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**Executive Board  
Annual Session**

**Rome, 9–12 June 2008**

# ANNUAL REPORTS

Agenda item 4

*For approval*

# E

Distribution: GENERAL  
**WFP/EB.A/2008/4**  
12 May 2008  
ORIGINAL: ENGLISH

## ANNUAL PERFORMANCE REPORT FOR 2007



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## FOREWORD BY THE EXECUTIVE DIRECTOR

Since arriving at WFP in April 2007, I have learned that at the core of the organization's strength is its ability to remain flexible and adapt to a rapidly changing world. This strength proved especially important in 2007 as forces converged to create a perfect storm of challenges, hitting hardest the world's most vulnerable: 854 million hungry people.

Soaring global food prices emerged and gathered force as a most urgent threat for the world's hungry, adding to challenges such as climate change and the increased frequency and scope of natural disasters, tightening commodity markets, declining levels of food aid in a post-food surplus era; skyrocketing energy costs, the increasing production of biofuels, and expanding populations. Millions of families once able to afford basic staples are being priced out of the food market, creating a new face of hunger as they are forced to make tough decisions on how to allocate their scarce resources for food, medicine, education and other critical needs. As the demand for urgent assistance increased, so did WFP's resource needs to cover the higher costs of procuring and transporting the food needed to reach those most affected and vulnerable.

WFP has taken a lead role in raising awareness of the need for a robust international response to the increasing hunger needs resulting from higher food prices, and to the risk of reversing the progress achieved thus far on the Millennium Development Goals (MDGs), including the target of cutting in half the proportion of hungry people by 2015.

Meeting these challenges requires resources and contributions, which for 2007 were considerable, exceeding US\$2.7 billion and with more than 91 percent of all planned needs met. Total direct expenditures, which were more than US\$2.7 billion, were used to assist 86.1 million beneficiaries in 80 countries. However, globally high food and transport costs stretched WFP's resources; coupled with increasing numbers of hungry people, this further widened the hunger gap. Increased operational costs contributed to WFP providing 17.5 percent less food to 2 percent fewer people in 2007 than in the previous year.

In 2007, WFP was called upon to respond rapidly, effectively and efficiently to collective humanitarian actions addressing situations ranging from ongoing conflicts and crises such as those in the Sudan – where WFP assisted 3 million beneficiaries in Darfur alone – to the cyclone that struck Bangladesh, the earthquake in Peru, flooding across Africa and the destruction left by hurricanes and flooding throughout Latin America. In 44 emergency operations and 69 protracted relief and recovery operations, WFP's preparedness, logistics and rapid response capabilities were crucial.

During my first nine months at WFP, I travelled to the front lines where I witnessed the destruction caused by both humans and nature and its effect on the lives and livelihoods of men, women and children. The good news is that I also witnessed how WFP – the world’s largest humanitarian organization – uses its comparative advantages to respond to mounting challenges. In particular, I was struck by four areas among our core strengths.

First, WFP stays ahead of the hunger curve using its vulnerability analysis and mapping skills and experience, enabling rapid response to mitigate risks, adapt to shifting environments and meet challenges. As the issue of climate change adaptation gained prominence in 2007, WFP continued building on its almost 45 years of experience helping communities protect and use natural resources sustainably in changing environments. In response to disasters that struck in 2007 WFP approved 28 operations to mitigate the effects of floods, earthquakes, windstorms and other extreme climatic events. The largest natural disaster response was in Bangladesh last November when WFP provided food assistance to 2.3 million people hit by a cyclone and devastating floods.

Second, WFP’s toolbox of proven-effective programmes helps meet needs on the front lines. For example, school feeding is an affordable way to help children cope with hunger and stay in school. WFP also helps build capacity so that school feeding programmes can be handed over eventually to governments; El Salvador is the most recent example. In 2007, WFP reached 19.3 million children through school feeding at a cost of US\$318 million. WFP’s “Fill the Cup” campaign, launched in 2007, asks governments, foundations, non-governmental organizations (NGOs) and individuals to raise awareness and funds to support school feeding programmes run by governments, WFP and others. The goal is to ensure that 59 million children in the developing world who currently attend school hungry receive at least a basic cup of porridge each day at school. This is a doable goal.

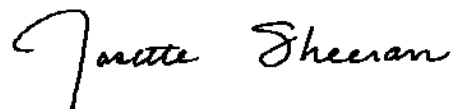
Local and regional procurement also emerged as one of the organization’s most effective tools. In 2007, WFP’s cash purchases amounted to 2.1 million mt of food valued at US\$767 million – a 28 percent increase in value from last year. Close to 80 percent of those purchases – 1.6 million mt worth US\$612 million – were made in 69 developing countries. In addition to investing in developing country economies, local purchases also provided much-needed income for farmers, encouraged the development of local markets and saved WFP money on transport and associated costs.

Third, WFP uses its vast logistics apparatus in the deep field and its partnerships with governments, NGOs and United Nations agencies to deliver results. As part of its commitment to United Nations reforms, WFP led 12 clusters for new emergencies in 2007 that supported the entire humanitarian community. The WFP-managed United Nations Humanitarian Air Service (UNHAS) transported 322,000 United Nations, NGO and other relief workers into conflict and disaster zones during the year. WFP’s globe-spanning network of United Nations Humanitarian Resource Depots (UNHRDs) also expanded in 2007 to include five strategically placed hubs that contributed to saving lives.



Last but certainly not least of these strengths is the commitment and dedication of WFP's staff of more than 9,000 people, many of whom work on the front lines in some of the most remote and inaccessible areas of the world. Events in 2007 are a reminder of the dangerous security conditions faced by WFP staff. The tragic deaths of WFP staff in Algiers and the Sudan, and the arrests and detentions of staff in Somalia, recall the incredible commitment and sacrifice staff members make each day. WFP staff members and their families give so much to ensure life-saving assistance reaches the world's most vulnerable.

As WFP renews its strategic priorities for the coming years, it also recommits itself to fighting hunger and assisting those most in need, because ending hunger is perhaps the greatest challenge and opportunity of our time.



**Josette Sheeran**  
Executive Director

## **DRAFT DECISION**

The Board approves the Annual Performance Report for 2007 (WFP/EB.A/2008/4), noting that it provides a comprehensive record of WFP performance for the year.





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## EXECUTIVE SUMMARY

The Annual Performance Report (APR) measures WFP's contribution towards ending hunger and achieving the MDGs – outputs that are critical to the success of the entire Millennium Project. It provides evidence showing that reaching all of the MDGs depends, at least in part, on reducing hunger. Thus the reporting of key results aligned with WFP's five Strategic Objectives and the MDGs is a main feature of the 2007 APR.

WFP's work throughout 2007 was influenced by an evolving external environment that contributed to food insecurity throughout the world. Soaring food prices and transport costs, disrupted weather patterns and related frequent natural disasters, difficulties in contracting food supplies and declining global levels of food assistance were all concerns for WFP. By the end of 2007, food insecurity had come to be viewed widely as a global risk with consequences at community and national levels, and disproportionate effects on poor communities and countries. Global food reserves were at their lowest for 25 years, making the world food supply vulnerable to crises and natural disasters.

Reflecting on a year dominated by rising food prices, frequent natural disasters and a number of large ongoing operations, the 2007 APR highlights the tools at WFP's disposal for meeting diverse food assistance and service requirements. During the year, WFP assisted 86.1 million people, of whom 7.2 million were victims of natural disasters. Children were again WFP's largest beneficiary group, comprising 62 percent of all hungry people assisted.

WFP was able to draw on decades of experience enhanced by its recent push to strengthen its strategies, tools and partnerships for emergency preparedness and response. There is no doubt that the range of tools at WFP's disposal has improved efficiency and timeliness, saving lives and easing the recovery from disaster for millions of people. In an ongoing attempt to offset increasing commodity, fuel and transport costs, WFP managed to obtain competitive prices in a volatile shipping industry. WFP also focused its efforts to procure more on local and regional markets. The APR documents the fact that purchasing locally or regionally stimulates and supports markets, boosting local economies and providing farmers with an incentive to produce more food.

Overall, 91 percent of planned beneficiary needs were met in 2007. WFP's large, well-publicized relief operations were adequately funded, but many smaller operations suffered significant funding shortfalls or pipeline breaks. In all programme categories excluding special operations, of 167 active projects 35 percent were fully funded, while 17 percent had shortfalls of 50 percent or more. WFP delivered 3.3 million mt of food assistance to 86.1 million people in 80 countries in 2007. More than 79 percent of the 2.1 million mt of food purchased during the year was bought on local markets in 69 developing countries.



The APR emphasizes working in partnership, the core tenet of Management Objective 1. It shows how partnerships, including cluster responsibilities and participation in the “Delivering as One” initiative, continued to position the organization within the United Nations reform agenda. WFP supported all facets of United Nations reform aimed at increasing the coherence and effectiveness of humanitarian operations. The WFP-led global logistics cluster worked on preparedness and response mechanisms for emergencies and on cluster activations at the field level. During 2007 the logistics cluster approach was used in nine new emergencies. WFP also co-lead the global emergency telecommunications cluster (ETC). In 2007, ETCs were activated in three new emergencies and were present in four ongoing emergencies. During the year, WFP took part in 84 joint programmes, an 82 percent increase over the 46 of the previous year. The number of countries involved also increased, from 27 in 2006 to 36 in 2007.

The WFP Strategic Plan (2008–2011) will guide policies, programmes, internal capacity development and budget allocations for the next biennium and beyond. Implementation in the midst of an external environment undergoing rapid change will require: (i) devising strategies to cope with rising food prices and operational costs; (ii) improving standard WFP food assistance approaches, including purchasing, market analyses and capacity development; and (iii) finding innovative opportunities and novel approaches. In line with WFP’s future strategic direction to use its purchasing power to more effectively contribute to food security, WFP is launching a set of pilot activities, primarily in Africa, to further explore programming and procurement modalities. This undertaking is known as “Purchase for Progress” or P4P.

Another response to address increasing needs is the “Fill the Cup” campaign, which seeks to raise funds to help end global child hunger and raise awareness of what WFP is doing to alleviate it. The Red Cup is a symbol that defines simultaneously the challenges facing WFP and the struggle for survival that is a daily concern for children living on the edge.

The APR follows results-based management (RBM) practice, which has brought a number of improvements to WFP’s performance measurement and reporting, including better technical capacity and skills for designing results-oriented projects and work plans. The year 2007 was the first full year in which RBM was mainstreamed at all levels.

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## GENERAL 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 mt, unless otherwise specified.
- Direct expenditures include food, landside transport, storage and handling (LTSH), direct support costs (DSC), external transport and other direct support costs (ODOC). They exclude indirect support costs (ISC) and Programme Support and Administrative (PSA) budget costs.
- In some tables, totals do not add up exactly because figures have been rounded.
- Low-income, food-deficit countries (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 the Food and Agriculture Organization of the United Nations (FAO) as LIFDCs.
- The three criteria for the identification of least-developed countries (LDCs), as proposed by the UN-OHRLLS<sup>1</sup> Committee for Development Policy (CDP), are: (1) low-income based on a three-year estimate of the gross national income (GNI) per capita (under US\$750 for inclusion, above US\$900 for graduation); (2) human resource weakness, involving a composite human assets index (HAI) (nutrition, health, education, adult literacy); and (3) economic vulnerability, involving a composite economic vulnerability index (EVI) (agricultural production, exports of goods and services, manufacturing share of gross domestic product (GDP), merchandise export concentration, economic smallness and percentage of population displaced by natural disasters).
- Country concentration is calculated as follows. At 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;<sup>2</sup> and
  - face a problem of chronic malnutrition measured as a 25 percent or higher rate of stunting among children under the age of 5.<sup>3</sup>

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<sup>1</sup>UN-OHRLLS: United Nations Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States.

<sup>2</sup> Per capita gross domestic income (GDI) less than US\$885.

<sup>3</sup> "Strategic Plan (2004–2007)" (WFP/EB.3/2003/4-A/1)

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## INTRODUCTION

Every year another four million people succumb to hunger, and by the end of 2007 approximately 854 million people worldwide were undernourished. Helping to reduce hunger is a primary concern of WFP, and also contributes to the MDGs. The APR measures WFP's contribution to ending hunger and achieving the MDGs – results that are critical to the success of the entire Millennium Project. It also provides evidence that reaching any of the MDGs depends, in part, on reducing hunger. Thus the reporting of key results aligned with WFP's Strategic Objectives and the MDGs is a main feature of the 2007 APR.

WFP's Strategic Plan (2006–2009) frames the organization's five Strategic Objectives within the MDGs – specifically MDG 1, target 2, to halve the proportion of people suffering from hunger.<sup>4</sup> An essential component of WFP's accountability mechanisms, the APR presents performance results against the objectives and targets laid out in the Biennial Management Plan (2006–2007). Supporting the achievement of the five Strategic Objectives, the management and financial frameworks outlined in the Management Plan aim to maintain or strengthen operational effectiveness and organizational capacity.<sup>5</sup>

The APR also follows RBM practice, emphasizing the results chain of inputs, outputs, outcomes, processes, challenges and learning. It draws from WFP-wide reporting systems, including the standard project reports (SPRs), and consultation with country offices, regional bureaux and partners. The APR tracks performance trends where possible, providing an indication of results achieved since the inception of RBM just over four years ago.

RBM has brought a number of improvements to WFP's performance reporting, including better technical capacity and skills for designing results-oriented projects and work plans. The year 2007 was the first full year in which RBM was mainstreamed at all levels. Challenges to performance measurement and reporting still remain; there is a need for: monitoring and information systems to measure and aggregate outcomes more accurately; more systematic baseline data; and alignment of resources with results according to Strategic Objectives and Management Objectives.

Reflecting on a year dominated by rising food prices, frequent natural disasters and a number of large ongoing operations, the 2007 APR highlights the tools available to WFP for meeting diverse food assistance and service requirements. It reflects the support provided for individuals, communities and governments faced with overcoming acute hunger in rapid onset emergencies, as well as for those in protracted conflict and other situations where livelihoods are threatened and chronic hunger persists.

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<sup>4</sup> Strategic Plan (2006–2009) (WFP/EB.A/2005/5-A)

<sup>5</sup> WFP Biennial Management Plan (2006–2007) (WFP/EB.2/2005/5-A/1)



The report emphasizes working in partnership, the core tenet of Management Objective 1, and shows how partnerships, including cluster responsibilities and participation in the “Delivering as One” initiative, continued to position WFP within the United Nations reform agenda. It also presents country examples that emphasize challenges and learning – especially WFP’s work in difficult, insecure environments; transition situations where it must fill gaps; and handing over responsibilities to governments, communities or partners.

The 2007 APR comprises seven parts:

- **Part I: Strategic Overview** introduces the context that shaped WFP’s work in 2007 and will influence how WFP positions itself for the future. Major factors that influenced WFP’s work and thus performance in 2007 included: responding to frequent natural disasters; advancing with United Nations reform; adjusting to the changing food assistance environment; and coping with increasing commodity and transport costs and elevated security risks.
- **Part II: Learning from Experience** examines WFP’s level of preparedness and emergency response capacity, with reference to the natural disasters of 2007. Other lessons relate to purchasing food and services locally to support local economies; strategic partnerships and the challenges associated with jointly achieving results; and gender results, including linkages with protection and assistance.
- **Part III: Performance Highlights** draws on themes raised in the Strategic Overview and uses in-depth country examples to show how WFP made a difference in 2007, the specific challenges faced and lessons learned. Operational lessons and evaluation findings provide evidence of what worked well and highlight opportunities for improvement.
- **Part IV: Performance Overview** features key results, performance figures and outputs by programme category, Strategic Objective and activity type. WFP’s income and expenditures for 2007 are reported, including an analysis of expenditures by cost component.
- **Part V: Results by Strategic Objective** details outcome- and output-level results by programme category, Strategic Objective and activity type. Summarized lessons derived from independent evaluations and performance results by region and country are presented for each Strategic Objective.
- **Part VI: Results by Management Objective** outlines management achievements in 2007 and performance trends as defined by WFP’s Management Objective results framework. Capacity-building initiatives and advances in strengthening operational effectiveness and organizational capacity are discussed.
- **Part VII: Looking Forward** highlights efforts to position the organization to respond effectively to growing challenges within the overall frame of United Nations coherence and the 2008–2011 strategic direction for WFP. Issues and approaches that will dominate in 2008 and beyond include: rising food prices and operational costs, the alignment of WFP’s financial framework with the new Strategic Plan, internal capacity strengthening measures, Purchase for Progress (P4P) and The Red Cup Campaign. These issues are discussed within the context of WFP’s priorities for maintaining its robust rapid humanitarian response, high level of preparedness and capacity to address the growing hunger gap.



