402	-	1	43 212	12 823	15 961	-	74	28 858
Mali	6 834	9 934	-	257	17 025	3 662	12 662	-	572	16 897	3 544	8 360	-	1 237	13 142	4 565	6 880	-	2 133	13 577
Mauritania	3 888	14 973	-	-	18 861	3 753	9 768	-	-	13 521	4 519	14 693	-	-	19 212	6 993	20 666	-	-	27 659
Mozambique	13 855	31 615	-	-	45 470	7 504	29 365	-	2	36 871	12 832	22 206	2 509	95	37 643	9 231	29 813	2 909	102	42 055
Namibia	-	791	-	-	791	-	2 488	-	-	2 488	-	6 369	-	-	6 369	-	3 313	-	-	3 313
Niger	6 595	37 290	184	-	44 069	6 602	31 519	35	-	38 157	5 813	16 853	-	-	22 666	10 997	18 394	1 990	-	31 382
Rwanda	5 445	13 323	-	-	18 768	5 196	17 396	-	-	22 592	6 794	8 711	-	-	15 505	7 477	11 586	-	279	19 343
São Tomé and Príncipe	768	-	-	-	768	816	-	-	-	816	956	-	-	-	956	635	-	-	-	635
Senegal	3 361	2 860	-	-	6 221	3 464	2 703	-	-	6 167	2 853	3 557	-	8	6 418	3 458	5 101	-	-	8 559
Sierra Leone	4 127	9 128	75	-	13 330	4 275	5 753	90	-	10 118	4 885	7 335	123	7	12 350	3 392	11 169	242	-	14 803
Somalia	-	22 761	-	-	22 761	-	53 465	-	-	53 465	-	64 508	3 169	-	67 678	-	168 086	10 696	-	178 781
South Africa	480	-	-	-	480	893	-	-	-	893	894	-	-	-	894	-10	77	-	-	67
Sudan	4 400	569 691	110 879	-	684 970	3 191	465 543	88 897	-	557 631	3 340	463 199	98 693	23 653	588 886	5 375	531 255	91 546	7 141	635 316
Swaziland	-	10 779	-	-5	10 774	-	8 136	-	-	8 136	-	11 155	-	-	11 155	-	9 432	-	-	9 432
Togo	-	289	-	-	289	-	465	-	-	465	-	1 836	59	-	1 896	-	3 817	217	-	4 034
Uganda	6 791	103 952	-	-	110 744	4 557	98 696	-	-	103 253	3 437	107 029	2 440	234	113 140	4 228	113 236	363	-	117 827
United Republic of Tanzania	6 092	37 556	-	-	43 649	5 409	33 199	-	-	38 608	8 683	31 004	-	33	39 719	6 684	22 345	-	205	29 233
Zambia	8 147	43 863	-	-	52 010	6 501	53 634	-	-	60 135	5 205	13 654	-	-	18 859	7 438	19 090	0	0	26 529
Zimbabwe	-	67 450	-	548	67 998	-	98 870	-	-	98 870	-	97 913	-	25	97 938	-	155 610	-	-	155 610
Other Regional Expenditure	409	4 346	106	0	4 861	66	6 621	757	-	7 444	20	3 173	123	-14	3 302	0	958	0	349	1 307
TOTAL REGION	145 704	1 762 296	130 188	4 688	2 042 876	130 139	1 517 868	112 399	1 501	1 761 907	154 001	1 513 588	134 782	29 269	1 831 640	165 351	1 892 447	141 532	14 916	2 214 246



ANNEX IX – TABLE 2: DIRECT EXPENSES¹ BY COUNTRY, REGION AND PROGRAMME CATEGORY, 2005–2008
(US\$ thousand)