## WFP and the MDGs

### 2006 2007 KEY FIGURES

#### MDG 1 Eradicate extreme poverty and hunger

		<b>BENEFICIARIES</b>	<b>ACTIVE PROJECTS IN 2007</b>
87.8	86.1	million hungry people assisted in 80 countries (78 in 2006)	CPs 35
24.3	23.8	million assisted in development projects (DEVs)	DEVs 19
16.4	15.3	million assisted in emergency operations (EMOPs), of which:	EMOPs 44
(7.7)	(8.1)	- million in conflict situations	PRROs 69
(7.9)	(7.2)	- million in natural disasters	SOs 33
47.1	47.0	million assisted in protracted relief and recovery operations (PRROs)	<b>TOTAL 200</b>
72.9	71.6	million women and children assisted	
1.9	1.9	million refugees assisted	
7.2	8.8	million IDPs assisted	
1.2	0.8	million returnees assisted	
<b>QUANTITY OF FOOD AID</b>			
4.0	3.3	million mt of food distributed	
2.0	2.1	million mt of food procured	
<b>APPROVED PROJECTS IN 2007<sup>6</sup></b>			
9	6	country programmes (CPs), valued at US\$116 million	
1	10	DEVs, valued at US\$105 million	
20	32	EMOPS/Immediate Response Account (IRA), valued at US\$880 million	
18	31	PRROs, valued at US\$2.1 billion	
15	14	special operations (SOs), valued at US\$59 million	
<b>INCOME AND EXPENDITURES (US\$ billion)</b>			
2.705	2.705	in contributions received	
2.932	3.029	in income	
2.664	2.753	in direct expenditures	
2.876	2.966	in total expenditures	
<b>DEVELOPING COUNTRIES AND WFP ASSISTANCE</b>			
90.6	88.5	% of allocated development multilateral resources that met country concentration criteria	
68.8	74.0	% of allocated development resources that reached LDCs	
77.0	79.4	% of food procured, by tonnage, in developing countries	
73.9	72.0	% of WFP's assistance invested in sub-Saharan African countries	

<sup>6</sup> ISC are not included



2006	2007	KEY FIGURES
<b>MDG 2 Achieve universal primary education</b>		
19.4	19.3	million schoolchildren received school meals/take-home rations
47.9	46.6	% were girls
6.0	6.0	% increase rate of change in absolute enrolment for children in schools with WFP school feeding programmes
90.0	93.0	% of days children attended school throughout the year in schools with WFP school feeding programmes
<b>MDG 3 Promote gender equality and empower women</b>		
51.4	52.2	% of beneficiaries were women or girls
375	240	thousand women were in leadership positions on food management committees
5.5	5.1	million women received household food rations at distribution points in general food distributions
4.7	4.2	million household food entitlements were issued in women's names for general food distributions
<b>MDG 4 Reduce child mortality</b>		
55.4	53.6	million children were assisted in WFP operations
9.9	5.7	million malnourished children received special nutritional support
<b>MDG 5 Improve maternal health</b>		
1.5	2.0	million vulnerable women received additional nutritional support
89	98	% of pregnant and lactating mothers surveyed received micronutrient-fortified food (ECW I.1) <sup>7</sup>
<b>MDG 6 Combat HIV/AIDS, malaria and other diseases</b>		
21	20	of the 25 highest HIV prevalence countries received WFP assistance
8.4	1.8	million people affected by HIV received WFP food assistance
51	50	countries received assistance for tuberculosis (TB) and HIV/AIDS prevention activities
<b>MDG 7 Ensure environmental sustainability</b>		
28.0	17.1	million people received WFP food as an incentive to build assets, attend training, build resilience to shocks and preserve livelihoods
<b>MDG 8 Develop a global partnership for development</b>		
14	15	stand-by partners
9	12	joint crop and food supply assessment missions conducted with FAO
20	8	joint assessment missions conducted with UNHCR
84	84	corporate and private entities provided support donating cash and in-kind gifts worth US\$94.5 million
3 264	2 816	NGOs worked with WFP

<sup>7</sup> Enhanced Commitments to Women Baseline Survey



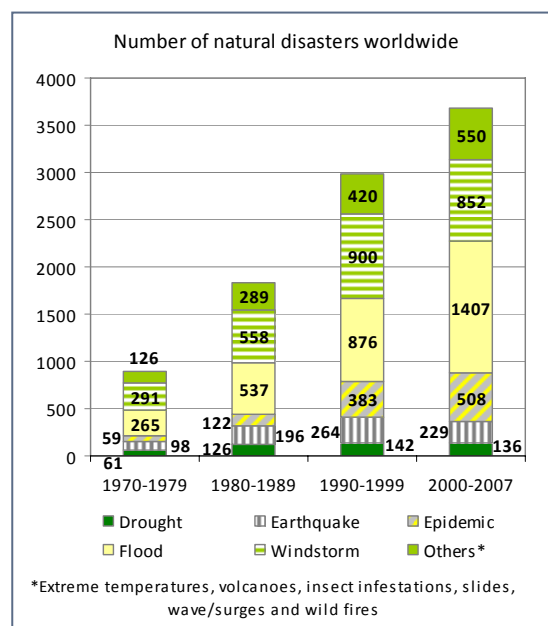
## PART I: STRATEGIC OVERVIEW – REPOSITIONING WFP

1. By the end of 2007, food security had come to be viewed widely as a global risk with consequences at community and national levels, and disproportionate effects on poor communities and countries. Global food reserves were at a 25-year low, making the world food supply vulnerable to crises and natural disasters.
2. WFP's work throughout 2007 was influenced by an evolving external environment that contributed to food insecurity throughout the world. Disrupted weather patterns and related frequent natural disasters, soaring food prices and transport costs, difficulties in contracting food supplies and declining global levels of food assistance were all concerns for WFP and its 86.1 million beneficiaries.
3. WFP began positioning itself for the next decade, embarking on consultations with a view to strengthening its role in humanitarian response and the eradication of global hunger. To accelerate progress in hunger reduction it is crucial to close the humanitarian assistance gap between crises and longer-term solutions. WFP's work was framed squarely in United Nations reform processes. WFP continued to lead efforts to provide assistance in difficult security environments that at times stretched the capacity of WFP personnel in the field; in the face of rising costs it streamlined overhead expenses in line with available resources.

### Increased Global Food Insecurity

#### Extreme Weather Patterns and Natural Disasters

4. In 2007 the fourth and final report of the Intergovernmental Panel on Climate Change (IPCC) showed that temperatures were rising across the globe, threatening ecosystems and the capacity of poor people to adapt to escalating threats. The IPCC predicted significant losses in Africa's gross domestic product, higher levels of malnutrition, increased stress on water resources and reductions in crop yields. It stated that the warming planet was altering long-established weather patterns and producing an increase in extreme events.



5. According to the Centre for Research on the Epidemiology of Disasters (CRED), natural disasters have been increasing in frequency and intensity for more than a decade. While there was a 9 percent dip in 2007,<sup>8</sup> the longer-term trend has been sharply upward since the 1990s and a number of indicators suggest that the trend is likely to continue. The number of natural disasters rose from 200–250 per year in the mid-1990s to 400–450 per year in 2000–2005. CRED recorded 441 disasters in 2007 and 483 in 2006.
6. Extreme weather conditions had a direct impact on the work of WFP in 2007. WFP launched 23 EMOPs/Immediate Response Accounts (IRAs) and 5 SOs in 19 countries to assist 7 million victims of floods, windstorms, earthquakes and frost. Approved budgets for these operations came to US\$109 million (see Part II).

Table 1: 2007 WFP and Natural Disasters

Type of disaster	Total number of people affected (million)	Planned WFP beneficiaries (million)	Planned WFP direct expenditure (US\$ million)	Planned food assistance (thousand mt)
Flood	164.2	5.2	82.2	100.1
Windstorm <sup>9</sup>	13.1	1.6	19.0	25.9
Earthquake	1.2	0.1	7.4	6.8
Extreme temperature	1.0	0.03	0.5	0.5
<b>TOTAL</b>	<b>179.5</b>	<b>6.9</b>	<b>109.1</b>	<b>133.3</b>

Source: CRED 2007; WFP WINGS-SAP, 25 January 2008

7. WFP's largest response in 2007 was for Cyclone Sidr in November, which caused serious flooding in Bangladesh. An EMOP with a budget of US\$51.8 million was approved to provide 2.3 million people with six months of food assistance, including micronutrient-enhanced rations under a programme targeting children and pregnant and lactating women. WFP also provided emergency responses to widespread flooding across eastern, central and western Africa, Hurricane Dean in the Caribbean, tropical storms Noel and Olga in the Dominican Republic, cyclones in Mozambique and Pakistan, Hurricane Felix in Nicaragua, earthquakes in Peru and Typhoon Dorian in the Philippines.
8. WFP participated in governmental and United Nations inter-agency meetings on climate change and adaptation, including discussions to formulate the policies of the United Nations Chief Executives' Board for Coordination (CEB), the Secretary-General's High-Level Event On Climate Change at the United Nations General Assembly and the United Nations Framework Convention on Climate Change, held in Indonesia. WFP continued to build capacity to anticipate and respond to sudden natural disasters, applying the latest developments in satellite imagery and remote sensing.

<sup>8</sup> Source: Emergency Events Database (EM-DAT), CRED ([www.emdat.be](http://www.emdat.be))

<sup>9</sup> A windstorm can be classified as a cyclone, hurricane, storm, tornado, tropical storm, typhoon and/or winter storm.

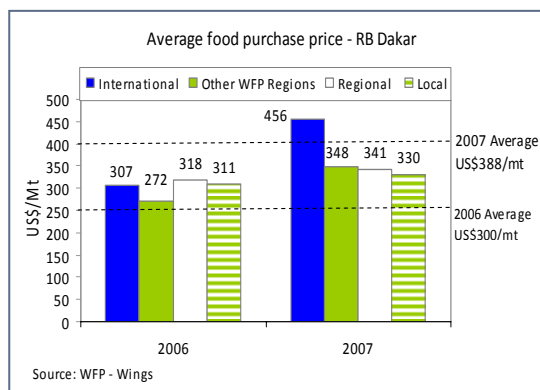
9. WFP helped vulnerable communities build resilience and capacity to adapt to extreme weather events. It continued its asset-creation activities to help the poor mitigate and adapt to the impacts of severe weather and help protect fragile food security systems. These food-for-work (FFW) and food-for-assets (FFA) activities accounted for 12 percent (US\$280 million) of WFP expenditures in 2007, reaching 13 million people in 60 countries.

### Increased Demand for Food Crops

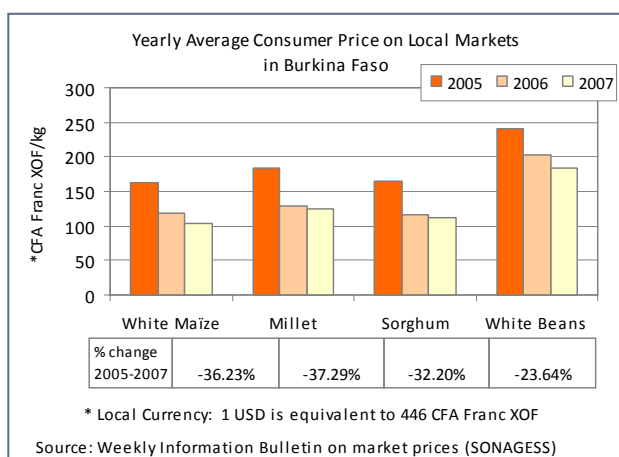
10. In 2007, for the second year in a row, the world consumed more grain for food, fuel and livestock feed than it harvested. World grain stocks plummeted, and it was predicted that in 2008 they would reach their lowest levels in three decades. Increasing use of cereal crops for biofuel, and growing food consumption in India, China and other emerging economies, have contributed to unprecedented demand. Fast-growing developing countries not only consumed more food in 2007, but also added more meat and dairy products to their diets, further expanding demand for water and grain for livestock.
11. While demand rose for biofuel crops such as wheat and rapeseed in the European Union, and sugar in Brazil, it was the maize market in the United States that experienced the most exceptional growth. Some 335 million mt of maize were harvested in the United States in 2007, an increase of more than 25 percent over the previous year; one third of the United States maize crop was processed into ethanol. When combined with the expanding use of food crops for biofuels around the world, the ethanol market helped to make 2007 the year when the demand for fuel competed with the demand for food.
12. To confront the challenge, WFP asked world leaders and policy-makers to carefully consider the impact biofuel decisions will have on the hungry. For example, donors were asked to provide more food and more cash, vital to maintaining current levels of food assistance. WFP supported 2 million food-insecure people in activities aimed to increase agricultural and crop production, accounting for 11 percent of FFW/FFA activities at a cost to WFP of US\$60 million.

### Increasing Food Prices and Transport Costs

13. There was a sharp rise in prices in 2007 for those crops that supply half of the calories consumed in the world. The price of wheat doubled during the year, reaching a record high of US\$400 per mt. Over the last five years wheat rose by 63 percent, rice 61 percent and maize 45 percent. The price of maize was 50 percent higher in late 2007 than 12 months previously and attained record highs, as did the prices of rice, barley, soya, peas, lentils, sunflowers and dairy products.



14. Although some people benefit from increasing food prices, the hungry poor suffer from higher prices and lower food availability. The landless and urban poor – who depend on cereals and already spend much more than half their income for food – are especially vulnerable to even the slightest rise in food prices, which can exacerbate their food insecurity, in part because wages do not rise concurrently. Many countries limited grain exports to counter rising food price inflation. For example, Bangladesh found it difficult to buy rice because its traditional suppliers – India, Vietnam and Ukraine – cut their exports.
15. For WFP, the overall cost of feeding a hungry person was on average 50 percent higher in 2007 than in 2002. The confluence of high oil prices and high world prices for grains made for a challenging operating environment for WFP given the large scale of its logistics apparatus and purchases on the open market. Transport costs contributed to this increase over the five-year period, with the price of oil rising by 165 percent and freight rates by 40 percent. In 2007, WFP transported 2 million mt of food assistance by sea at a cost of US\$235 million. The Programme managed to obtain competitive rates despite volatility due to rising fuel prices and an imbalance in cargo supply and demand. The imbalance was sometimes used by WFP to its advantage, as when it was able to move rice from Karachi to Bangkok at US\$1 per mt.
16. WFP has also offset rising transport costs by supporting the rehabilitation of railways and roads. For example, in Southern Sudan WFP manages a US\$250 million SO to improve road access and increase the transport capacity of the road network.<sup>10</sup> In addition to providing benefits to the local economy as a whole, the improvements have had a direct impact on the costs of WFP deliveries. With 65 percent of the roads repaired, convoy turnaround times have improved by 100 percent, the trucking capacity in the region has increased and transport rates have gone down. The improved road access allows for pre-positioning of stocks ahead of the rains, which minimizes the need for airdrops.
17. As part of its attempt to offset increasing commodity, fuel and transport costs, WFP continues to procure more products on local and regional markets. The organization has been purchasing food locally for decades and since 2001 has spent more than US\$1 billion on food purchases in Africa alone. In Part II of this APR, WFP documents that purchasing locally or regionally stimulates and supports markets, boosting local economies and providing farmers with an incentive to produce more



<sup>10</sup> SO 10368.9 “Emergency road repair and mine clearance of key transport routes in Sudan in support of EMOP 10503.0 and following phases”  
([http://www.wfp.org/operations/current\\_operations/BR/103680\\_0705.pdf](http://www.wfp.org/operations/current_operations/BR/103680_0705.pdf))

food. Local purchasing has often meant that WFP could purchase at more competitive prices and tailor food baskets to local tastes.

18. In the West Africa region, local prices did not reflect the international spike in prices. In Burkina Faso, prices for locally produced commodities decreased over the last two years, in part due to strong harvests that generated surpluses. However, cereal prices did increase at the end of 2007.
19. WFP promoted the P4P initiative to help small farmers to take advantage of innovations in food procurement and markets. Under the initiative, WFP will buy food directly from farmers' associations and local traders to help increase incomes, thereby supporting livelihoods and providing incentives for greater production (see Part VII).

## Global Food Aid and Uneven Funding

20. Throughout 2007, evidence suggested that the era of global food surpluses had ended. Continuing a longer-term trend, global food aid fell by 16 percent in 2007, dropping to 5.9 million mt from the 2006 figure of 7 million mt.<sup>11</sup> Between 2003 and 2007 global food aid deliveries fell by more than 42 percent. WFP's share of global food aid remained just over 52 percent in 2007, but the tonnage decreased from 3.7 million mt in 2006 to 3.1 million mt in 2007.

Global Food Aid 2003–2007		
Year	Total food aid (million mt)	WFP share (million mt)
2003	10.2	4.8
2004	7.3	3.7
2005	8.3	4.4
2006	7.0	3.7
2007	5.9	3.1

Source: WFP INTERFAIS, 2007

21. In early May 2007, a conference involving 100 representatives of national governments, the European Community, United Nations agencies and NGOs was held in Berlin in preparation for a possible new Food Aid Convention. What emerged was the "Berlin Consensus" on how to tackle world hunger; it offers guidelines for gauging how well WFP's approach matches current needs. The conference concluded that it is necessary to maintain a steady level of global food aid, and to shift from food aid, often narrowly associated with commodities, to food assistance, which can include food, micronutrients and cash to facilitate transfers.
22. Overall, 91 percent of planned beneficiary needs were met in 2007. WFP's large, well-publicized relief operations were adequately funded, but many smaller operations suffered from significant funding shortfalls or pipeline breaks. In all programme categories except SOs, of 167 active projects 35 percent were fully funded; 17 percent had shortfalls of 50 percent or more.

<sup>11</sup> The 2006 provisional figure was updated with additional data after the publication of the APR for 2006.



23. For example, Cambodia and Ethiopia suffered from both shortfalls and timing problems. Countries reacted differently to the problems; most tried to maintain beneficiary numbers by cutting rations during periods with pipeline breaks.

24. Some countries were able to borrow commodities from other in-country operations or neighbouring countries, or made use of WFP's internal advance finance mechanisms. WFP worked with donors in an attempt to ensure that contributions were provided in a timely and predictable manner. It was often the case that funds were unavailable to enable purchases at optimal periods. Savings would have been achieved in Pakistan, for example, if funds had been available during the harvest season, when prices were lower. In other cases purchase requests had to go out as soon as funds were received, irrespective of prevailing market conditions.

**Ethiopia.** Funding pressure reduced the length of assistance and the number of people reached through the MERET project and meant that communities could not undertake planned investments in environmental rehabilitation. Without consistent funding for these longer-term investments, people remain vulnerable to shocks that erode their livelihoods, natural resources, health and well-being.

Through the food-for-education component, WFP supported 650,000 primary schoolchildren with school meals until they completed their school year in June 2007; 70,000 girls also received take-home rations. However, resource constraints forced WFP to cut its assistance at the start of the new school year in September from 650,000 to 378,000 children. Because only 15,000 mt was provided under this component, WFP was forced to withdraw from nearly half the schools it supported.

25. The working-capital financing (WCF) mechanisms and the Immediate Response Account (IRA) have become increasingly important to help country offices to cope with pipeline breaks by addressing the gap between when resources are most needed and when contributions are confirmed. The year 2007 was a record their use: they allocated US\$308 million to 84 operations – representing more than 10 percent of WFP's 2007 Programme of Work.

IRA IN 2007	
	US\$ million
Balance as at 1 January 2007	58.0
Disbursements/allocations in 2007	150.7
Revolvements in 2007	85.3
Contributions to IRA 2007	26.9
Balance as at 31 December 2007	27.3

**Cambodia.** Pipeline breaks in the early part of the year forced the country office to suspend for three months its activities in school feeding and support to TB and HIV patients, and a mother-and-child health (MCH) project, with negative impacts on beneficiaries, cooperating partners and WFP. Assessments at primary schools indicated decreased attendance, punctuality and concentration of schoolchildren, leading many teachers to reduce school hours for younger students. The TB treatment adherence rates declined in various areas, while HIV and AIDS beneficiaries resorted to harmful coping strategies such as taking high-interest loans, selling household assets and taking children out of school to go to work. The absence of food assistance worsened the already poor nutritional and health status of children aged 6–24 months and pregnant and lactating women.

26. Contributions from donor governments, however, often come with conditions attached that can hinder WFP's ability to make full use of its internal advance financing mechanisms or procurement leverage. Early indications from donors about planned contributions lead to a better use of advance finance mechanisms and a steadier allocation of resources.



27. Common funding mechanisms provided a welcome and complementary source of support, although they did not fully compensate for the loss of directed multilateral contributions from some donors. Common funding mechanisms include the Central Emergency Response Fund (CERF), country-level common humanitarian funds in the Democratic Republic of the Congo (DRC) and the Sudan, and other multi-donor trust funds such as the United Nations Central Fund for Influenza Action and the United Nations Peace Fund for Nepal. In 2007, WFP received contributions of US\$143 million from donors through common funding and joint programming activities, making them WFP's fourth highest contributor.<sup>12</sup> WFP expects this type of support to humanitarian and transitional activities to continue to be a significant component of its income.

In 2007, multiple loans totalling US\$33 million were advanced to **Zimbabwe** using the WCF facility. This form of advance financing enabled the CO to scale up its operational capacity to respond to the food security crisis. Through the WCF, 70,000 mt of food commodities were procured in the region at competitive prices to assist food-insecure households during the most acute periods of hunger.

## Progress on United Nations Reform

### Joint Programming

28. In 2007, WFP significantly increased its participation in joint programming, the collective effort through which United Nations organizations and national partners work together to prepare, implement, monitor and evaluate activities aimed at achieving the MDGs.
29. WFP had 55 projects involving joint programmes (JPs). There was sometimes more than one JP per project; WFP took part in a total of 84 JPs, an 82 percent increase over the 46 of the previous year. The number of countries involved also increased, from 27 in 2006 to 36 in 2007. Most of these involved three programme areas: HIV/AIDS (14 JPs), education (13 JPs) and MDGs (11 JPs). Many were connected with the United Nations "Delivering as One" reform initiative, particularly in the four reform pilot countries where WFP has country offices: Mozambique, Pakistan, Rwanda and the United Republic of Tanzania.