	2005					2006					2007					2008 ⁴				
	Develop- ment	Relief	SO	Bilaterals	Total	Develop- ment	Relief	SO	Bilaterals	Total	Develop- ment	Relief	SO	Bilaterals Trust Funds & Others ³	Total	Develop- ment	Relief	SO	Bilaterals Trust Funds & Others ³	Total
ASIA																				
Afghanistan	-	92 260	1 779	-	94 040	-	81 938	12 934	-	94 872	-	118 893	14 821	6	133 719	-	189 836	14 636	369	204 841
Bangladesh	16 629	18 247	-	1 061	35 938	42 113	4 125	-	3 283	49 521	65 185	12 387	-	1 858	79 430	33 119	62 476	-	-658	94 938
Bhutan	2 287	-	-	-	2 287	1 694	-	-	-	1 694	3 711	-	-	-	3 711	2 210	-	-	-	2 210
Cambodia	1 641	7 159	-	358	9 158	1 943	11 238	-	759	13 940	2 028	13 459	-	2 883	18 371	1 777	18 059	-	351	20 187
China	9 933	-	-	-	9 933	181	-	-	-	181	-	-	-	-	-	-	402	-	-	402
India	12 721	266	-	-	12 986	14 990	-	-	-	14 990	14 879	-	-	6 403	21 282	8 855	577	-	9 696	19 128
Indonesia	-	103 392	29 008	1 375	133 775	-	63 145	27 047	1 835	92 026	-	36 876	5 171	2 989	45 036	-	24 290	1 007	728	26 025
Islamabad Cluster	-	-66	-0	-	-67	-	-	-	-	-	-	49	-	-	49	-	-	-	-	-
Korea D.P.R. of	-	55 402	8	0	55 410	-	9 964	-	-	9 964	-	33 699	-	-	33 699	-	73 026	-	-	73 026
Lao, People's Dem. Rep. of	3 849	815	-	-	4 664	3 092	1 305	-	-	4 397	4 356	2 965	-	-	7 321	5 788	3 648	-	-	9 436
Maldives	-	2 096	2 623	-	4 719	-	366	2 943	-	3 309	-	-	-	-	-	-	-	-	-	-
Myanmar	-	9 119	-	-	9 119	-	9 527	-	-	9 527	-	11 307	-	-	11 307	-	54 559	26 606	-	81 165
Nepal	10 919	5 762	228	-	16 909	15 215	9 599	531	-	25 345	15 703	21 463	152	-	37 318	6 238	38 150	-	-	44 388
Pakistan	12 748	19 511	17 517	-	49 776	14 497	45 346	53 438	-	113 281	14 368	11 187	4 171	85	29 812	24 623	21 829	260	79	46 792
Philippines	-	-	-	-	-	-	4 551	-	-	4 551	-	11 588	-	-	11 588	-	8 327	-	-	8 327
Sri Lanka	278	53 482	7 041	-	60 801	592	22 175	824	-	23 591	1 376	38 070	3 329	213	42 988	1 021	48 528	1 958	195	51 702
Thailand	-	400	-	-	400	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Timor-Leste	-	1 331	-	-	1 331	-	7 275	-	-	7 275	-	8 576	-	-	8 576	-	7 838	-	285	8 123
Other Regional Expenditure	43	9 893	5 138	-	15 074	-	4 091	1 568	-	5 659	-	-	451	-	451	-	-	55	-	55
TOTAL REGION	71 047	379 069	63 343	2 794	516 254	94 317	274 646	99 285	5 877	474 125	121 606	320 518	28 096	14 436	484 657	83 631	551 548	44 522	11 046	690 747
EASTERN EUROPE AND CIS																				
Albania	-	2 103	-	-	2 103	-	8	-	-	8	-	-	-	-	-	-	-	-	-	-
Armenia	-	2 345	-	-	2 345	-	2 725	-	-	2 725	-	5 388	-	-	5 388	-	3 824	-	-	3 824
Azerbaijan	-	5 548	-	-	5 548	-	5 084	-	-	5 084	-	7 836	-	-	7 836	-	1 473	-	-	1 473
Georgia	-	4 622	-	-	4 622	-	4 589	-	-	4 589	-	4 381	-	6	4 387	-	8 956	555	-	9 510
Kyrgyzstan	-	4	-	-	4	-	-	-	-	-	-	-	-	-	-	-	69	-	-	69
Russian Federation	-	8 019	-	-	8 019	-	5 931	-	-	5 931	-	8 212	-	-	8 212	-	6 185	-	-	6 185
Serbia/Montenegro*	-	-	-	-	-	-	-3	-	-	-3	-	-	-	-	-	-	-	-	-	-
Tajikistan	-	13 234	-	-	13 234	-	13 709	-	-	13 709	-	7 780	-	-	7 780	-	16 685	-	-	16 685
Other Regional Expenditure	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL REGION	-	35 874	-	-	35 874	-	32 044	-	-	32 044	-	33 597	-	6	33 603	-	37 192	555	-	37 747



ANNEX IX – TABLE 2: DIRECT EXPENSES¹ BY COUNTRY, REGION AND PROGRAMME CATEGORY, 2005–2008
(US\$ thousand)