**Delivering as One in the Lao People's Democratic Republic.** A collective commitment to focus on the development of United Nations joint programmes in the Lao People's Democratic Republic was one important result of the United Nations country team retreat in April 2007. Most United Nations agencies agreed to the development of a United Nations Joint Sustainable Livelihoods Programme (JSLP), co-led by WFP and FAO.

The JSLP Working Group conducted a field mission to Oudomxay Province in June 2007 to learn about United Nations activities, the livelihoods context and main vulnerability issues. The initiative had the strong support of the governor, whose view was that several United Nations agencies working together was an efficient means of achieving effective development.

JSLP needs funding for the next step and JSLP co-chairs have met with potential donors to promote interest and inform stakeholders on the initiative's progress.

<sup>12</sup> The overall figure for contributions from the United Nations is lower than last year because the 2006 report included extraordinary contributions received from the World Bank. CERF contributions, for example, increased from US\$97 million in 2006 to US\$120 million in 2007.

30. In Mozambique, WFP participated in 6 of the 11 JPs comprising the “One UN” initiative. WFP is the lead organization in the JP “Building commodity value chains and market linkages for farmers’ associations”, in cooperation with the International Fund for Agricultural Development (IFAD) and FAO. Other JPs in which WFP participated involve emergency preparedness, HIV/AIDS, climate change, social safety nets and mother-and-child health. In the United Republic of Tanzania, WFP is engaged in five JPs with FAO and one with IFAD and other partners. In Rwanda, the JP arrangements are being finalized.
31. Beyond the “One UN” pilots, WFP is involved in two educational JPs in Afghanistan together with (the United Nations Educational, Scientific and Cultural Organization (UNESCO), the United Nations Population Fund (UNFPA), the United Nations Children's Fund (UNICEF), the United Nations Development Fund for Women (UNIFEM) and the World Health Organization (WHO), and one in Egypt with UNESCO, UNICEF, UNFPA, the International Labour Organization (ILO) and the World Bank. JPs on HIV/AIDS are underway with multi-agency teams in Madagascar, Malawi, Namibia and Zambia. WFP is involved in JPs in the field of health and nutrition in Colombia, Guatemala and Guinea; disaster risk management in China and Peru; food security in Lesotho; the environment in Armenia and Mauritania; poverty reduction in Bhutan; and human rights in Burkina Faso.

### Humanitarian Reform and Cluster Responsibilities

32. WFP continued to support United Nations reform aimed at increasing the coherence and effectiveness of humanitarian operations. The WFP-led global logistics cluster (GLC) continued to work on preparedness and response mechanisms for emergencies and cluster activations at the field level. The GLC expanded to 19 organizations covering a broad spectrum of humanitarian experience, geographical reach and expertise.<sup>13</sup> In 2007 the staff of the GLC Support Cell, based in Rome, grew to ten, including staff seconded from *Action contre la faim* (ACF), the Cooperative for Assistance and Relief Everywhere (CARE), UNICEF and World Vision International (WVI).
33. During 2007 the logistics cluster approach was used in nine emergencies,<sup>14</sup> four of which were official logistics cluster activations, with the GLC Support Cell sending personnel to the field. The GLC Support Cell also deployed staff to augment the in-country logistics coordination capacity in seven ongoing humanitarian crisis situations.<sup>15</sup>

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<sup>13</sup> ACF, Caritas, Concern, Catholic Relief Services (CRS), Handicap Intl./Atlas, the International Committee of the Red Cross (ICRC), the International Federation of Red Cross and Red Crescent Societies (IFRC), the International Organization for Migration (IOM), Islamic Relief, the Office for the Coordination of Humanitarian Affairs (OCHA), Première Urgence, Save the Children, UNFPA, the Office of the United Nations High Commissioner for Refugees (UNHCR), UNICEF, the United Nations Joint Logistics Centre (UNJLC), WFP, WHO and WVI.

<sup>14</sup> Bangladesh, Ghana, Madagascar, Mozambique, Nicaragua, Pakistan, Peru, the Philippines and Uganda.

<sup>15</sup> The Central African Republic, Chad, the DRC, Guinea, Somalia, the Sudan and Zimbabwe.

34. Since its introduction in 2005, the cluster approach has evolved and become better understood by actors in emergency settings. Logistics clusters at the field level have become more needs-driven, which has helped make it possible to better direct GLC Support Cell personnel assistance to field operations. The GLC Support Cell has been able to shift from functioning as a trouble-shooter reacting to crises toward working more strategically in capacity-building and preparedness.
35. Milestones for the GLC Support Cell during 2007 included the preparation of the “Logistics Cluster Concept and Guidelines”, the diversification of GLC Support Cell staff to include five staff members from other United Nations organizations and NGOs, and the formation of logistics response teams (LRTs). LRTs are teams of logisticians from various humanitarian organizations and NGOs that can be deployed at the onset of an emergency to coordinate logistics and set up the initial logistics response. Two LRT training sessions were conducted for 37 staff members from 18 organizations.<sup>16</sup>
- Afghanistan.** An information and communications technology (ICT) cluster was activated in Afghanistan in 2007. With CERF funding, WFP launched an SO to develop a common security telecommunication system. The humanitarian community already depends on WFP for emergency telecommunication service throughout Afghanistan.
36. During 2007 the GLC Support Cell also sharpened the focus of cluster work in ongoing humanitarian crises and worked to ensure that staff outside the Support Cell were familiar with the cluster concept, approach and activities.
37. WFP continued to co-lead the global ETC and shared leadership responsibilities for security telecommunications with UNICEF and OCHA. WFP submitted a proposal for a single cluster lead for the global ETC, which is under discussion with the Inter-Agency Standing Committee (IASC) Working Group.
38. In 2007, ETCs were activated in three new emergencies – in Ghana, Mozambique and Pakistan – and were present in four ongoing emergencies: in the Central African Republic, Chad, Ethiopia and Guinea. WFP was the cluster lead in all countries except Chad (where UNHCR was the lead) and Pakistan (where the Government was the lead). WFP responded at the onset of emergencies by sending assessment missions for the Bangladesh cyclone, Nicaragua floods and Peru earthquake. In Afghanistan and Timor Leste, WFP provided telecommunications support funded through individual appeals and CERF.
39. WFP’s first ICT SO was launched in 2007 to support field operations. To expand the cluster approach to all countries with Humanitarian Coordinators, WFP introduced the cluster roll-out approach with the aim of strengthening security telecommunications and facilitating inter-agency operations through field assessments and gap analysis. In 2007 assessments were conducted in 12 countries, accounting for 38 percent of the total number of planned countries. Security

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<sup>16</sup> ACF, British Refugee Council (BRC), CARE, Caritas, Concern, ICRC, IFRC, IOM, Islamic Relief, OCHA, OXFAM, Save the Children, UNHCR, UNICEF, UNJLC, WFP, WHO and WVI.

telecommunications were implemented in five countries (Afghanistan, the Central African Republic, Guinea, Somalia and Timor-Leste) as part of the cluster roll-out.

40. Another milestone in 2007 was the support of the Vodafone Group Foundation and the United Nations Foundation for training in ICT emergency preparedness and response standard operating procedures.

## Administration and Management

41. The implementation of International Public-Sector Accounting Standards (IPSAS) is part of the wider United Nations reform effort to improve the accountability, comparability, transparency and harmonization of financial reporting within the United Nations. WFP consolidated its work towards adoption of IPSAS as the basis for its financial reporting starting from 2008. One change is to an annual cycle of financial reporting and external audits.
42. WFP is among the first of the United Nations bodies to apply IPSAS to its financial accounting and reporting and as such has taken a proactive response to the ever-increasing demand by stakeholders from beneficiaries to management to donors for greater accountability and transparency. IPSAS adoption is one of the most significant developments in the recent history of financial reporting in the public sector. It will make possible comparability with other international organizations and national governments, and enhanced governance and internal financial management.
43. During 2007 training on IPSAS and accrual accounting were conducted at Headquarters and in all regional bureaux. Presentations on IPSAS were included in training sessions for country directors, and finance and liaison officers.

## Working Under Insecure Conditions

44. The bomb attack on the United Nations offices in Algiers demonstrated that the United Nations has become a priority target of international terrorism; it elevated the security risks to staff worldwide and changed the United Nations' threat profile. The United Nations security management system, including WFP, has adapted its approach to address the dramatically altered threat level.
45. WFP continued to view security risk management as a mainstream business activity, ensuring good corporate governance and alignment with WFP staff, beneficiary, donor and other stakeholder expectations. WFP took a proactive

### **Bomb Attack on UN Premises in Algeria**

The car-bombing of the main United Nations offices in Algiers on 11 December resulted in the death of 17 United Nations staff and the reduction of offices to rubble. The attack was a terrible reminder of the vulnerability of United Nations staff in areas where the United Nations has become a target of radical groups.

WFP strongly deplored the tragic loss of WFP's international finance officer Gene Luna and the severe injuries incurred by national logistics officer Lynda Matougui. The event forced WFP to use its emergency response capacity on behalf of the organization itself, with staff responding in an exemplary manner.

approach in the identification, analysis and implementation of the best strategies and tactics to address security risks. Capitalizing on achievements within the framework of the WFP Security Upgrade Programme (2004–2005), the main challenge was to ensure a balance between programme objectives and the safety and security of staff. Risk management established appropriate methods and infrastructure, enabling WFP to minimize losses and maximize programme impact.



## PART II: LEARNING FROM EXPERIENCE

46. For this year's APR, lessons were drawn from special studies that analysed corporate and country office data, needs assessments, project documents and SPRs.

### Responding to Multiple Disasters: WFP Strategies and Tools

47. A review in early 2008 examined WFP's responses to natural disasters in 2007 and analysed the strategies, tools and response mechanisms on which country offices had relied.<sup>17</sup> In 2007, WFP programmes aimed to assist 6.9 million victims of natural disasters; US\$109 million was budgeted to cover costs associated with 23 EMOP/IRAs and five SOs. WFP drew on its decades of experience and its recent work to enhance its strategies, tools and partnerships for preparedness and response: there is no doubt that the range of tools at WFP's disposal has improved efficiency and timeliness, saved lives and eased recovery from disaster for millions of people.

#### Main Tools at WFP's Disposal

- Disaster risk reduction
- Emergency preparedness and response (EPR)
- Early warning systems
- Geographic information systems (GIS) technology
- Vulnerability analysis and mapping (VAM)
- Emergency food security assessments (EFSAs)
- Contingency planning and logistics capacity assessments
- Country programmes/delegation of authority up to US\$500,000
- Humanitarian response depots (HRDs)
- Local and regional procurement
- Partnerships including stand-bys and private sector for rapid deployment
- Funding mechanisms: IRA, CERF

### Main Lessons

48. United Nations disaster management teams were active in all natural disaster relief interventions during the year, galvanizing partners and donor support, and aiding coordination with governments and local authorities.
49. Contingency planning and preparedness measures at all organizational levels were crucial to limiting casualties and deprivation. WFP's vulnerability analysis, risk mapping and assessment methods in support of operational instruments such as transport, logistics and funding made it a major player in disaster response in 2007.

**Cairo.** Integration of information and assessment activities was a strategic focus of 2007. Emphasis was placed on information management, including the use of the Emergency Preparedness Web as a platform for creating a "one-stop shop" for information such as contingency plans, logistics capacity assessments, needs assessments, maps and contact information. The strategy of standardizing and codifying information allowed instant online access to all food security and preparedness information.

<sup>17</sup> All regional bureaux, relevant country offices and Headquarters units contributed to the review as part of the APR preparation process.

50. Almost all country offices that responded to natural disasters in 2007 took advantage of pre-positioned stocks or supplies available through UNHRDs. All cyclone and hurricane relief operations relied on high-energy biscuits (HEB) and in-country food stocks, often borrowed from governments or other WFP operations.
51. GIS technology, in particular remote sensing and satellite imagery, enhanced WFP's capacity to respond efficiently and effectively to natural disasters. Images of the early impact of floods and hurricanes were crucial for operational planning and were rapidly translated into maps that enabled country offices to establish priorities early on. This capacity was developed in collaboration with Information Technology for Humanitarian Assistance, Cooperation and Action (ITHACA), funded by WFP and the University of Turin.
52. Local food procurement was critical in 12 out of 23 operations, ensuring that assistance reached those in need rapidly and cost-effectively, while strengthening local economies.
53. The combination of publicity, United Nations/NGO flash assessments and appeals helped to start WFP responses promptly. Adequate funding, especially funding channelled through the IRA and CERF, was fundamental to reacting quickly and reducing the impact of natural disasters: the IRA was accessed 15 times and CERF was used 10 times.

**Panama.** A major lesson from the multiple emergencies in the Latin American and Caribbean (LAC) region was the value of preparedness. WFP's investment in (i) EPR and especially EFSA, (ii) an emergency roster, (iii) UNHRD and hubs, and (iv) logistics planning were critical to its response. Preparedness missions in Central America before the start of the hurricane season improved EPR, the use of the hubs and the immediate responses in **Nicaragua** and the **Dominican Republic**.

## Disaster Preparedness

54. WFP has developed capacities to enhance emergency preparedness, creating a preparedness unit at Headquarters in 2004, providing a global early-warning monitoring service, mainstreaming contingency planning and devising internal and external information websites to share preparedness information. As co-chair of the IASC sub-working group on contingency planning and preparedness, WFP was active in promoting early warning and "early action". Teams of trained staff are on standby for deployment, with back-up from stand-by partners.

When **Ghana** was affected by floods in August 2007, WFP only had a drought contingency plan in place. WFP replicated its response procedures for the 2005 drought and relied on the HRD hub in Accra for 131 mt of food and non-food items for the flood-affected populations in **Ghana** and **Togo** and for various destinations in West and Central Africa.

For **Ghana and Togo**, WFP mobilized ETC stand-by personnel in **Côte d'Ivoire** and **Dubai**. They arrived in Accra 72 hours after the onset of the emergency. An assessment was completed in five days, concluding that existing telecommunications infrastructure could handle humanitarian requirements, which saved a great deal of time and expense.



55. An eight-day simulation course in technical field operations training (TFOT) enhanced the capacities of WFP logistics staff for response to large-scale or sudden-onset emergencies. Trainees gained (i) hands-on experience so that they could become immediately effective when needed and (ii) enhanced awareness of WFP and inter-agency operations management. Four training sessions were conducted in 2007, involving 70 WFP staff.
56. Satellite surveillance proved invaluable when floods struck Mozambique in February 2007. Within 48 hours of the first inundation, WFP had imagery showing the extent of the flooding (see Annex IX). This information allowed WFP and its partners to pinpoint the areas worst affected without having to use helicopters costing US\$6,500 an hour. The new GIS tools were used to support operational planning for response to the floods in East and West Africa, Bangladesh, Mozambique and Pakistan: the mapping supported emergency assessments and the work of governments and partners with crucial early warning and analysis of the impact.
57. In September, when Hurricane Felix was gaining intensity in the Caribbean, WFP monitored information from the United States National Oceanic and Atmosphere Administration to track its path and impact and update field teams. By the time Felix made landfall, WFP had placed a logistics response team in Nicaragua, put the HRD in Panama on stand-by and contracted aircraft. In the Mozambique floods in February, WFP's extensive mapping of household vulnerability informed response teams of the proportion of people who had been food-insecure before the floods, what their livelihoods were and how they might be affected, giving the teams a significant advantage.

## Disaster Response

58. WFP used complementary strategies for rapid, efficient and comprehensive responses to natural disasters in 2007. The UNHRDs, stocked with standardized relief material and centrally managed, was the basis of WFP's emergency response capacity. They were accessed in response to nine disasters and shipped essential relief within 24 to 48 hours of onset. Adding UNHRDs in Accra and Panama City to those in Brindisi and Dubai expanded WFP's global reach. Nine new users joined the network in 2007, bringing the total to 19.

**Uganda.** The logistics cluster was activated in response to floods in the country. WFP provided five helicopters and a fixed-wing aircraft, temporary warehousing and aluminium boats to handle 2,500 mt of food and relief items for 12 humanitarian partners. As logistics cluster lead, WFP provided logistics coordination and information management.
59. Accurate assessments of relief requirements are the basis of effective response: over the years, WFP has enhanced its capacity and that of partners such as host governments. In 2007, rapid needs assessments were conducted for 16 of the 20 emergency responses to natural disasters; non-formal assessments were conducted for three IRA responses. For the drought in Moldova, where WFP does not have a country presence, WFP joined with FAO for a crop and food security assessment, which was followed by a household food security survey conducted by WFP, the first of its kind in Moldova.

60. Local purchases played a significant role throughout the year: much of the 71,000 mt of food for the Bangladesh cyclone emergency was procured locally, smaller relief operations such as that in Nicaragua covered 60 percent of food requirements through local and regional procurement, and the three interventions in Peru were largely resourced through local purchases. The Government of Peru also requested WFP to procure food locally on their behalf for the emergency response. Deliveries were made within 48 hours after the Peruvian earthquake; all procurements were completed within two months.
61. WFP/UNHAS aircraft were redeployed from emergency locations to provide urgently needed transport, for example from Kenya and Somalia to Mozambique and Madagascar, to ensure the maximum operational effectiveness and cost efficiency of the fleet of aircraft.

**Mozambique.** The logistics cluster, activated in early 2007, implemented a common transport service using nine UNHAS aircraft, six boats, a barge and 17 off-road trucks to supplement road transport contracts to ensure efficient use of limited assets and rapid access to difficult areas. Eight temporary warehouses were erected in Caia during the emergency response. Over three months the logistics cluster transported 5,250 mt of food and 670 mt of NFIs by air, river and road to reach 190,000 flood-affected people. The UNHAS alone transported 1,450 mt of emergency supplies and 1,445 passengers.

**Panama.** Over 300 mt of HEB was used in the LAC region in 2007, mainly in **Mexico, Peru** and the **Dominican Republic**; 65 percent of HEB stocks in the three hubs was distributed. The HEB were crucial in terms of immediate response, especially for displaced people in camps with limited cooking facilities. Almost all HEB distributions were accompanied by government food responses. Because fortified biscuits are, in terms of nutritional value, twice as expensive as fortified blended foods, their distribution must be carefully assessed.

**Sri Lanka.** Because of the closure of the land route between Colombo and Jaffna and the cessation of commercial flights, the Sri Lanka United Nations country team (UNCT) requested WFP/UNHAS to implement a regular passenger air service for the humanitarian community. The operation utilized three aircraft from local carriers, flying 105 hours and transporting 965 passengers and 120 mt of cargo in 2007 in support of implementation and monitoring of operations, and carrying out medical and security evacuations for the humanitarian community.

## Funding Disaster Response

62. Many CPs and PRROs have a built-in mechanism for using resources on a loan or grant basis for short-term relief responses. This is invaluable when used in conjunction with the recent delegation of authority to the field to spend up to US\$500,000, which was used extensively to jump-start short-term relief operations, often using stocks from CPs and PRROs. Response speed has improved significantly as a result.
63. For example, WFP required new operations in Togo and Ghana only, because Burkina Faso, Mali and Mauritania were able to use the delegated authority and resources from operations. Uganda relied on the existing PRRO as a borrowing facility for recovery needs following the emergency response to the floods. The Bangladesh country office borrowed from the CP as one of several initial resourcing mechanisms.
64. The IRA was invaluable for responding to natural disasters in 2007. It was used to guarantee funding for decisions taken under the delegated authority for urgent intervention. The fund, which stood at US\$27.3 million at 31 December 2007, was drawn upon by 12 out of 19 countries for natural disaster responses.
65. The great value of CERF lies in its significant cash base and flexibility. In 2007, WFP received the most agency funding – US\$120 million out of the US\$351 million pledged from the fund. CERF funded 100 percent of the Colombia relief operation and 50 percent of response needs in Bolivia and Nicaragua.
66. There was an in-depth review of the Bangladesh EMOP, because it demonstrates WFP's multiple capacities for emergency preparedness and response; it was also WFP's largest response to a natural disaster in 2007.

**Chad.** Advance funding of US\$11.2 million enabled the pre-positioning of 12,550 mt of cereals, pulses and salt, which generated two major benefits: progressive filling of the pipeline before the start of the rainy season and a plan for more competitive and efficient procurement in the region, with major cost savings.

**Mauritania.** In June 2007, US\$2.25 million allocated from the IRA prevented a food crisis by enabling WFP to assist 400,000 food-insecure people.

**Panama.** WFP secured US\$8 million in CERF funding for 2007 for the LAC region: US\$7 million for rapid-response emergencies and US\$1 million for **Haiti** under the “under-funded emergencies” initiative. WFP secured US\$1 million in CERF funding in the **Dominican Republic**, despite its limited presence, as a result of support from the regional bureau and country offices.

**Swaziland.** CERF responded promptly to the WFP/FAO appeal for US\$1.6 million for emergency food and farming tools for drought-affected people in 2007.

## Bangladesh: Preparedness and a Quick Response

67. On 15 November 2007, Cyclone Sidr hit the coast of Bangladesh, causing floods and devastation: 3,800 people and thousands of livestock were killed and 4.7 million people lost property, homes or livelihoods. WFP's "trigger" for response was 2.5 million people affected, so an emergency response was immediately activated. The Government of Bangladesh made no formal request for assistance, but welcomed support. Damage was estimated at US\$2.2 billion.
68. Pre-positioned food and stand-by agreements enabled WFP to reach beneficiaries within six hours of the disaster: 416 mt of HEB and 750 mt of rice were drawn from development programme stocks for distribution to 100,000 people in the worst-affected areas. The next day, a further 300,000 people received assistance, and five WFP rapid-assessment teams were deployed. Within 48 hours, WFP with its NGO partners had reached 654,000 people.

## Being Prepared to Save Lives

69. The key to the rapid response was preparedness: WFP's disaster preparedness and response teams had been tracking the cyclone's path for a week before it struck and were able to complement government information. The VAM unit had prepared vulnerability maps that assessed the number of people likely to be in the cyclone's path. With this information and the Government's early-warning and radio-alert systems, 3.2 million people were evacuated from danger.
70. WFP activated a rapid response team that included 23 additional staff from the regional bureau, Headquarters, WFP Indonesia, WFP Dubai and OCHA in Bangkok. For the joint humanitarian response, the cluster approach was activated, with WFP taking the lead in food assistance and the logistics cluster. WFP also chaired the disaster management team and the disaster emergency response forum.
71. When a cyclone of similar magnitude hit Bangladesh in 1991, 80,000 people were killed: preparedness measures were minimal and the disaster took the country by surprise. This time, information sharing among the Government, United Nations agencies, NGOs and donors supported vulnerability analysis, prevention, early warning and emergency response. These and longer-term preparedness measures such as construction – with WFP assistance – of dykes, embankments and emergency shelters and the planting of 30 million trees in coastal areas helped to save lives.

The Government of **Bangladesh** in-kind contribution of 70,666 mt of cereals was twinned with multilateral funding. The Government also lent rice for early distributions. Rice – 62 percent of total tonnage – was purchased internationally; pulses, vegetable oil, salt and HEB were procured locally.

## **Responding to Needs**

72. A comprehensive contingency plan and CP capacity-building enabled WFP to establish the networks for responding immediately to the cyclone. CP resources and pre-positioned food were used for the first food distributions. A transparent process for the selection of households helped to prevent duplication of efforts, and participatory selection techniques resulted in 93 percent inclusion of targeted beneficiaries, compared with 82 percent in the previous selection process.
73. A joint assessment by the Government, the United Nations and NGOs between 17 and 20 November 2007 recommended immediate “life and livelihood-saving” relief assistance for 2.6 million people. The mission stressed the need for continued assistance in view of serious damage to livelihoods for rehabilitation and recovery, and for further improvement of prevention and preparedness tools. On 26 November, WFP and FAO approved EMOP 10715, valued at US\$51.8 million, to supply 2.3 million of the people worst affected with 71,365 mt of food for six months. By 30 December WFP had completed four distributions, delivering 12,000 mt of HEB, rice, pulses, oil and salt.
74. Initial funding for the EMOP was provided by the IRA (US\$8.58 million), CERF (US\$10 million) and donor contributions. As of 31 December, US\$41.5 million of the required US\$51.8 million had been received, leaving a shortfall of 20 percent. This meant that the EMOP was fully covered for the first phase.

## **Looking Ahead to the Second Phase**

75. In mid-December, WFP and 20 implementing partners conducted an EFSA of 600 households, 200 traders and 60 community leaders to examine the effectiveness of relief operations and plan the recovery phase. The survey found that almost all communities identified food among the three most urgent needs, above cash, blankets or clothing; half of the households reported no food stocks; a third had food for less than two weeks.
76. Consequently, food assistance was extended for six months to prevent an increase in undernutrition a few months after the disaster. Even during normal years, acute malnutrition rates tend to peak at 15 percent before the main harvest. Experience shows, however, that after a cyclone two peaks of wasting are likely, the first occurring two to three months after the disaster largely because of diarrhoea and infectious diseases, the second because of increased food insecurity before the harvest.
77. Learning from experience and building a strong preparedness capacity paid off for the people of Bangladesh and for WFP and its partners throughout 2007.

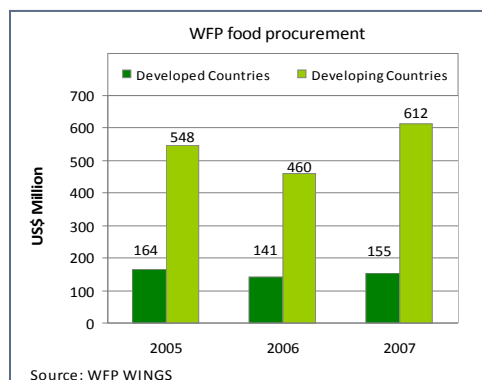
## Maximizing Benefits through Local Procurement

78. WFP procurement policy emphasises the need to procure food, goods and services in ways that are cost-effective, timely and appropriate to beneficiary needs. A special review of local procurement in 2007, undertaken as part of the APR preparation process, identified additional benefits for developing countries such as contributing to local economies, enabling more timely response, reducing costs, providing more appropriate food, strengthening local market systems, stimulating local production and improving farmers' incomes. WFP implemented strategies to maximize these benefits in 2007.

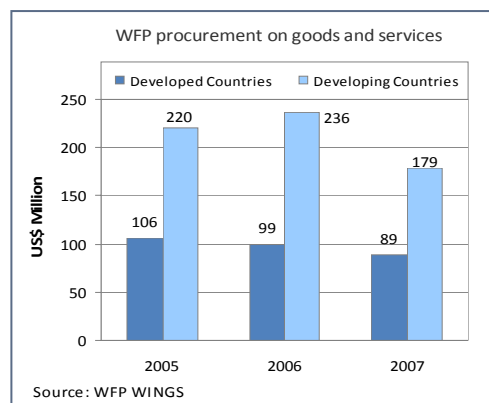
## Contributing to Local Economies

79. WFP procured food goods and services, excluding transport, from 89 developing countries mainly in Africa and Asia, making a substantial contribution to their economies in 2007.

80. In monetary terms, food purchases in 2007 were at their highest level for three years, partly because of soaring food prices. In tonnage terms, 80 percent of WFP food assistance was purchased in 69 developing countries – 1.6 million mt worth US\$612 million. The tonnage increase is 6.5 percent more than 2006, compared with a 33 percent increase in value.



81. Procurement of goods and services decreased between 2005 and 2007, but it has increased from US\$50 million in 2001 to US\$267 million in 2007. Traditionally, two thirds of WFP purchases of goods and services are sourced from developing countries, amounting to US\$635 million between 2005 and 2007. Factors that contributed to the reduced share of purchases from developing countries include (i) fewer major emergencies in 2007 and hence a lower value for non-food procurement, which mostly takes place in developing countries, and (ii) no proportionate reduction in purchases from developed countries. Services for WINGS II, the global vehicle leasing pool (GVLP) in the Sudan operations and IT equipment for Headquarters and field were sourced from developed countries.



## Timely Responses

82. In 2007, local and regional procurement enabled WFP to make more timely distributions. Local purchases in Cambodia reduced delivery time by an estimated 50 days compared with international purchases. In Myanmar, local and regional procurement resulted in savings of 20 to 30 days' shipping time. Bhutan's purchases of corn-soya blend (CSB) from Nepal were completed in six weeks, compared with an average of 16 weeks through international procurement.
83. In Bangladesh, procuring food locally for emergency assistance for victims of Cyclone Sidr halved delivery times; in some cases food was delivered within six days. In response to flooding in Ghana, maize bought in Burkina Faso was delivered in less than three weeks. However, local procurement was sometimes complicated, for example when delivery of locally procured food was delayed in Burkina Faso because of the imposition of an export ban on cereals.

In **West Africa**, where most WFP operations are in landlocked countries, local and regional purchases halved average delivery times. Maize meal for **Central Africa** procured in the region was delivered in 40 days, compared with 96 days for maize meal procured in South Africa. In **Burkina Faso**, maize meal purchased locally was delivered within 45 days, compared with 97 days for maize meal procured in Italy.

## More Appropriate Food

84. Often, local procurement meant that beneficiaries received food for which they had a higher preference. Egypt has recently become an advantageous option for food purchases, partly because of competitive food costs and partly because the quality of the food available is in line with preferences in North Africa and the Middle East.
85. In Pakistan, wheat-pea blend was purchased locally in 5 kg packs to maintain freshness and make distribution easier. In southern Africa, WFP purchased non-genetically modified maize, which people wanted and which was almost unobtainable elsewhere.
86. WFP also assisted with local production of appropriate foods. For example, as part of the 2007 emergency response to floods in Bolivia, WFP worked with local suppliers to commence production of CSB, which led to the development of a local industry that is now capable of supplying fortified food to others and ensuring that it is available as a rapid response option for emergencies.

In the **Lao People's Democratic Republic**, local procurement of CSB provided WFP beneficiaries with food of higher quality, bringing greater beneficiary satisfaction. Long supply lines, poor storage facilities and transport in heat and humidity resulted in significant problems with the quality of CSB imported from international suppliers. Purchasing CSB from local manufacturers reduced delivery times and enabled WFP to procure food in smaller batches, which reduced storage time and resulted in the distribution of fresher food.



## Strengthening Local Market Systems

87. WFP local procurement helped to strengthen markets and operating procedures. In Pakistan, WFP purchased HEB, blended food and ready-to-eat meals from a local supplier. When the WFP contract ended, the supplier realized that the products could be marketed more generally and began commercial production. In West Africa, WFP increased its purchase of fortified maize meal after a local supplier invested in fortification equipment, which was made possible by a WFP contract.
88. In Guatemala, WFP helped to develop a locally produced fortified food using local maize called “Vitacereal”. Local food processing factories were doubtful about using local maize in Vitacereal because of widespread presence of aflatoxins and a lack of quality control. WFP helped to initiate quality certification for maize, ensuring that local farmers obtained higher prices because their maize met strict quality requirements.
89. Malawi had an unusually good maize harvest in 2007 but lacked the storage facilities to handle it. WFP’s purchase for export ensured that the maize would not deteriorate as a result of improper storage and helped to maintain local prices, which had decreased following the abundant harvest. The new market encouraged farmers to plant maize again for 2008.
90. WFP purchases of goods helped to stimulate local markets. For example, WFP purchased 14.5 mt of walnut seeds from farmers in the Kohistan region to support the development of fruit nurseries in earthquake-affected areas in Pakistan. There was no market mechanism for this, so WFP staff and representatives of the Forest and Agriculture Department visited towns and villages to identify potential suppliers and obtain samples of the best quality seeds.

## Stimulating Local Production and Improving Farmers’ Incomes

91. Local procurement helped farmers to increase production and improve their incomes. In the Lao PDR, local procurement of food stimulated food markets and served to redistribute surpluses to food-deficit households. WFP food procurement injected US\$410,000 into the rural economy.
92. In the Occupied Palestinian Territory, where the olive oil market had been depressed for several years, WFP purchased olive oil as part of a West Bank economic support programme: 160 kg were purchased from 1,580 small farmers in areas with limited market opportunities; each farmer received US\$665 from the WFP purchase. More importantly, the purchases helped to maintain local olive oil prices at respectable levels.

WFP adopted a flexible approach to enhance market infrastructures. In **Afghanistan**, for example, where WFP has been purchasing small quantities of wheat from local traders and farmers’ cooperatives since 2002, farmers’ groups were told how to tender. Tender documents were translated into two local languages and hand-delivered over a month. There was no formal banking system, so cash payments were exceptionally authorized. In **Uganda**, the average size of contracts with small farmers’ groups was reduced on the basis of experience from an average of 275 mt per contract in 2004 to a more manageable 195 mt per contract in 2007.



93. WFP initiated a purchase of maize directly from small farmers in Lesotho: 20 semi-subsistence farmers from the impoverished district of Qacha's Nek were paid US\$2,800 for 8 mt of maize, a sizeable sum in a country where a third of the population live on less than US\$1 a day. By using conservation farming techniques learned through a WFP-assisted FFT programme, the farmers produced a surplus despite the worst drought in 30 years. WFP also benefited because buying in Qacha's Nek rather than in neighbouring South Africa saved US\$45 per mt.
94. WFP worked with partners that helped farmers' organizations to stimulate local production and improve incomes. In Mozambique, WFP took the lead in a joint programme with FAO, IFAD and ILO to establish a model of food procurement that added value to post-harvest handling and processing and broadened market access for smallholders and farmers' organizations.

### Reduced Costs

95. Local and regional procurement helped to reduce food costs. In 2007, local market prices were often lower than international prices. For example, WFP purchased wheat in Pakistan at US\$297 per mt compared with the international price of US\$425 per mt. In the Lao PDR, the cost of CSB procured from local suppliers in 2007 was 7 percent less than the next bid from international suppliers. In West Africa, local and regional cereal prices increased by 7 percent between 2006 and 2007, whereas international prices increased by 50 percent. WFP therefore purchased maize meal in Cameroon for delivery to the Central African Republic for US\$408 per mt compared with US\$425 per mt for maize meal in South Africa.
96. Savings were often made because transport costs were reduced or eliminated. In West Africa, for example, local and regional purchases resulted in food costs that were half those for imports from South Africa, the closest international supplier. In the Central African Republic, a regional purchase of 7,600 mt of maize meal saved US\$3.8 million. A regional purchase of 11,000 mt of sorghum for Chad resulted in savings of US\$1.4 million. In Myanmar, local purchases in 2007 averaged 30 percent less than international purchases, mainly because of savings on sea freight, handling and port costs. Bhutan achieved savings of 10–25 percent through local and regional purchases in 2007.
- In **Pakistan**, a 2007 contract for wheat was set at US\$362/mt against the international FOB price of US\$450/mt. In addition to this saving of US\$88/mt, transport costs of about US\$122/mt were saved, resulting in a net saving of US\$210/mt and a one-third reduction in costs.
97. In Latin America, WFP helped Ecuador and Honduras to procure food for government food-assistance programmes. The cost per ration obtained by WFP was lower as a result of transparent procurement processes and on-time payment procedures.

98. In 2007, the benefits of local procurement for operations, local producers and economies were numerous and mutually reinforcing. These experiences warrant the continued exploration, diversification and adoption of local purchasing in WFP operations.

### **Achieving Results from Strategic Partnerships**

99. In an effort to strengthen ties, WFP and WVI launched a joint pilot project in 2004 in Burundi, Uganda and Sierra Leone. In the ensuing three years, the two agencies improved the programmes in the three countries on the basis of a strategic partnership. In line with Management Objective 1, the pilot sought to build on the comparative advantages of each agency to achieve intended results and meet the needs of targeted groups more effectively. A review in 2007 to assess the effectiveness of the pilot examined results and value-added from the partnership in terms of shared results, shared roles and responsibilities, and shared resources.

### **Main Findings**

100. The partnership enhanced mutual understanding and made more effective use of each partner's expertise, combining WFP's comparative advantage in food-based interventions and logistics with WVI's community mobilization, human resources and deliveries of non-food items. It was at times crucial to understand the limitations of the other agency. This understanding facilitated agreement on objectives and expectations for the partnership.
101. The partnership was initially hindered because it was perceived to be Headquarters-driven. Early constraints were the lack of institutional commitment to staff and fund prioritization, which slowed buy-in at the field level. Without sufficient commitment and resources there is no incentive for country offices to own complex projects. WFP and WVI recognized that value was added through joint activities, complementary project designs and pooled resources. These activities could not have been implemented by one agency alone.
102. Another benefit of the pilot partnership was the incremental change of attitude to focus on programme-driven collaboration. Each agency increasingly recognized the value of the others' input, and with this understanding the intended results for beneficiaries were achieved. The complementary technical, financial and human resources were provided on time for the majority of activities in the three countries.

103. **Shared Results.** WFP and WVI jointly designed clear and realistic country-level objectives that were aligned with WFP's Strategic Objectives. By addressing the needs of people living with HIV (PLHIV) and food-insecure children vulnerable to HIV and AIDS together, substantial results were achieved. The complementary approach was also successful in Burundi, where the number of meals consumed by participating PLHIV households increased from one to two per day, 58 percent of PLHIV reported improved health, 44 percent were able to restart a "normal" life and 60 percent of beneficiaries reported that stigmatization was no longer a problem.

#### School Feeding and HIV and AIDS Awareness in Uganda

School feeding served as an entry point for HIV and AIDS and life skills education in 96 schools in Pader District. WV facilitated training for 327 primary schoolteachers, complemented by social dramas and radio shows on HIV and AIDS, technical assistance for the HIV and AIDS components, and the construction of latrines and water-harvest systems; they also supported leadership, management, HR and financial training.

In addition to delivering food assistance, WFP provided technical assistance and monitoring of management and implementation. WVI distributed the food to 47,000 pupils.

Positive outcomes were achieved in both sectors: school enrolment increased by 20 percent, teacher's capacity and willingness to take a lead in HIV and AIDS preventive education increased by 75 per cent and pupils enhanced their understanding of HIV and AIDS issues.