	2005					2006					2007					2008 ⁴				
	Develop-ment	Relief	SO	Bilaterals	Total	Develop-ment	Relief	SO	Bilaterals	Total	Develop-ment	Relief	SO	Bilaterals Trust Funds & Others ³	Total	Develop-ment	Relief	SO	Bilaterals Trust Funds & Others ³	Total
LATIN AMERICA AND THE CARIBBEAN																				
Barbados	-	-	-	-	-	-	166	18	-	184	-	28	36	-	64	-	84	2	-	86
Belize	-	-	-	-	-	-	-	-	-	-	-	145	-	-	145	-	50	-	-	50
Bolivia	3 632	646	-	-	4 279	3 500	1 452	-	-	4 952	3 325	3 968	-	306	7 599	3 434	6 773	-	1 184	11 391
Colombia	-	11 041	-	-	11 041	0	12 544	-	-	12 544	-	15 480	-	3 858	19 338	-	17 071	-	2 587	19 658
Cuba	5 750	1 840	-	-	7 590	4 245	862	-	-	5 106	2 036	265	-	-	2 301	2 332	1 802	-	-	4 134
Dominican Republic	19	-0	-	-	19	2	-	-	-	2	-	569	-	-	569	-	3 057	-	-	3 057
Ecuador	-	204	-	-	204	-	1 146	-	-	1 146	-	890	144	63 433	64 467	-	2 186	9	77 090	79 284
El Salvador	705	1 403	-	-	2 107	422	1 871	1	-	2 293	1 226	1 431	77	-	2 734	2	300	51	3 483	3 837
Guatemala	2 164	6 819	-	-	8 983	879	14 169	-	-	15 048	2 423	4 132	-	-	6 555	2 874	5 291	-	-	8 165
Guyana	-	245	-	-	245	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Haiti	7 651	13 520	302	-	21 473	4 748	9 938	-	-	14 687	11 200	10 542	-	-	21 742	1 649	50 455	7 419	-	59 523
Honduras	1 530	2 112	-	-	3 643	788	1 134	-	-	1 922	4 269	1 445	-	17 262	22 976	1 894	966	-	-3 844	-983
Jamaica	-	-	-	-	-	-	-	-	-	-	-	32	-	-	32	-	1	-	-	1
Mexico	-	-	-	-	-	-	-	-	-	-	-	112	-	-	112	-	314	-	-	314
Nicaragua	6 828	2 255	-	-	9 082	7 639	2 777	-	-	10 416	2 371	5 226	-	-	7 597	8 658	7 236	-	-	15 893
Panama	-	-	-	-	-	-	281	575	-	856	-	17	17	-	34	-	53	2	-	55
Peru	3 207	1 103	-	-	4 309	1 351	0	-	-	1 352	1 816	4 474	-	13 934	20 223	4 191	4 945	-	43 239	52 375
Other Regional Expenditure	345	-	159	-	504	869	-	608	-	1 478	1 511	20	198	-	1 729	1 737	113	1	-	1 851
TOTAL REGION	31 831	41 188	461	-	73 480	24 442	46 339	1 202	-	71 984	30 177	48 776	473	98 793	178 219	26 771	100 697	7 485	123 739	258 692
MIDDLE EAST AND NORTH AFRICA																				
Algeria	-	11 330	-	-	11 330	-	10 411	-	-	10 411	-	13 278	-	6	13 285	-	22 776	-	-	22 776
Egypt	4 452	-	-	-	4 452	1 389	112	-	-	1 501	1 568	-	-	2 684	4 251	4 536	-	-	-	4 536
Iran	-	763	-	-	763	-	384	-	-	384	-	826	-	-	826	-	1 238	-	-	1 238
Iraq **	-	18 553	374	10 013	28 940	-	5 851	-	1 420	7 271	-	12 915	-	59	12 974	-	37 144	-	8 244	45 388
Jordan	402	8	-	-	409	500	-	-	-	500	516	-	-	-	516	138	-	-	-	138
Lebanon	-	-	-	-	-	-	6 930	14 519	2 890	24 339	-	470	1 239	-0	1 709	-	-	-	-	-
Libya	-	-	2 326	-	2 326	-	-	1 265	-	1 265	-	-	497	-	497	-	-	194	-	194
Morocco	-0	16	-	-	16	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Occupied Palestinian Territory	-	24 432	-	-	24 432	-	36 625	-	-	36 625	-	69 993	-	0	69 993	-	52 244	-	-0	52 244
Syrian Arab Republic	3 900	-	-	-	3 900	926	110	-	-	1 036	3 544	2 868	-	69	6 481	639	19 069	-	45	19 753
Yemen	6 988	527	-	-	7 514	7 241	649	-	-	7 891	4 499	2 033	-	-	6 532	7 045	5 797	-	-	12 842
Other Regional Expenditure	34	-	-	-	34	33	78	-	-	111	-	-	-	-	-	-	21	-	-	21
TOTAL REGION	15 774	55 629	2 699	10 013	84 116	10 090	61 150	15 783	4 310	91 333	10 128	102 383	1 736	2 818	117 065	12 358	138 288	194	8 289	159 130
OTHER ²	-5 472	8 836	32	-17 472	139 801	9 223	30 261	7 666	76	233 601	-6 594	-13 207	1 157	126 769	108 124	4 001	13 571	5 964	151 649	175 185