104. The measurement of results could be improved by expanding baselines to capture qualitative results: it was difficult to measure the value obtained from complementary programming, for example.
105. **Shared Roles and Responsibility.** At the field level the roles of the partners were clearly defined. Initially, it was difficult for the three participating countries to integrate each others' operational and funding procedures, which resulted in a lack of agreement for a common project design and considerable delays in implementation.
106. **Shared Resources.** Different organizational cultures, internal systems and budgetary constraints made it more difficult to achieve synergies. Internal procedures resulted in delays and misunderstandings between the two organizations. Frequent staff turnover and insufficient allocation of staff time created problems with continuity and timeliness. Securing the required funding for complementary components was difficult for both organizations. There were problems of incompatibility between WFP and WVI funding mechanisms, which resulted in insecure funding and implementation delays. WVI makes long-term commitments to communities on the basis of an

#### Shared Resources in Burundi

This pilot project looked at (i) the integration of community support for PLHIV and orphans and other vulnerable children (OVC) and (ii) improving sexual and reproductive health services for young people. Neither WFP nor WVI was able to provide the varied skills and resources.

WVI raised US\$721,680 in cash contributions for the HIV and AIDS programme to complement the US\$3.4 million value of WFP food. WFP provided US\$186,907 in ITSH and US\$130,988 from USAID for the HIV and AIDS component.

Pipeline constraints and a change of country strategy resulted in WFP delivering only 56 percent of the planned amount of food in the initial stages; 50 percent of the beneficiaries did not receive food in return for their work on the fields owned by PLHIV.

uninterrupted pipeline, but WFP cannot guarantee an unbroken pipeline. This created challenges for continuity of implementation with different but interconnected project components.

## Lessons - Taking Quality Partnerships Forward

107. The lessons from the pilot projects will be made available to WFP country offices and partners. The WFP–WVI partnership will be integrated into WFP’s NGO strategy, bearing in mind the following:

- It is not easy to set up a strategic partnership, even if both partners have good will. Partnerships need to be field-driven and based on opportunities and added value.
- Objectives and expectations must be built into the project design. They must be realistic in terms of internal structures, systems, staffing and funding.
- Funding options need to be mutually addressed early in the collaboration. Pipeline breaks, funding delays and insufficient staff hinder success. A strategy for responding to unforeseen constraints is an important part of the project agreement.

### Value-added results in Sierra Leone

The partnership allowed WFP to reach more beneficiaries and with a broader assistance package without an increase in staff. WFP and WVI complemented each other in resource mobilization, activity implementation and monitoring.

Targets for food distribution in 174 schools were exceeded in **Sierra Leone**; 57 percent of planned HIV and AIDS training and sensitization programmes were implemented. WFP, WVI and the Government will expand the programme and consolidate gains. In **Sierra Leone**, the partnership shifted from a contractual to a genuinely complementary partnership.

## Gender Best Practices

### WFP’s Enhanced Commitments to Women to Ensure Food Security

108. The 2003–2007 Gender Policy envisioned four programme support initiatives to mainstream ECW. These included the issue of guidelines, training at the regional and country levels, case studies on implementation and the collection and analysis of quantitative data through a baseline and a follow-up survey.

109. The guidelines for the implementation of ECW were the conceptual basis for monitoring and evaluation (M&E) based on a logical framework of indicators that allowed for longitudinal comparisons. The follow-up survey focused on output-level implementation of all eight ECWs. Although the outcomes were not intended to be assessed, the follow-up survey measured progress on ECW implementation at the global and country levels, identified issues for further action and provided guidance

on the new gender policy to be submitted to the Board in 2008. Survey results are summarized for selected ECW indicators in the table below.<sup>18</sup>

Table 2: Results of Survey on Implementation of ECW			
ECW	Indicator	Baseline %	Follow-up %
I	Nutrition activities that provided micronutrient-fortified food for PLHIV.	89	98
	Nutrition interventions that offered awareness-raising sessions on nutrition, health and care practices for PLHIV.	87	98
II	Countries with a gender gap in primary schools in favour of boys - 15 percent or more.	37	32
	Countries with a gender gap of 25 percent or greater in secondary schools in every area of the country where primary education was supported.	38	25
III	Countries that met the 70 percent target of women's participation in FFT activities.	48	46
	FFT activities where the needs of women were considered.	none	72
IV	Relief operations where women were food entitlement holders.	67	87
	Relief operations where women were consulted on distribution arrangements in situations of high security risk.	57	85
V	FFT/FFW with participatory approaches for beneficiary identification.	71 (79)	88 (96)
VI	Countries where the contingency plans prepared during the survey year reflected and addressed gender issues.	53	80
	Countries where secondary data analysis during VAM in the survey year was based on sex-disaggregated data.	67	85
VII	Percentage of country offices where the gender focal team/gender focal point regularly informed senior management on gender issues.	85	60

110. Programming challenges faced by WFP included weak coverage and targeting of adolescent girls in nutrition operations, lack of systematic deworming medication and low enrolment of girls in secondary schools with insufficient mechanisms to address the problem.

111. The survey highlighted that the participation of adolescent girls in FFT was not adequately monitored and their needs were not adequately considered during the design phase. Attention needs to be paid to enhancing the role of women in asset-management committees and to incorporating participatory approaches when developing M&E systems. The updated gender policy will address these challenges in the context of improving gender mainstreaming in WFP, particularly in programming, M&E and food security assessment guidelines.

<sup>18</sup> This table refers to the self-assessment part of the ECW survey. Responses were requested from programme officers/focal points.

## Gender and Protection

112. In situations of conflict and displacement, family and community ties are broken and local protection mechanisms are weakened. Gender roles also change. Frustration, idleness and the availability of weapons create an environment in which violence, including sexual and gender-based violence (SGBV), is tolerated and pervasive. SGBV is one of the recurring threats to the safety of WFP beneficiaries.
113. In view of the links between SGBV and protection of beneficiaries, WFP conducted field studies in Colombia, DRC, Liberia and Uganda to understand the prevalence of SGBV in operational contexts and to examine WFP's preferred responses. The studies were part of a research project exploring ways in which WFP can protect beneficiaries.

## Lessons

114. WFP contributed to the empowerment of women through food assistance programmes that reduced vulnerabilities and broadened their opportunities, which also contributed to their protection. ECW is a framework for addressing these links. In particular, the principles of entitlement, safe access to assistance, participation and transparency contributed to the protection of women against SGBV. Implementation of the gender policy and the identification of gender focal points facilitated initiatives to support victims of sexual violence.

The level of SGBV in camps in northern **Uganda** has increased significantly during the war: domestic violence, rape and sexual exploitation and abuse (SEA) have become common. WFP's food distributions in camps protected women and girls against abductions and violence outside camps by reducing their need to leave the camp to find food.

115. **Using Food Aid as a Direct Protection Tool.** Food aid was used as protection against SEA in post-conflict societies such as Liberia. Where poverty is extreme and options are limited, transactional sex by adults and children is a coping strategy for families and is often seen as the only way to obtain food, education or even protection. Food assistance meant that women and girls did not have to resort to such practices and increased their independence and the food security of their families. Targeting vulnerable women in FFW and FFT provided an alternative source of income and made them less susceptible to transactional sex.

116. **Supporting Victims of Violence.** Women and girls in conflict and post-conflict situations are particularly vulnerable to SGBV. Food given to victims of rape and abduction, although a short-term response, is an example of the positive impact of WFP's assistance on women and girls.

In Bukavu and Goma in the **DRC**, WFP's three-month food rations enabled victims of sexual violence to stay in hospital long enough to recover before returning to their communities. Women benefited from peer support and counselling to minimize the psycho-social impact. In Bunia in northern **Uganda**, girls who had been abducted, who were often victims of sexual slavery and the mothers of babies born out of sexual violence, benefited from FFT, which increased their chances of becoming economically independent.

117. **Identifying Risks Associated with WFP Food Assistance.** In situations where food is a valuable asset, placing food rations in the hands of women increases the likelihood that the food will reach families. But in some instances it made women more vulnerable to violence: women risked being assaulted on the way to and from distribution points, or were forced into sex in return for transport. Some communities were raided after food distributions, which in turn led to increased rape and sexual violence.

In **Colombia**, 40 years of conflict and forced displacement has exacerbated social, economic and cultural inequalities, leading to an increase in violence, especially against women and girls. Women seemed to be more flexible than men in adapting to the new situation in the cities, where most IDPs live; men were not always able to transfer their rural skills to the new urban labour market and were often without work. The change in gender roles combined with instability and insecurity has resulted in an increase in domestic violence.

118. WFP will keep itself informed about the contexts in which it provides food assistance to ensure that it helps to improve the lives of beneficiaries without increasing the risks they face. A sound understanding of gender dynamics and ensuring that men and boys retain their social roles – for example by including men’s names on ration cards even though women collect the rations – will help to reduce domestic violence. The work of WFP and its partners in preventing and responding to SEA contributes to the protection of beneficiaries by reducing their exposure to risk.





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## PART III: PERFORMANCE HIGHLIGHTS

### WFP Making a Difference – Country Studies

#### Afghanistan – Slow Steps Towards Recovery

119. Afghanistan faces enormous recovery needs after decades of war, civil unrest and recurring natural disasters. Despite some progress, millions of Afghans still live in severe poverty, with crumbling infrastructure, ongoing insecurity and a landscape riddled with unexploded ordnance and mines. In 2007, 37 percent of Afghan households could not meet their minimum daily kilocalorie intake, leaving 8.5 million people at risk of food insecurity – a 9 percent increase over 2005.
120. WFP provides assistance to Afghanistan through a PRRO<sup>19</sup> and two SOs.<sup>20</sup> Under the PRRO, WFP helps food-insecure Afghans living in remote areas improve food security and restore livelihoods. In a deteriorating security situation with limited physical access to beneficiaries, food assistance saved lives in critical situations and supplied incentives for community-based activities through income transfers and employment opportunities. Food assistance provided a crucial safety net for poor families.
121. WFP's two SOs provided the humanitarian community in Afghanistan with telecommunications support and an air transport service, both vital in a highly volatile security environment where movement by road was dramatically constrained. In 2007, the UNHAS utilized four aircraft, which flew 2,700 hours and transported 45,000 passengers and 930 mt of light cargo in support of rehabilitation and reconstruction throughout the country.
122. In 2007, WFP assistance reached 6.7 million vulnerable people, including 1.6 million primary schoolchildren, 130,000 TB patients and 451,000 poor and illiterate Afghans – mainly women and adolescent girls – who participated in food-for-training programmes to develop life skills. Relief assistance reached 135,000 internally displaced people (IDPs), 100,000 flood-affected people, 373,000 victims of drought, 14,000 Afghans deported from Iran and 5,000 people affected by localized emergencies. Food-for-work projects involved 3.85 million people, who planted 1.8 million trees and helped construct 12,327 km of road, 11,459 km of irrigation canals, 5.8 km of school boundary walls and 2,415 water reservoirs. More than 1,000 government and non-government counterparts were trained in food assistance management.

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<sup>19</sup> PRRO 10427.0 “Post-Conflict Relief and Rehabilitation in the Islamic Republic of Afghanistan” (WFP/EB.2/2005/8-B/1)

<sup>20</sup> SO 10708.0 “Provision of Emergency Telecommunication Service to Humanitarian Community in Afghanistan” ([http://www.wfp.org/operations/current\\_operations/project\\_docs/107180.pdf](http://www.wfp.org/operations/current_operations/project_docs/107180.pdf)); SO 10514.0: “United Nations Humanitarian Air Service (UNHAS)” ([http://www.wfp.org/operations/current\\_operations/project\\_docs/107180.pdf](http://www.wfp.org/operations/current_operations/project_docs/107180.pdf))

123. Donor support for the Afghanistan operations was strong again in 2007, providing 70 percent (US\$265 million) of the US\$378.5 million required for the three-year operation. Nearly 217,000 mt of food were delivered during the year; more than 50 percent or about 12,300 mt was purchased, including 4,000 mt bought locally. Of the food procured internationally, 80 percent entered the country through Pakistan.

## Achieving Results

124. Baseline and impact surveys were not conducted to quantify results, due mainly to limited staff and cooperating partners' capacity and access to beneficiaries. However, monitoring and assessment missions were possible through collaboration with government agencies, implementing partners and third-party service providers. These found that community assets created through interventions contributed to increased food production, improved access to markets and reduced water-borne diseases, all of which strengthened food security. School enrolment grew to 1.6 million children, with 88 percent of pupils in WFP-supported primary schools completing their year-end exams. The provision of 8,500 mt of locally fortified wheat flour helped reduce undernutrition and anaemia, while the expanded in-country milling capacity gave a boost to the local economy.
125. **Working in Partnership.** As much of Afghanistan is inaccessible to its staff, WFP reaches beneficiaries and monitors activities with cooperating partners in highly volatile areas. In 2007, WFP worked in partnership with United Nations agencies, government line ministries and 44 international, national and community-based organizations. Community organizations, such as the community development councils (CDCs) established under the National Solidarity Programme, and local community elders greatly facilitated targeting, monitoring, prioritization of needs and the safe delivery of food.
126. **Challenges.** Given the long lead time between new contributions and delivery of food, and the difficult security environment, WFP was not always able to meet distribution targets. Attacks on trucks carrying WFP food increased in 2007 compared with 2006 and seasonal floods damaged roads. Increasingly, WFP sought government escort protection while continuing to sensitize community elders on the need for secure food deliveries. The rapid shift of responsibility for programme implementation from WFP to government counterparts delayed distributions, however strong partnerships engendered a sense of ownership and enhanced skills and expertise.
127. **Lessons.** In a highly insecure environment like Afghanistan, WFP found that the best way to ensure delivery of food assistance was to involve the grass roots, including traditional structures, community elders and other local leaders. A number of promising measures were implemented at field level to encourage women's participation, such as sensitization sessions and life skills training, combined with better understanding of women's potential roles in their communities and homes. Although it has been challenging for women to participate in food-for-work projects, WFP is working with its cooperating partners to systematically design programmes that foster benefits for women through their active participation.

## Chad – Life-Saving Assistance in a Volatile Security Environment

128. Eastern Chad slipped deeper into turmoil during 2007 as the effects of the civil war in neighbouring Darfur in the Sudan spilled across the border, destabilizing the entire region. More than 234,000 Sudanese remained in refugee camps inside Chad, while 150,000 Chadians were displaced by the unrest. Both populations are almost entirely dependent on WFP food assistance for survival. Delivering assistance has been complicated: rampant insecurity has made it difficult to reach remote beneficiaries, served by few roads that become impassable during the five-month rainy season from July to November. Complex logistics operations and intricate planning were required to pre-position food stocks supplied from long distances along corridors through the Libyan Arab Jamahiriya and Cameroon.

**Table 3: Chad EMOP 10559.0 – Events**

<b>November 2006</b>	The eastern humanitarian hub of Abeche attacked by rebel armies. The Government declared a state of emergency that lasted six months. Food-for-work and school feeding activities suspended.
<b>January 2007</b>	EMOP 10559.0 began.
<b>February 2007</b>	An inter-agency assessment led by WFP showed 150,000 IDPs in need of food in 22 sites.
<b>June 2007</b>	WFP moved 25,000 mt to eastern warehouses (9,000 mt borrowed from neighbouring Sudan) to prepare for the rainy season.
<b>August 2007</b>	Budget revision approved to extend EMOP to December 2008, with a budget of US\$186 million for 640,000 beneficiaries over a two-year period.

129. WFP assistance in Chad was channelled through an EMOP<sup>21</sup> that included general food distributions to save lives, food-for-work projects to protect livelihoods, targeted supplementary feeding to improve the health of beneficiaries, particularly women and children, and school feeding programmes to keep displaced children in the classroom and away from recruitment by armed groups. An SO<sup>22</sup> of US\$11 million was also launched in support of an air service, which transported 78 mt of light cargo and 26,352 passengers, including 40 medical evacuations.

### Advance Planning

130. Detailed advance planning allowed WFP to respond effectively to the crisis in eastern Chad, particularly in mid-2007 when the numbers of IDPs in need of assistance unexpectedly rose from 50,000 to 150,000. A contingency resource for 30,000 additional IDPs was included to help WFP mobilize and pre-position resources before the start of the rainy season. In October 2007, working-capital financing of US\$11.2 million allowed for pre-positioning of 12,550 mt of cereals, pulses and salt. This had two major benefits: it guaranteed a progressive filling of the pipeline before the start of the rainy season; and it allowed planning for more competitive and efficient procurement in the region, with major cost savings for the programme.

<sup>21</sup> EMOP 10559.0 “Assistance to Sudanese Refugees, Internally Displaced, IDP Host Communities and Refugee-Affected Local Populations in Eastern Chad”, available at [http://www.wfp.org/operations/current\\_operations/project\\_docs/105590.pdf](http://www.wfp.org/operations/current_operations/project_docs/105590.pdf)

<sup>22</sup> SO 10560.0 “WFP Humanitarian Air Services in Chad in Support of EMOP 10559.0”



131. In early 2007, the Libyan Arab Jamahiriya withdrew a subsidy that it had been providing to help cover the cost of transport. The resulting cost increase meant all food movements through this corridor were suspended. All incoming shipments were rerouted to Cameroon, and 14,000 mt of cereals were blocked at a Libyan port for two months. To avert shortfalls, the Cameroon corridor was stretched to maximum capacity and food was borrowed from neighbouring countries. Advance planning meant it was possible to reach 232,000 refugees and 164,000 IDPs during 2007. Another 25,000 people received supplementary nutritional support that targeted pregnant women, nursing mothers and children under 5. Food-for-work activities, suspended in 2006 due to security concerns, resumed in mid-2007, involving 447 mt of food for 42,655 beneficiaries. The school feeding programme, also halted in 2006 due to a lack of security, resumed near the end of the year and reached 30,000 children.

### **Achieving Results**

132. In cooperation with UNICEF, WFP managed to conduct the first comprehensive emergency food security and nutrition assessment for IDPs in eastern Chad. The survey raised serious concerns about child undernutrition. It found a global acute malnutrition (GAM) rate of 21 percent for children under 5, exceeding the critical level (defined as 15 percent GAM); and a severe acute malnutrition (SAM) rate of 2.6 percent. Compared with earlier, more localized studies, these figures suggest a deteriorating trend. Main causes of decline were insufficient food, restricted access to water, lack of hygiene and poor medical coverage. To address nutrition risks, WFP included CSB in IDP rations, which increased the energy value of the food basket from 1,800 kcal to 2,100 kcal.
133. **Working in Partnership.** WFP worked with the Chadian government, NGOs and United Nations agencies in the planning and implementation of all its activities. In Chad, WFP leads the United Nations logistics cluster, which includes management of three aircraft for the humanitarian air service. WFP also co-chairs the food security cluster with FAO to support IDPs.
134. **Challenges.** Managing a successful operation in the midst of a volatile security situation remained the principle challenge. United Nations security phase IV in effect in the east led to staff reductions and relocations, while attacks on WFP convoys often delayed food deliveries.
135. **Lessons.** It is crucial to pre-position five months of food requirements in eastern warehouses before the national roads close due to seasonal rains. Under normal circumstances, WFP requires five months of lead time to assure timely food distributions. Thus, for programmes in eastern Chad to be carried out according to plan, funding must be secured at least one year in advance. The impossibility of delivering food to warehouses during the rainy season means that July to November requirements must arrive in Chad by June.

## Ethiopia – From Relief to Resilience

136. In 2003, the Government of Ethiopia's food security strategy shifted from short-term crisis management to longer-term interventions for food-insecure people, focusing on investments in agriculture, education, health and disaster risk reduction mechanisms to enhance resilience to shocks. WFP supports the government strategy through PRROs and a CP. The programmes complement the Government's innovative efforts to link humanitarian response to longer-term recovery, ensuring that shocks do not disrupt efforts to promote recovery.

<b>2002–2003</b>	Over 13 million people received emergency food relief.
<b>2004</b>	TSF piloted in 10 districts as response to large-scale undernutrition.
<b>2005</b>	PSNP launched, covering 5 million people. TSF scaled up to 169 districts.
<b>2006</b>	PSNP scaled up to 7.2 million people – 1 million cash beneficiaries switched to food transfers due to high food prices. TSF scaled up to 264 districts.
<b>2007</b>	With PSNP, drought-related relief needs were minimal. Somali crisis underlined continued need for relief response capacity. TSF performance study showed that timely provision of nutritious food to malnourished children saved lives.

137. The PRRO,<sup>23</sup> WFP's largest operation in Ethiopia, aims to reduce people's vulnerability to acute food insecurity and to strengthen capacities to manage risk, enabling food-insecure people to make investments that lead to more resilient livelihoods. The PRRO provided 250,000 mt for 5.3 million beneficiaries in 2007. The CP<sup>24</sup> aims to help food-insecure communities better manage their natural resource base and support access to education for children, thus enhancing resilience to shocks.

138. For 7.2 million people, the Government's Productive Safety-Net Programme (PSNP) has replaced annual emergency food assistance with predictable, multi-year cash and food transfers. The main component of the PRRO contributes to the food requirements of the PSNP. In addition, a relief component helps address unexpected shocks and food needs in areas not covered by the safety net. To address the problem of large-scale child undernutrition, the targeted supplementary food (TSF) component of the PRRO provides food assistance with nutrition awareness through a joint programme with the Government and UNICEF. A small component assists food-insecure people affected by HIV/AIDS.

139. In 2007, the PRRO provided 135,000 mt of food to 2.7 million safety-net beneficiaries. This was roughly half of the Government's PSNP food requirement. Most beneficiaries received three months of cash transfers and food. For able-bodied adults, the transfers were provided in exchange for work on community-based assets such as soil and water conservation measures, school buildings and road rehabilitation. While relief needs were minimal at the start of the year, the Somali crisis beginning in June brought WFP's relief response to more than 36,000 mt for

<sup>23</sup> PRRO 10362.0 "Enabling Livelihood Protection and Promotion" (WFP/EB.3/2004/8-B/4)

<sup>24</sup> Country Programme 10430.0 - Ethiopia (2007–2011) (WFP/EB.2/2006/8/8)



1.5 million beneficiaries, of which 850,000 were in the Somali region. The TSF nutrition component met only 85 percent of assessed needs due to funding shortfalls, reaching 1.1 million children and pregnant and nursing women with 59,000 mt of fortified food.

## Achieving Results

140. The PSNP contributed to rural households' adaptation to drought through community environmental rehabilitation works. A technical survey of these works in 2007 noted a general improvement in their quality due to the increased use of the community-based participatory watershed development approaches developed through Managing Environmental Resources to Enable Transitions to More Sustainable Livelihoods (MERET). A performance study of the TSF nutrition component found that on average 62 percent of the malnourished children provided with targeted supplementary food recovered within six months (which was within the range found in more typical supplementary feeding programmes). Significantly, all deaths occurred in the period between identification and the first food distribution; once food was given, children began to recover, highlighting the importance to children's survival of a timely food response.

The CP supported the Government's MERET (which means "land" in Amharic) project for environmental management and a food-for-education component. WFP provided 16,000 mt of food through MERET for 380,000 people living in environmentally degraded food-insecure communities. The most recent survey of MERET results showed that with consistent support to environmental rehabilitation in a community, 60 percent of households improved their food intake, 70 percent had improved access to water and 85 percent felt better able to cope with drought. The 2007 food-for-education survey showed that in schools where meals were provided enrolment grew by 7 percent compared to 2006. Also, with the incentive of take-home rations for girls, the ratio of girls to boys increased from 66 percent in 2004 to 89 percent in 2007.

141. **Partnerships.** Most WFP interventions in Ethiopia supported government programmes and were implemented by government agencies. WFP joined the World Bank and several international aid agencies to support the Food Security Coordination Bureau's implementation of the PSNP, which is a joint government and donor initiative.

142. In response to the growing humanitarian crisis caused by conflict in the Somali region, the United Nations team in Ethiopia, under the leadership of the Humanitarian Coordinator, worked to ensure government partners responded to relief requirements. WFP played a leading role in supporting the Disaster Prevention and Preparedness Agency and the common United Nations response to humanitarian needs.

143. With the World Bank, the German Agency for Technical Cooperation (GTZ) and FAO, WFP helped the Government establish a Sustainable Land Management Forum to bring together efforts in environmental rehabilitation to support adaptation to climate change. WFP, UNICEF and the World Bank support the use of TSF and the extended outreach strategy (EOS) to transition to a National Nutrition Programme. WFP also continued to work with the Ministries of Education, Health and Water Resources, as well as UNICEF, WHO and Save the Children USA, to develop a school health and nutrition framework in Ethiopia.



144. **Challenges.** Achieving relief and recovery objectives in large-scale programmes proved difficult: there was difficulty in designing them and in achieving the concerted and consistent support from all partners required to support recovery activities. In 2007, support for the PSNP and relief activities was in line with commitments that WFP had made to Ethiopia, but the trend of declining resources for development activities continued. With 8 million people facing acute food insecurity each year, a relief response alone was inadequate and more assistance was needed to promote solutions to the underlying causes of food insecurity.
145. **Lessons.** Through its development activities WFP helped ensure marginal communities did not fall into crisis. Learning from these programmes was effective for achieving recovery results in large-scale humanitarian programmes. . However, the conflict in the Somali region also highlighted the fact that emergency response remains critical in Ethiopia. For this reason, WFP supported the Government's risk management, early warning and preparedness capacities.

## Nepal – Protecting Livelihoods from Drought and Flooding

146. In 2007, Nepal was devastated by drought and then floods, a lethal combination that inflicted widespread damage on the country. Even before the rains struck, Nepal was suffering serious damage as a result of three consecutive years of drought. Crops failed completely in many communities, especially in the mid-west and far-west regions. Some families were forced to sell land, animals and household goods and consume seed stocks to survive. In drought-affected areas, 48 percent of children under 5 were reported to be underweight. The 2007 flooding, provoked by heavy monsoon rains, was the worst in decades: in less than two weeks, 47 of Nepal's 75 districts were inundated. The rising waters and accompanying landslides killed 150 people and destroyed 70,000 homes. In the southern border districts of the Terai, hardest hit by the floods, acute child malnutrition rates reached 17 percent. Overall, the combined effect of floods and drought reduced the paddy crop by 13 percent, the lowest level in a decade.

**Table 5: Nepal EMOP – Events**

June 2006	WFP launched an EMOP for drought-affected districts valued at US\$3.1 million.
July 2006	EMOP budget revised to US\$5.3 million to include air operations for remote areas inaccessible due to monsoon rains and high elevations of targeted populations.
December 2006	VAM assessments indicated a third consecutive year of drought in mid-west and far-west Nepal, identifying a further 24,866 vulnerable households. EMOP expanded to US\$13.7 million for 375,000 beneficiaries.
May 2007	EMOP extended to November 2007 due to transport strikes that impacted operations by air and land.
July 2007	Onset of worst monsoon flooding in decades.
August 2007	EMOP extended to December 2007. Coverage expanded to an additional 266,000 flood and drought victims. Total budget reached US\$20 million.

147. By the end of 2007, WFP's EMOP<sup>25</sup> in Nepal had provided 543,000 people with 8,700 mt of food assistance. Nearly 87 percent of the food (7,600 mt) was purchased locally. Over 70 percent of the assistance was used to support food-for-work activities in ten drought-affected regions of mid-west and far-west Nepal. Roughly one third of the total was provided through general food distribution to flood victims in the Terai.

### Reaching Those in Need

148. In drought-affected areas, rations consisted of rice and wheat-soya blend. Food-for-work activities in these regions created more than 1,200 small-scale community assets, irrigated 477 ha of cropland and constructed 500 new trails. Paddy production increased and 30 percent of beneficiaries gained access to new or improved trails. Out-migration of households in search of food or economic opportunities during lean periods decreased or remained stable.

<sup>25</sup> EMOP 10523.0 "Food Assistance to Drought-Affected Populations of Mid-West and Far-West Nepal"



149. Special transport measures were required for many drought-affected communities isolated high in the mountains. A quarter of food assistance was delivered via air operations, with many helicopter landing pads located above 2,500 m. Erratic weather at extreme altitudes complicated delivery of food. Porters or mule trains moved food assistance from helicopter landing pads to communities in need, often involving two days in transit. A cash payment system was put in place through which the members of 57,000 households carried food assistance from landing pads and road heads to remote communities, financed through a US\$851,000 fund established for that purpose. In the lowlands, floods washed out roads and bridges, and tractors were required to transport humanitarian assistance. Weeks of transport strikes in the Terai hampered deliveries and required WFP to organize convoys to negotiate passage through protesting crowds. Flood-affected people in the Terai received general rations protecting their nutritional status and freeing up family resources for rebuilding damaged homes and restoring livelihoods.
150. **Partnerships.** WFP worked in partnership with UNFPA and the Government to provide reproductive and general health care services to 7,300 people in conjunction with WFP food distributions in two remote EMOP districts. This was in response to reports from WFP field monitors of high rates of illness among these drought-affected communities. WFP, together with UNICEF and the Save the Children Alliance, conducted an inter-agency rapid flood assessment to establish the impact and needs of flood victims across 13 of the most affected districts in the Terai. Results of this assessment were used to design the humanitarian response for flood-affected communities. For a second year, the Nepal Red Cross Society was the collaborating partner for flood-related activities under the emergency operation.
151. **Challenges.** The main challenge involved concurrently managing and increasing the scale of response for two completely different emergencies – drought and floods – at opposite ends of the country with vast geographical differences between the high Himalayas and the lowland plains. Because each area had unique nutritional needs, food baskets had to be tailored to suit them. Other challenges included insufficient funds during the early part of the operation, insufficient food availability inside Nepal, constraints related to tax exemptions for suppliers and a Government of India export ban on non-basmati rice varieties. These resulted in further delays for WFP's response, particularly for the flood victims in the Terai.
152. **Lessons.** The experience underlined the importance of contingency planning and working closely with cooperating partners, other United Nations agencies and the Government to implement programme activities in an unstable and unpredictable environment. The convergence of challenges faced under the operation improved WFP's ability to respond to emergencies by relying on its staff to supplement the logistics and management capacity of suppliers and cooperating partners. WFP's ability to quickly organize convoys and escorts for vehicles carrying humanitarian assistance greatly improved. In addition, in 2008 WFP will pre-position food assistance in warehouses to improve its response to annual natural disasters such as the 2007 floods in the Terai.

## Somalia – Delivering Humanitarian Assistance Amid Security Breakdowns

153. Somalia's downward spiral gathered pace in 2007, fuelled by spreading armed conflict, massive population flight, rising food costs, a collapsing currency, crop failures and a host of associated problems. During the year 670,000 people fled their homes in Mogadishu in two separate waves as a result of intensified fighting between insurgent groups and troops of the Transitional Federal Government and the Government's Ethiopian allies. Most of the displaced resettled in Middle and Lower Shabelle, intensifying the stress on host communities already hit hard by crop failure in the area that is Somalia's traditional breadbasket.

154. WFP's efforts to deliver assistance to those in need were severely hampered by the lack of security inside Somalia, including the arrest and detention of WFP staff, as well as piracy in the waters offshore that threatened to disrupt WFP's main pipeline into the country. Despite the difficulties, WFP food reached over 1.5 million people during the year, including 50,000 residents of Mogadishu who received daily rations in what was the only large-scale humanitarian activity in the strife-torn city.

155. WFP's principal activities in Somalia were implemented through PRROs, which have been designed to help vulnerable people absorb shocks and to help victims of conflict and recurring natural disasters rebuild their livelihoods.<sup>26</sup> The steadily worsening food security situation in 2007 required WFP to increase the beneficiary caseload, which originally targeted 925,000 people. The additional numbers required a corresponding rise in food assistance, from 78,000 mt to 120,000 mt. Critical undernutrition rates reaching as high as 22 percent prompted the addition of HEB,

April 2007	In light of high undernutrition rates, a budget revision was approved to include CSB and cover additional requirements under the supplementary feeding programme.
May 2007	Pirate attacks increased and a security guard was killed. WFP had difficulty contracting vessels, which caused delays and increased costs for commodities transported by ship.
June 2007	FSAU/FEWS NET highlighted the deteriorating food security and nutrition situation in Middle and Lower Shabelle. WFP responded by increasing emergency relief distributions to the areas. In Mogadishu, increased insecurity at distribution sites disrupted WFP's operation.
August 2007	FSAU/FEWS NET announced a further deterioration in food and nutrition security in Middle and Lower Shabelle following harvest failure.
October 2007	WFP officer in charge in Mogadishu detained and food distribution in the capital interrupted.
November 2007	French Navy began escorting WFP-contracted vessels to Mogadishu. No piracy attacks on WFP contracted vessels.

<sup>26</sup> PRRO 10191.0 "Food Aid for Relief and Recovery in Somalia" (WFP/EB.3/2002/9-B/6) and PRRO 10191.1 "Food Aid for Relief and Protection of Livelihoods" (WFP/EB.A/2006/9)

sugar and CSB to the food basket. Assistance was provided through protracted relief and recovery activities, including general distributions, food for assets, food for training and school feeding.

156. Work undertaken through SOs upgraded roads and the telecommunications network and rehabilitated the airstrip at Wajid and port facilities at Mogadishu and Kismayo.<sup>27</sup> A UNHAS fleet of six aircraft was supported that flew 5,680 hours and carried 15,340 passengers and 580 mt of light cargo.<sup>28</sup>
157. In response to the deepening crisis, WFP facilities in Somalia expanded in 2007 to include 3 sub-offices and 11 field offices, staffed by 125 national and 13 international officers based in the country.

### **Achieving Results**

158. The nutrition assessment of the Juba valley concluded that humanitarian food assistance contributed to an improvement in food security and nutritional status. Nutrition surveys conducted in the Shabelle region found that rates of child undernutrition remained stable and dietary diversity increased. Food assistance helped increase access to cereals and pulses, providing a more varied diet for 90 percent of households surveyed. Emergency assistance to IDPs and the host population also provided a reliable means of short-term support to vulnerable Somalis, while medium- to long-term measures supported access to clean water, sanitation and health services.
159. **Challenges.** Restricted access to beneficiaries due to insecurity and poor infrastructure was WFP's biggest challenges in Somalia. Insecurity in Mogadishu and at distribution sites, illegal taxation of food assistance, detention of staff, piracy and extremely poor road conditions were all obstacles to the timely delivery of humanitarian assistance. In the north of the country, clashes between forces from Puntland and Somaliland obstructed humanitarian movements, with both sides claiming that access should be through their respective areas. WFP requested external help for the movement of food by ship, and in November, a French military vessel began escorting WFP-chartered vessels along the coast from Mombasa. WFP raised the issue of taxation in a meeting with the Ministerial Cabinet and Deputy Prime Minister in Mogadishu.
160. **Lessons.** The constantly shifting security situation and the resultant population movements meant that WFP had to be prepared to respond quickly to constantly changing events. The most effective measure for coping with the situation was to increase the number of experienced national and international staff in Somalia, which led to improved contact with authorities at all levels and enhanced security at distribution sites.

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<sup>27</sup> SO 10578.0 "Emergency Rehabilitation Work for Mogadishu and Kismayo Ports, and Targeted Emergency Road Rehabilitation for Key Main Supply Routes in South Somalia, in Direct Support of the Provision of Emergency Humanitarian Food Aid"; SO 10619.0 "Somalia Inter-Agency Security Telecommunications"; and SO 10681.0 "Humanitarian Air Service in Support of Relief Operations in Somalia"

<sup>28</sup> These figures combine different reporting periods for 2007.



## Southern Sudan – From Relief to Recovery

161. After 21 years of war, a measure of peace and stability was established in Southern Sudan when a comprehensive peace agreement (CPA) was signed in January 2005. The CPA created the conditions for WFP to begin to gradually shift the focus of its operations from emergency relief to recovery. Since 2005, more than 1.2 million displaced people have returned, bringing the population to an estimated 10 million. But millions more have been discouraged from returning because of a lack of basic services. Those who have returned face challenges in rebuilding their lives and remain vulnerable to food insecurity. Most returnees deal with a combination of inadequate food consumption, poor water and sanitation facilities, a weak marketing system and limited access to health care services. Concurrently, returned refugees and IDPs have placed an additional burden on social services already weakened by years of conflict and low investment. Southern Sudan's long-term future depends on its ability to move towards self-sufficiency by stimulating markets and creating employment opportunities.

162. To help the process toward peace and recovery, WFP manages a US\$250 million SO to improve access and increase the transport capacity of the road network in Southern Sudan.<sup>29</sup> The operation supported WFP's ongoing EMOP and the overall humanitarian effort by improving and maintaining roads to permit the timely, efficient and cost-effective delivery of humanitarian assistance. The operation is expected to contribute to immediate visible peace dividends, facilitate the return and resettlement of returnees, reduce the cost of access to food and food production, and stimulate the transport sector and commercial activity.

Recovery activities under EMOP 10557.0 "Food Assistance to Population Affected by Conflict" were expanded to address food needs of vulnerable groups, while contributing to the rehabilitation or construction of community infrastructure through food for work, and the development of human capital through school feeding and training. WFP assisted 1.5 million people in Southern Sudan with 71,000 mt of food assistance, most of which helped marginalized individuals and communities engage in agricultural chores and other recovery activities. More than 400,000 recent spontaneous returnees were reached. Food-for-work activities expanded, with numbers more than doubling from 121,000 participants in 2006 to 250,000 in 2007.

### Achieving Results

163. WFP took the lead on emergency road repair on the scale required to open up Southern Sudan. Since the start of the SO, WFP has repaired 2,200 km of the worst sections of a 3,400 km road network. Convoy turnaround times have improved by over 100 percent, and trucking capacity has vastly increased. Maintenance remains an extremely important part of the operation, because a heavy increase in traffic, while beneficial to the economy of Southern Sudan, has been damaging to the roads. Improved road access allowed for pre-positioning of stocks ahead of the rains, minimizing the need for costly airdrops. Demining is also an important aspect of the SO: 200,000 unexploded mines and other ordnance have been removed and

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<sup>29</sup> SO 10368.0 "Emergency road repair and mine clearance of key transport routes in Sudan in support of EMOP 10503.0 and following phases"  
([http://www.wfp.org/operations/current\\_operations/BR/103680\\_0705.pdf](http://www.wfp.org/operations/current_operations/BR/103680_0705.pdf))

destroyed. Mine surveys, risk reduction and clearance activities will continue for as long as road repairs continue.