¹ Excludes programme support and administrative costs.

² Operational Expenses includes General Fund, Special Accounts and Trust Funds that cannot be apportioned by project/operation, which are cumulated under the column 'Total' for 2005 and 2006.

³ Includes all Expenses for Bilaterals, Trust Funds, General Fund and Special Accounts.

⁴ 2008 Expenses presented according to International Public Sector Accounting Standards (IPSAS) are not comparable to 2007 and previous years, where WFP applied the United Nations System Accounting Standards (UNSAS). Negative figures represent financial adjustments.

(*) As of June 2006, Serbia and Montenegro are separate countries.

(**) Including funds from the United Nations Security Council Resolution 986, "Oil-for-food" Agreement.



ANNEX IX TABLE 3 – DIRECT EXPENSES¹ BY COUNTRY, SPECIAL STATUS CATEGORY AND REGION 2005–2008

	2005		2006		2007		2008 ⁴	
	US\$ thousand	%	US\$ thousand	%	US\$ thousand	%	US\$ thousand	%
DEVELOPMENT AND RELIEF:	2 541 776	100.0	2 230 517	100.0	2 314 974	100.0	3 025 855	100.0
BY SPECIAL STATUS CATEGORY²								
LDCs	1 936 214	76.2	1 598 180	71.7	1 710 707	73.9	2 178 093	72.0
LIFDCs	2 426 995	95.5	2 063 484	92.5	2 175 770	94.0	2 810 174	92.9
BY REGION/COUNTRY GROUP								
Sub-Saharan Africa	1 908 000	75.1	1 648 007	73.9	1 667 589	72.0	2 057 798	68.0
Asia	450 117	17.7	368 962	16.5	442 125	19.1	635 179	21.0
Eastern Europe and CIS ³	35 874	1.4	32 044	1.4	33 597	1.5	37 192	1.2
Latin America and the Caribbean	73 019	2.9	70 782	3.2	78 953	3.4	127 468	4.2
Middle East and North Africa	71 403	2.8	71 240	3.2	112 511	4.9	150 646	5.0
DEVELOPMENT:	258 884	100.0	268 210	100.0	309 318	100.0	292 112	100.0
BY SPECIAL STATUS CATEGORY²								
LDCs	174 493	67.4	184 529	68.8	227 011	73.4	192 657	66.0
LIFDCs	247 167	95.5	246 228	91.8	302 146	97.7	273 412	93.6
BY REGION/COUNTRY GROUP								
Sub-Saharan Africa	145 704	56.3	130 139	48.5	154 001	49.8	165 351	56.6
Asia	71 047	27.4	94 317	35.2	121 606	39.3	83 631	28.6
Latin America and the Caribbean	31 831	12.3	24 442	9.1	30 177	9.8	26 771	9.2
Middle East and North Africa	15 774	6.1	10 090	3.8	10 128	3.3	12 358	4.2

¹ Exclusive of programme support and administrative costs

² Actual classifications for each year

³ Relief only

⁴ 2008 Expenses presented according to IPSAS are not comparable to 2007 and previous years, where WFP applied UNSAS