164. WFP's upgrading and repairing of road infrastructure in the south has had other positive results. It is now easier to bring humanitarian assistance to more locations by road, which has lowered the cost of deliveries. The cost of public transport has decreased by as much as 60 percent in some cases, which has led to an increase in the number of people using the roads. Improved roads have brought down the price of basic commodities, while small-scale trade has increased, making available essential supplies such as food, beverages and medicine at lower prices. Previously isolated communities, schools, health centres and markets are now accessible. Finally, travel time has been cut in half along major routes and safer, improved roads have facilitated the return of displaced people.
165. **Challenges.** Extensive mid-year rains led to widespread flooding and the need for emergency food relief to thousands of people, sometimes using airdrops. But the proportion of goods moved by road in comparison to air has increased significantly. In 2003–2004, 20 percent of humanitarian assistance was delivered by road, while currently the figure is 99 percent, which has generated huge cost savings.
166. Uptake of complementary activities by partner agencies was sometimes slower than planned. There was slow progress in expanding primary education, resulting in only 50 percent implementation of originally planned activities. Nutrition programmes achieved 62 percent of planned targets due to limited government and NGO partner capacity. For similar reasons, FFW and food for training (FFT) absorbed only one third of the commodities originally planned for the year.

Returnees required assistance for considerably longer than expected. WFP has commissioned an in-depth study to better understand what families require for reintegrating into their communities and local economies, and what would be the most appropriate type and level of assistance and services. It is crucial that all actors meet their commitments to the recovery process.

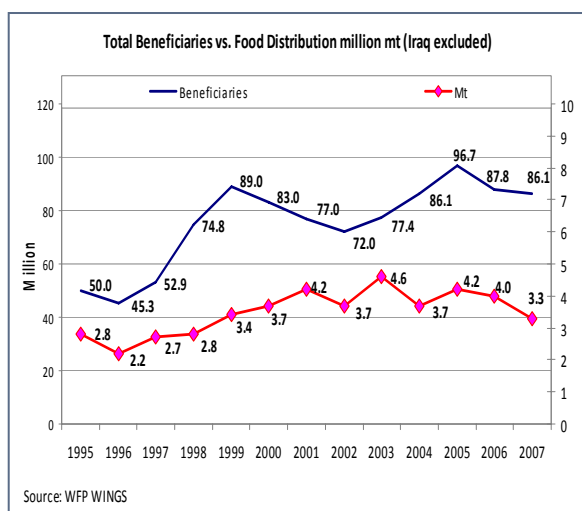


## PART IV: PERFORMANCE OVERVIEW

### Overview of Main Results

Strategic Objective	DEV	EMOP	PRRO	Total	% of total
1	1.5	7.9	11.0	20.4	23.7
2	6.7	5.6	20.0	32.3	37.5
3	3.9	1.1	8.5	13.5	15.7
4	11.7	0.7	7.5	19.9	23.1
<b>Total</b>	<b>23.8</b>	<b>15.3</b>	<b>47.0</b>	<b>86.1</b>	<b>-</b>
<b>% of Total</b>	<b>27.6</b>	<b>17.8</b>	<b>54.6</b>	<b>-</b>	<b>100</b>

167. WFP assisted 86.1 million people in 2007, 2 percent fewer than in 2006 and 11 percent fewer than in 2005. Less food was provided – there was a 17.5 percent decrease in tonnage distributed to targeted beneficiaries in 2007 compared with 2006. Over 3 million mt of food were distributed in 2007 compared with 4 million in 2006. These results were achieved in a context of large donor contributions (up by 0.02 percent in 2007 from 2006), escalating food prices and higher transport costs.



168. As the graph shows, targeted beneficiaries received less food on average in 2007 than in 2006. The ratio of beneficiaries to tonnage was 19:1 for EMOPs, 24:1 for PRROs and 48:1 for DEVs. Country offices had to make difficult choices when there was insufficient food to distribute because of rising food and transport costs. The data indicate that in 2007 WFP responded by trying to maintain beneficiary numbers, but it was obliged to adopt other strategies, including reducing rations.

169. Children remained the primary focus of WFP assistance in 2007, accounting for 62 percent of WFP beneficiaries; this is lower than the 63 percent in 2006 but higher than the 60 percent in 2005. General food distribution (GFD) was the largest activity, reaching 33 million beneficiaries, followed by food for assets (FFA) with



17.1 million beneficiaries;<sup>30</sup> 70 percent of FFA activities were related to improving the natural resource base and mitigating the affects of extreme weather. WFP reached 19.3 million children through school feeding in 2007.

170. The Board has stipulated that by 2007 WFP should concentrate at least 90 percent of undirected multilateral resources for development to (i) LDCs or low-income countries (LICs) and (ii) countries with chronic malnutrition as a rate of stunting of over 25 percent among children under 5. WFP met the target early in 2006, but in 2007 achieved a slightly lower result for the two criteria with 88.5 percent of multilateral resources for development.

RECIPIENT	DEV	EMOP/PRRO	SO	Total	% of Subtotal
Sudan	3	463	99	565	48
Kenya	29	154	8	190	16
Ethiopia	18	149	0.2	169	14
Afghanistan	-	119	15	134	11
Uganda	3	107	2	113	10
<b>Subtotal:</b>	<b>53</b>	<b>992</b>	<b>124</b>	<b>1 171</b>	<b>100</b>
<b>Total</b>	<b>309.3</b>	<b>2 005.7</b>	<b>166.2</b>	<b>2 481</b>	
<b>% of Total</b>	17	49	75	47	

Source: WINGS

171. Large protracted crises were a feature of WFP operations in 2007: the Sudan, WFP's largest operation, accounted for 23 percent of programme category expenditures and 60 percent of SO expenditures; Kenya was the second-largest country operation, making up 7.9 percent of programme category expenditures, with Ethiopia making up 6.8 percent. These three operations together accounted for 37 percent of programme category expenditures in 2007.

172. WFP assisted 47 million people through PRROs (55 percent of all beneficiaries), fewer than the 47.1 million reached in 2006 but more than the 38.1 million in 2005; 42 percent of PRRO beneficiaries received food through activities aligned with Strategic Objective 2. PRROs were planned for an average of 30 months; 70 percent of them fell into the categories of ongoing conflict, post-conflict or refugees, almost the same as in 2006. The remaining 30 percent supported recovery interventions following natural disasters or other crises.

Programme category	Beneficiaries	Food distributed (mt)	Direct expenditures (US\$ million)
DEV	23.8	0.5	309
EMOP	15.3	0.8	716
PRRO	47.0	2.0	1 289
SO	-	-	166
<b>Total</b>	<b>86.1</b>	<b>3.3</b>	<b>2 481</b>

<sup>30</sup> FFA includes FFT and FFW.



**Occupied Palestinian Territory PRRO 10387.0: Operating Across Barriers**

Conditions in the Occupied Palestinian Territory deteriorated sharply during 2007, especially in the Gaza Strip. Political turmoil and sanctions imposed by Israel hastened economic decline. The division of authority between the West Bank and Gaza caused violence and complicated a difficult situation in both areas. In the West Bank, Israel's barrier construction accelerated the collapse of the local economy by dividing communities and isolating farmers from their fields. Gaza's 1.5 million inhabitants came under virtual siege as the blockade imposed stringent controls on the flow of goods, including food assistance.

Despite these challenges, WFP met 97 percent of planned targets in 2007, delivering 94,000 mt of food to 665,000 beneficiaries. Significantly, 34 percent of WFP food was purchased locally, infusing US\$20 million into the territory's hard-pressed economy. WFP was able to reach its targets in terms of beneficiaries, contributed inputs and planned outputs. Consistent donor support was crucial for meeting emerging needs and keeping the focus on operational objectives. Partnerships with United Nations agencies and others were fundamental in enabling WFP to achieve its aims despite enormous challenges.

WFP worked with the United Nations Relief and Works Agency (UNRWA), which is responsible for assistance for Palestinian refugees and harmonizing food assistance in the territory, in line with United Nations reform. WFP worked with FAO to develop a national food security monitoring system and with WHO, UNICEF and the Ministry of Health to streamline the national nutritional surveillance system.

173. WFP reached slightly fewer people through its development assistance in 2007 than in 2006: the number of DEV beneficiaries fell to 23.8 million in 2007, 2 percent fewer than the 24 million assisted in 2006. The quantity of food distributed in DEVs decreased by 26 percent in 2007; direct expenditures increased by 15 percent. Education interventions accounted for 49 percent of DEV beneficiaries. Capacity-development increased during 2007 in two main areas: support for WFP programmes and support for national implementation of hunger-related programmes.

**El Salvador CP 10226.0: Capacity Development**

In El Salvador, WFP began the transition from food assistance to capacity development aimed at supporting national institutions. The country office is working with the Ministry of Health to enhance national nutritional surveillance systems and develop a national programme to fight child undernutrition; it is also piloting a food security monitoring system and coordinating a regional market analysis of the impact of price increases on vulnerable groups. A comprehensive technical assistance agreement with the Ministry of Education is being negotiated to provide for procurement, logistics and programme enhancement to improve M&E and develop a national school feeding model.

WFP assisted the Ministry of the Interior and Civil Protection and other national institutions in improving emergency preparedness and response capacities, and led inter-agency work on emergency preparedness and response and food and nutritional security. El Salvador is the base for WFP's Regional Centre for Humanitarian Response for Central America, established in mid-2007, which facilitated the emergency response in several countries during the 2007 hurricane season.

174. In 2007, 47 percent of EMOP beneficiaries were victims of natural disasters, compared with 48 percent in 2006. As emergency requirements continued to decline, the number of EMOP beneficiaries fell from 16.4 million in 2006 to 15.3 million in 2007, the lowest number for six years; 51 percent of EMOP beneficiaries were assisted through activities aligned with Strategic Objective 1. The amount of food distributed through EMOPs was 25 percent of total distributions, compared with 28 percent in 2006. Average EMOP duration in 2007 was 12 months.
175. The SO programme category secures funding for rehabilitation and improvement of transport and logistics infrastructures with a view to timely and efficient delivery of assistance. SOs increasingly improve logistics coordination in the humanitarian community, for example by supporting common services such as UNHAS, UNJLCs and logistics cluster activities. In 2007, SOs accounted for 7 percent of programme category expenditures, compared with 10 percent in 2006.

**Democratic Republic of the Congo SO 10556.0: Common Transport and Storage Services**

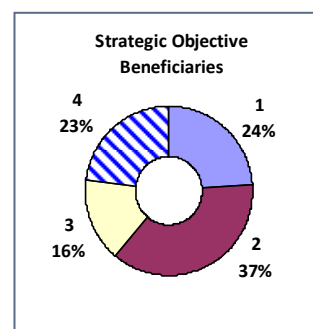
Infrastructure constraints and insecurity limited the number of transport companies working for the humanitarian community. Some companies managed to control local transport markets, and humanitarian actors had to pay exorbitant rates. In many cases, cargo was stranded because of limited transport capacity.

As logistics cluster lead agency, WFP undertook various logistics activities in 2007 at the request of the humanitarian community: it established, for example, the inter-agency *Ferroviaire, fluvial, lacustre, oprations aériennes task force* (FFLOAT ), which utilized road, rail, river and air transport.

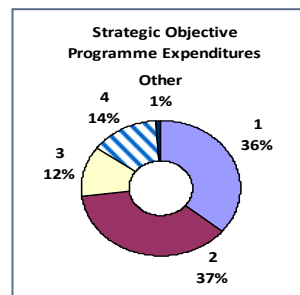
WFP (i) deployed 25 trucks to Katanga, providing 24-hour response capacity and reducing transport costs by 20 percent, (ii) deployed 12 mobile warehouses, (iii) repaired 400 km of road and

**Strategic Objective Overview**

176. The Strategic Objectives contribute to the achievement of the MDGs and constitute a comprehensive approach to addressing hunger and food insecurity. For the third year, Strategic Objective 2 reached the largest number of WFP beneficiaries – 32.3 million, 37 percent of the total – followed by Strategic Objective 1 (20.4 million), Strategic Objective 4 (19.9 million children and adults) and Strategic Objective 3 (13.5 million people, mainly women and children). Of the Strategic Objective 2 beneficiaries, 20 million (62 percent) were in the PRRO category.

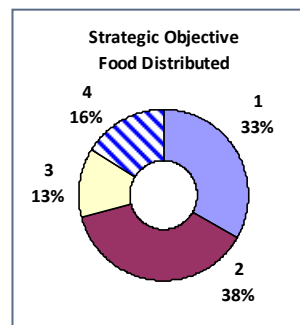


177. Strategic Objective 2 accounted for the largest proportion of food distributed (38 percent) and of direct expenditure (37 percent). Two thirds of Strategic Objective 2 food distributions were made through PRROs. The main Strategic Objective 2 activities were aligned with FFA, which accounted for 49 percent of food delivered, and GFD, which accounted for 41 percent.



178. Under Strategic Objective 1, 1.1 billion mt of food was distributed to 20.4 million beneficiaries, a decline of 12 percent in beneficiary numbers and 23 percent in quantity of food distributed compared with 2006. GFD was the main activity, accounting for 87 percent of total expenditures under Strategic Objective 1; FFA accounted for 2.6 percent and HIV and AIDS, OVC, mother-and-child health (MCH), and VGD programmes accounted for 1 percent.

179. Strategic Objective 4 accounted for 23 percent of beneficiaries but only 16 percent of food distributed. In 2006, 19 percent of food was distributed through Strategic Objective 4, reflecting the smaller food basket for school feeding. Total tonnage declined from 494,000 mt in 2006 to 472,000 mt in 2007; 59 percent of Strategic Objective 4 beneficiaries were assisted through DEVs, 37 percent through PRROs and 4 percent through EMOPs.



180. In 2007, the MCH feeding category remained the largest Strategic Objective 3 activity, accounting for 67 percent of the programme category expenditure. Strategic Objective 3 beneficiary numbers fell by 7 percent and food tonnage by 23 percent compared with 2006. Of the 14 million Strategic Objective 3 beneficiaries, 9 million were assisted through PRROs, 4 million through DEVs and 1 million through EMOPs.

## Income and Expenditures

### Contributions

	Multilateral	Directed multilateral	Total	% of Total
<b>Contributions for food and associated costs:</b>				<b>91</b>
In kind*	2	1 135	1 137	42
Cash*	250	1 087	1 337	49
<b>Other contributions:</b>				<b>9</b>
SOs (cash)	2	157	159	6
Stand-by agreements and other in-kind contributions	0.4	10	11	0.4
Trust funds and special accounts (cash)	-	52	52	2
Junior professional officers (JPOs) (cash)	-	7	7	0.3
Government counterpart cash contributions (GCCCs) (cash)	2	-	2	0.1
<b>Total</b>	<b>257</b>	<b>2 449</b>	<b>2 705</b>	<b>100</b>

\* Including associated costs

181. In 2007, generous contributions from donors of food, associated costs and services reached US\$2.7 billion, the second highest level in the history of WFP; 91 percent were directed – a proportion similar to the figure for 2006 – levelling the upward trend since 2002, when 81 percent of contributions were directed.<sup>31</sup>

	2002	2003	2004	2005	2006	2007
Directed multilateral	1 458	2 270	1 927	2 487	2 462	2 449
Multilateral	351	303	278	279	243	257
<b>Total</b>	<b>1 809</b>	<b>2 573</b>	<b>2 205</b>	<b>2 766</b>	<b>2 705</b>	<b>2 705</b>

182. Contributions for food and associated costs of transport, handling, storage and indirect support accounted for US\$2.5 billion (91 percent) of the US\$2.705 billion received. In-kind contributions of food amounted to US\$1.137 billion, an increase of 2 percent from 2006; US\$11 million (0.4 percent of total contributions) was received as in-kind contributions such as stand-by personnel.<sup>32</sup> Contributions to trust funds and special accounts increased by US\$15 million (40 percent) compared with 2006. The increase reflects WFP's new responsibilities for the logistics and emergency

<sup>31</sup> Contributions to WFP are classified as multilateral, directed multilateral or bilateral, depending on the amount of direction and the conditions imposed by the donor.

<sup>32</sup> Contributions to SOs and stand-by agreements are not comparable with the numbers in the 2006 APR because the method of calculation has been changed to differentiate between cash and in-kind contributions.

telecommunications clusters and the UNHRDs; and the changing nature of operations in some regions. In the LAC region, for example, US\$100 million came from trust funds, an increase that reflects the growing contributions from governments through trust funds to support food-based programmes in their own countries.

## Income and Expenditure Overview

183. Total income increased for the second consecutive year to US\$3.029 million in 2007. However, income for the 2006–2007 biennium was US\$350 million lower than the previous biennium. These figures include interest, exchange rate variations and carry-overs. The carry over from 2006 to 2007 was US\$56 million.
184. Total expenditures reached US\$2.966 billion, US\$90 million more than in 2006. The balance for the 2006–2007 biennium was US\$119 million.

Table 12: Income and expenditures (US\$ million)						
	2004 <sup>33</sup>	2005	Biennium 2004–2005	2006	2007	Biennium 2006–2007
Total income	3 340	2 971	6 311	2 932	3 029	5 961
Total expenditures	3 073	3 104	6 177	2 876	2 966	5 842
Balance	267	(133)	134	56	63	119

185. For the third consecutive year, PRROs were the largest programme category. Expenditure was US\$1.289 million, a 4 percent increase over 2006 and 44 percent more than expenditure on the EMOP category. EMOP expenditures continued their downward trend by US\$13 million in 2007 compared with US\$317 million between 2005 and 2006, partly because there were fewer and smaller emergencies.
186. Expenditures for the development category have increased each year since the low of US\$195 million in 2002. The 2006 expenditures of US\$268 million were 4 percent higher than 2005, and the 2007 expenditures reached US\$309 million, 15 percent higher than in 2006. Development expenditures for 2007 accounted for 11 percent of total expenditures, slightly higher than in 2006.

<sup>33</sup> Includes US\$788 million earmarked for the Iraq bilateral operation.

Table 13: Total Expenditures (US\$ million)					
Programme category <sup>34</sup>	2005	2006	2007	% change 2005–2006	% change 2006–2007
DEV	259	268	309	4	15
EMOP	1 046	729	716	-30	-2
PRRO	1 237	1 233	1 289	0	5
<b>Subtotal food projects</b>	<b>2 542</b>	<b>2 230</b>	<b>2 315</b>	<b>-12</b>	<b>4</b>
SO	196	236	166	20	-30
<b>Total programme category expenditures</b>	<b>2 738</b>	<b>2 466</b>	<b>2 481</b>	<b>-10</b>	<b>1</b>
Bilateral operations and trust funds	109	94	154	-14	64
PSA	212	212	214	0	1
Special accounts and other	104	129	156	24	21
Accounting eliminations	-59	-25	-39	-58	23
<b>Total non-programme category expenditures</b>	<b>366</b>	<b>410</b>	<b>485</b>	<b>-12</b>	<b>21</b>
<b>TOTAL EXPENDITURE</b>	<b>3 104</b>	<b>2 876</b>	<b>2 966</b>	<b>-7</b>	<b>3</b>

187. SO expenditures decreased by 30 percent in 2007 compared with 2006, but the number of operations increased – SOs for common services<sup>35</sup> increased from 21 to 22 and WFP relief SOs increased from 18 to 22.

Table 14: Special Operations Expenditures (US\$ Million)					
SOs	2005 actual	2006 actual	2007 actual	% Change 2005–2006	% Change 2006–2007
WFP logistics and infrastructure development/ rehabilitation	159	111	86	-30	-22
Common services	37	125	80	235	-36
<b>Total</b>	<b>196</b>	<b>236</b>	<b>166</b>	<b>20</b>	<b>-30</b>

<sup>34</sup> Expenditure figures for 2006 include the DEV, EMOP and PRRO programme categories and exclude operations managed by the General Fund and trust funds. Figures may not add exactly because of rounding.