ACRONYMS USED IN THE DOCUMENT

AIDS	acquired immune deficiency syndrome
APR	Annual Performance Report
ART	anti-retroviral therapy
ASMR	age-specific mortality rate
BMI	body mass index
CAP	Consolidated Appeals Process
CARE	Cooperative for Assistance and Relief Everywhere
CCA	common country assessment
CEB	Chief Executives Board
CERF	Central Emergency Response Fund
CFA	Committee on Food Aid Policies and Programmes (precursor of the WFP Executive Board)
CFSA	crop and food supply assessment
CFSVA	comprehensive food security and vulnerability analysis
CIS	Commonwealth of Independent States
CMR	crude mortality rate
COD	country outline document
CP	country programme
CRED	Centre for Research on the Epidemiology of Disasters
CRS	Catholic Relief Services
CSD	country strategy document
CSI	coping strategies index
DACOTA	Data Collection Telecoms Application
DEV	development project
DPRK	Democratic People's Republic of Korea
DRC	Democratic Republic of the Congo
DSC	direct support costs
ECHA	Humanitarian Early-Warning Service
ECW	Enhanced Commitments to Women
EDP	extended delivery point
EMMA	Emergency Market Mitigation Account
EMOP	emergency operation
ERM	executive risk management
ETC	emergency telecommunications cluster

FAO	Food and Agriculture Organization of the United Nations
FFA	food for assets
FFT	food for training
FFW	food for work
FIFA	<i>Fédération Internationale de Football Association</i>
FTS	financial tracking service (OCHA)
GAA	German Agro Action
GDI	gross domestic income
GDP	gross domestic product
GFD	general food distribution
GNI	gross national income
GTZ	German Agency for Technical Cooperation
Habitat	United Nations Centre for Human Settlements
HEWSweb	Humanitarian Early-Warning Service
HIV	human immunodeficiency virus
HLCM	High-Level Committee on Management
IASC	Inter-Agency Standing Committee
ICRC	International Committee of the Red Cross
ICT	information and communications technology
IDA	iron deficiency anaemia
IDP	internally displaced person
IEFR	International Emergency Food Reserve
IFAD	International Fund for Agricultural Development
IFPRI	International Food Policy Research Institute
IFRC	International Federation of Red Cross and Red Crescent Societies
ILO	International Labour Organization
INTERFAIS	International Food Aid Information System (WFP)
IO	international organization
IOM	International Organization for Migration
IPSAS	International Public Sector Accounting Standards
IRA	immediate response account
IR-EMOP	immediate response EMOP
ISC	indirect support costs
JAM	joint assessment mission
JP	joint programme
JPO	junior professional officer

LAC	Latin America and the Caribbean
LDC	least developed country
LET	logistics emergency team
LIFDC	low-income, food-deficit country
LTSH	landside transport, storage and handling
M&E	monitoring and evaluation
MCH	mother-and-child health
MCHN	mother-and-child health and nutrition
MDG	Millennium Development Goal
MNP	micronutrient powders
MUAC	mid-upper arm circumference
NGO	non-governmental organization
OCHA	Office for the Coordination of Humanitarian Affairs
ODOC	other direct operational costs
OECD	Organisation for Economic Co-operation and Development
OMB	Regional Bureau Bangkok (Asia)
OMC	Regional Bureau Cairo (Middle East, Central Asia and Eastern Europe)
OMD	Regional Bureau Dakar (West Africa)
OMJ	Regional Bureau Johannesburg (Southern, Eastern and Central Africa)
OMP	Regional Bureau Panama City (Latin America and the Caribbean)
OMS	Regional Bureau The Sudan
OVC	orphans and other vulnerable children
P4P	Purchase for Progress
PAHO	Pan American Health Organization
PLHIV	people living with HIV
PRRO	protracted relief and recovery operation
PSA	Programme Support and Administrative (budget)
PSNP	Productive Safety Net Programme
RBM	results-based management
RC	Resident Coordinator
RMS	Resource Mobilization System
RUSF	ready-to-use supplementary food
SADC	Southern African Development Community
SC	service contract
SMART	Standardized Monitoring and Assessment of Relief and Transitions
SO	special operation

SPR	standard project report
SSA	special services agreement
SSFS	standardized school feeding survey
TB	tuberculosis
TBD	to be decided
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNCT	United Nations country team
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFCCC	United Nations Framework Convention on Climate Change
UNFPA	United Nations Population Fund
UNGASS	United Nations General Assembly Special Session on HIV/AIDS
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
UNIDO	United Nations Industrial Development Organization
UNJLC	United Nations Joint Logistics Centre
UN-OHRLLS	United Nations Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States
UNSAS	United Nations System Accounting Standards
UNV	United Nations volunteer
VAM	vulnerability analysis and mapping
WCF	working-capital finance
WHO	World Health Organization
WINGS	WFP Information Network and Global System
WVI	World Vision International