<sup>35</sup> Common services SOs are operations enhancing coordination in the United Nations system and with other partners: they include UNHAS, UNJLCs, inter-agency security telecommunications and cluster SOs.

## Analysis by Cost Component

188. On the basis of the methods used for the 2006 analysis of cost components<sup>36</sup> and the 2006 APR,<sup>37</sup> expenditures for food-related projects were isolated to examine their direct relationship with distribution volume. In line with the informal consultation on cost issues,<sup>38</sup> average direct expenditure per mt for the food cost component is based on food purchased and food donated in kind for the year.
189. Expenditures for food assistance projects increased by 4 percent compared with 2006, but the cost per mt increased by 27 percent. This section highlights the main factors contributing to the changes in expenditure by cost component in the context of an 18 percent decrease in food distributed in 2007.

Table 15	Expenditures related to food projects, by cost component (US\$ million)			Average direct expenditure per mt for food projects (US\$)		
	2006 actual	2007 actual	% change	2006 actual	2007 actual	% change
Food	944	1 173	24	250	333	33
External transport	242	218	-10	60	66	10
LTSH	720	600	-17	178	182	2
ODOC	52	59	12	13	18	38
DSC	272	265	-3	67	80	19
<b>TOTAL:</b>	<b>2 230</b>	<b>2 315</b>	<b>4</b>	<b>552</b>	<b>702</b>	<b>27</b>
Distribution (million mt)	4.04	3.3	-18	-	-	-

190. **Food costs.** Food costs accounted for 42.3 percent of total expenditures in 2006; in 2007 the proportion increased to 50.7 percent. In value terms, the increase was US\$229 million, a 24 percent increase in food expenditures compared with 2006. This increase in food expenditures is not directly linked to the level of distribution in 2007: it is the result of dramatic increases in food costs. During 2007, WFP's average food costs per mt increased by 33 percent.
191. The increase is partly attributable to the reduction in cereals in the overall food basket: cereal requirements decreased by 3.2 percent in 2007 and there was a corresponding increase in more expensive non-cereal foods such as blended foods, pulses and oil. This change to the food basket accounted for an increase in food expenditures of US\$37.2 million, 16 percent of the increase in food expenditures.

<sup>36</sup> WFP/EB.A/2006/6-G/1

<sup>37</sup> WFP/EB.A/2007/4

<sup>38</sup> Informal consultation of 21 January 2008



192. Carry-over stock from 2006 to 2007 was 47 percent less than stock carried over from 2005 to 2006. Food purchased and received in kind in 2007 was 7 percent less than in 2006.
193. **External transport.** In 2007, expenditure for food-related projects requiring external transport decreased by 10 percent, even though the rate per mt increased by 10 percent from 2006. The increase in WFP's unit cost resulted from (i) rising fuel costs, which have a direct impact on shipping rates, (ii) increased trade between, Asia, Europe and America, which left little cargo space for bulk cereals, and (iii) more container shipments delivered through less desirable shipping lanes. WFP was able to keep costs down by purchasing large volumes of food locally and regionally that required little or no ocean transport.
194. **LTSH.** WFP's LTSH expenditures decreased by 17 percent from 2006. The unit cost for delivery of 1 mt of food increased by only 2 percent in 2007, in spite of the weakening of the US dollar, the rising cost of fuel and spare parts and the need to operate in many insecure areas. This minimal increase in unit cost was a result of forward planning that enabled food to be pre-positioned when surface routes were accessible, eliminating the need for expensive air transport. WFP also invested in improving roads to ensure year-round accessibility and operated its own trucks where local capacity was small and costs were high.
195. **ODOC.** ODOC continued to account for 2.5 percent of expenditures for food-assisted projects, compared with 2.4 percent in 2006. The 12 percent increase in ODOC expenditures from 2006 to 2007, a result of the shift in the programme of work to more PRRO rehabilitation activities, reflects WFP's commitment to enhance partnerships with implementing partners, which are charged under ODOC. It is important to bear in mind that ODOC expenditures are similar to DSC, and that a significant portion of ODOC expenditures are denominated in local currencies, many of which have strengthened against the US dollar.
196. **DSC.** In 2007 DSC expenditures decreased by US\$7 million, even though the rate per mt increased by 19 percent compared with 2006 distribution levels. This increase is a result of the following factors:
- Some operations shifted from the EMOP to the PRRO category. PRROs typically have greater staffing needs to ensure sound targeting, assessment, M&E and technical implementation, which contributes to higher costs.
  - In complex, insecure and costly operating environments such as Chad, DRC, Somalia and the Sudan, WFP invests significantly in security to ensure that minimum operating security standards (MOSS) are met, which is crucial to guaranteeing the well-being of WFP and partner staff.
  - WFP staff working in difficult duty stations receive incentives such as a hardship allowance, rest and recuperation, hazard pay and the special operations living allowance, which contribute to higher DSC expenditures.
  - The weakening of the US dollar had a negative impact on staffing costs. Staff costs and local operating costs accounted for most of the expenditures in this cost component.



## PART V: RESULTS BY STRATEGIC OBJECTIVE

### Progress in Measuring Strategic Objective Indicators

197. The corporate outcomes outlined in the Strategic Plan (2004–2007) are the basis for measuring results aligned to the Strategic Objectives and the MDGs. Evidence suggests that WFP's contribution in 2007 to achieving the MDGs was considerable. The WFP corporate indicators measure progress towards the MDGs and provide evidence of WFP's contribution to country-level results. All WFP output-level results contribute to reaching the MDGs (see Key Figures).

198. Some corporate outcome indicators require refinement or further testing, so country offices rely on or are testing additional indicators for use in their own particular contexts. For 2007, therefore, it is not possible to compare country results or to aggregate outcome data to report achievements across WFP.

199. The SPRs prepared by every country office and regional bureau provided the primary data used to analyse results aligned to the Strategic Objectives. In 2007, 198 SPRs were prepared: 163 full SPRs for active food-assisted projects; 32 for SOs; and three for stand-alone operations related to Strategic Objective 5.<sup>39</sup> Each SPR underwent a technical review to ensure that every indicator met WFP corporate standards. Most SPRs align with more than one Strategic Objective, so some SPRs did not report outcome-level data for each Strategic Objective.

**Table 16: Projects and Corporate Indicators aligned to Strategic Objectives**

Corporate indicator	Outcome indicators reported	Projects aligned to Strategic Objective
Strategic Objective 1	44	80
Strategic Objective 2	72	119
Strategic Objective 3	89	99
Strategic Objective 4	91	100
Strategic Objective 5	13	55

200. For Strategic Objective 4, an alternative dataset was used to verify outcomes: the Standardized School Feeding Survey (SSFS) was carried out in nine countries in 2007. The results of the survey were not representative of WFP's school feeding activities as a whole, but they helped to verify SPR outcome-level data.

<sup>39</sup> All projects that remain open – i.e. financial closure not yet confirmed – are required to prepare an SPR. Active projects are defined as those that have: (i) distributed food during the reporting period; (ii) assisted identifiable beneficiaries; or (iii) provided an actual service in the case of SOs. "Full SPRs" reported on both operational and financial sections. In 2007, two active projects did not require SPRs.

## Strategic Objective 1 – Save lives in crisis situations

Table 17: Strategic Objective 1 – Outcomes			
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	

### Performance Targets

201. In keeping with the aim of saving lives in crisis situations, operations related to Strategic Objective 1 primarily involve GFD carried out under EMOPs and PRROs. Acute malnutrition is often addressed through complementary programmes dealing with health and nutrition. In 2007, 80 operations had objectives aligned with Strategic Objective 1. Of these, 33 reported at least one corporate outcome indicator, and four used non-corporate indicators. Some 36 were short-term projects, ranging from one to six months, which made it difficult to conduct baseline and follow-up surveys because of time and resource issues. These projects did not report outcome indicators.
202. Of the 33 indicators reported in the SPRs, 13 came from baseline and follow-up surveys conducted by WFP, and 20 from surveys conducted by NGOs or agencies other than WFP. Some SPRs cited the security situation as preventing the gathering of information necessary for reporting outcomes.

203. Table 18 provides an overview of outcome results for projects that reported more than one data point for one or more corporate indicators.<sup>40</sup> The total number of outcome indicators is higher than the number of projects for which corporate indicators were reported, because some projects reported on more than one corporate indicator. Outcome indicators were sometimes reported more than once within a project. The improvement column gives the percentage of indicators showing improvement.

**Table 18: Trends in corporate outcome indicators (reported frequency)**

Indicator	Projects reported (no.)	Indicators reported (no.)	Improvement (%)	Same/worsening (%)
CMR	13	17	65	35
Acute malnutrition	33	55	67	33

204. For WFP activities involving micronutrient fortification, the percentage of micronutrient-fortified food in total food delivered through WFP-supported nutrition interventions was selected as an indicator for projects that had the goal of reducing micronutrient deficiencies in beneficiaries. This indicator reflects WFP's increased focus on delivering a quality food basket; however, it has been difficult to align with project objectives and to measure. The bulk of WFP's food basket – whole grain cereals, pulses and others – cannot be fortified. The proportion of the food basket that is fortified is about 20 percent, reflecting the share of processed, fortified foods in the basket – oil, salt, biscuits and blended foods.<sup>41</sup>
205. It is important to know whether planned targets have been met: for instance, whether the distribution of fortified blended foods has addressed micronutrient inadequacies in a general ration. Each fortified commodity should therefore be accounted for separately. WFP will work towards collecting this type of information over the next biennium.

## Performance Highlights

206. WFP has been a member of the IASC Global Nutrition Cluster since its inception in 2006. WFP participates in the cluster's Capacity Development Working Group, which in 2007 developed a harmonized training materials package to address gaps in nutrition capacity in emergencies. The manual focuses on training national-level nutritionists for deployment in emergencies.

<sup>40</sup> In tables reporting on trends in corporate outcome indicators for Strategic Objectives 1 to 4, the following criteria have been applied: when an SPR reported on two outcome indicators, both are counted in the table; and different sub-projects within a single operation are counted separately, so the total number of indicators is higher than that of SPRs reporting corporate outcomes.

<sup>41</sup> It is not always clear whether in-kind donations are micronutrient-fortified or not; this is therefore a rough estimate.

## Country Highlights

207. In **Kenya**, through PRRO 10258.1, WFP assists 200,000 refugees from Somalia and the Sudan residing in Dadaab and Kakuma refugee camps. Despite closure of the Kenya/Somalia border at the beginning of 2007, further conflict led to a new influx of 20,000 asylum seekers. The GAM<sup>42</sup> prevalence fell to below critical levels. Subsequently, a food basket of milled cereals, pulses, oil, iodized salt and fortified blended food was provided for the first time to the whole population in both camps.

**Table 19: Prevalence of GAM among children 6–59 months and CMR in refugee camps/settlements in Kenya (%)**

	Baseline (2005)	Follow-up (2006)	Follow-up (2007)
CMR – Dadaab	3.1	4.6	1.3
CMR – Kakuma	2.0	3.0	1.0
GAM – Dadaab	26.3	22.2	12.5
GAM – Kakuma	19.6	15.9	9.0

208. In **the Sudan**, WFP channels assistance through EMOP 10557.0 to more than 4.5 million people internally displaced by the conflict. Activities are implemented in different parts of the country but concentrated in Darfur, which accounted for 70 percent of total assistance in 2007. Given

**Table 20: Prevalence of GAM among children 6–59 months and CMR under Sudan EMOP 10557.0<sup>43</sup> (%)**

	Baseline (2005)	Follow-up (2006)	Follow-up (2007)
CMR – Darfur (All)	0.46	0.36	0.28
CMR – North Darfur	0.44	0.15	0.15
CMR – South Darfur	0.42	0.48	0.48
CMR – West Darfur	0.59	0.48	0.48
GAM – Darfur (All)	11.9	13.1	16.1
GAM – North Darfur	15.6	16.0	20.6
GAM – South Darfur	12.3	12.6	14.2
GAM – West Darfur	6.2	10.5	12.2

the dire situation in Darfur, the prevalence of GAM increased from 12 percent in 2006 to 16.1 percent in 2007. The main contributing factors to the substantial increase since 2005 included continuing population displacement, widespread insecurity, diminishing access to basic health care and other services, and lack of adequate water and sanitation. North Darfur has consistently reported higher levels of GAM than other states, owing to its vast area, highly nomadic population and scarcity of services.

209. However, the CMR across Darfur as a whole remained below the critical level of 1/10,000/day<sup>44</sup> and has steadily improved since 2005. CMR in West Darfur was higher than in South and North Darfur, but still below the critical level.

<sup>42</sup> Weight-for-height < -2 Z score, plus cases of oedema

<sup>43</sup> Emergency Food Security and Nutrition Assessment in Darfur, the Sudan 2007

<sup>44</sup> The level was 0.29 deaths per 10,000 people per day.

210. In **Bolivia**, 300 mt of food was airlifted to areas cut off by widespread flooding, providing food assistance to 30,000 people in isolated areas. This was the result of efforts by WFP and the Government of Bolivia, with assistance from the air forces of **Brazil, Venezuela and Argentina**, working together on rapid response procedures. WFP and its partners reduced wasting rates in many provinces; in San Borja, rates for children under 5 declined from 4 percent to less than 1 percent.

### **Evaluation Lessons**

211. In **the Sudan**, a 2007 evaluation<sup>45</sup> noted that programming and logistics priorities must be pursued in tandem to ensure an effective response to a complex emergency. Issues such as monitoring of the distribution process, the quality of partners' work, the comparative benefits from targeted food assistance programmes, fuelwood and milling issues, and commitment to gender mainstreaming are all integral to the response. These areas must receive attention and funding from the start to ensure that programme quality remains high and available resources are not used only to maximize the number of beneficiaries.

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<sup>45</sup> WFP/EB.1/2007/7-A



## Outputs and Expenditures

Table 21: 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 2007 (million)					
	Women	5.0			
	Girls	5.8			
	Men	4.1			
	Boys	5.5			
	<b>Total</b>	<b>20.4</b>			
Beneficiaries, Tonnages and Expenditures by Programme Category					
Programme category	Beneficiaries (million)	Food distributed (000 mt)	% of food distributed	Estimated direct expenditure (US\$ million)	% of expenditure
DEV	1.5	16	1.5	16	1.8
EMOP	7.9	492	44.8	417	46.2
PRRO	11.0	590	53.7	390	43.2
SO	-	-	-	80	8.8
<b>Total</b>	<b>20.4</b>	<b>1 098</b>	<b>100</b>	<b>903</b>	<b>100</b>
Tonnages and Expenditures by Main Activities					
Activity types	Food distributed (000 mt)	% of food distributed	Estimated direct expenditure (US\$ million)	% of expenditure	
FFA/FFW	39	3.6	23	2.5	
GFD	1 056	96.1	788	87.2	
HIV/AIDS and OVC Programming	2	0.2	1	0.1	
MCH/supplementary/therapeutic/vulnerable group feeding	1	0.1	1	0.1	
Common services	-	-	80	9.0	
Other	-	-	10	1.1	
<b>Total</b>	<b>1 098</b>	<b>100</b>	<b>903</b>	<b>100</b>	

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

Table 22: Strategic Objective 2 – Outcomes			
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 expenditures 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 are under discussion	TBD	

### Performance Targets

212. Through Strategic Objective 2, WFP assists vulnerable people in protracted crises and during the recovery stage. Basic food needs are met, largely through GFD, and livelihoods are rebuilt or strengthened to meet present and future shocks through FFW, FFA and FFT. Measures include emergency preparedness and response, support for safety nets and programmes to facilitate the often difficult repatriation process.

213. In 2007, 72 projects had objectives related to Strategic Objective 2, an increase over the previous year. Of these, 49 reported outcome results; the rest had only base values. Of the 26 projects reported for the corporate indicator proportion of beneficiary household expenditures devoted to food, 69 percent showed improved food consumption.

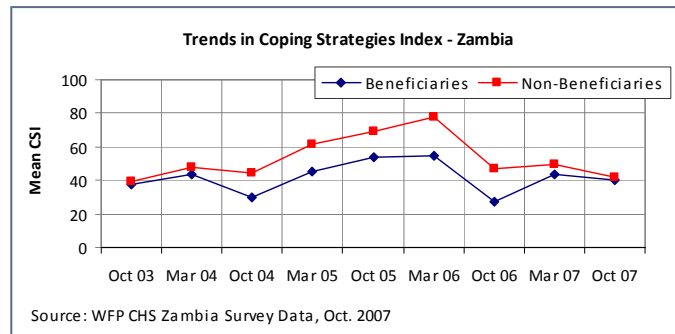
Table 23: Trends in corporate outcome indicators (reported frequency)				
Indicator	2006		2007	
	Projects reported (no.)	Improvement (%)	Projects reported (no.)	Improvement (%)
Proportion of household expenditures devoted to food	29	66	26	69
Non-corporate indicators	77	22	47	83

214. A variety of additional indicators were used to report on outcomes, reflecting the diversity of activities implemented under Strategic Objective 2. These included numbers of households consuming three food groups per meal per day, and farmers reporting increased production yields per hectare. Of the 47 projects that reported non-corporate outcome indicators in 2007, 83 percent showed improvement. The number of non-corporate indicators reported dropped significantly from 77 in 2006 to 47 in 2007. However, the number reporting corporate indicators remained low.

215. WFP's challenges in measuring Strategic Objective 2 outcomes are mainly the result of inadequate definition of indicators – the only existing corporate indicator is still a pilot measure and not extensively used – and the use of multiple data collection methods and sources, making comparisons and aggregation difficult.

## Country Highlights

216. As part of the humanitarian response to food insecurity, chronic poverty and HIV/AIDS in southern Africa, WFP developed the community and household surveillance (CHS) system, in cooperation with the NGO Consortium for



Southern Africa Food Security Emergency (C-SAFE). Nine completed survey rounds provide trend data since 2003 on the food and livelihood situation in six countries: **Lesotho, Malawi, Mozambique, Swaziland, Zambia** and **Zimbabwe**. Trends in **Zambia** are monitored from 30 sentinel sites in six districts.

217. In southern Africa, Strategic Objective outcome 2.1 is measured through food consumption scores, a proxy measure of household food security. This allows for comparisons of dietary quality and diversity between beneficiary and non-beneficiary populations. The percentage of beneficiary households with poor consumption has decreased substantially since 2003. CHS also allows for comparisons between beneficiary and non-beneficiary household expenditure devoted to food. In October 2007, although beneficiaries had slightly lower monthly food expenditure than non-beneficiaries – at 62 compared with 63 percent – it was higher than in October 2006.
218. Strategic Objective outcome 2.2 is measured through the coping strategy index (CSI) in southern Africa; this indicates the frequency and severity of household actions in response to the presence or threat of food shortage. Over the last five years, the average CSI score of beneficiary households was lower than that of non-beneficiaries, indicating that targeting food assistance to the chronically food insecure has helped the ability of households to cope.
219. In **Cambodia**, poor rural households in target areas face a four-month rice gap in a normal year. A pilot assessment in July 2007 found that WFP met two thirds of the food gap through FFW projects. The roads constructed provide remote villages with better, all-weather access to schools, health centres and markets. Average travel time was cut by 35 to 40 minutes each way. FFA irrigation projects increased yields from 1.0 to 1.67 mt per hectare and raised water availability during the dry season, adding 110 ha of irrigated area per project. Evidence suggests that FFA also generated additional income through improved access to markets; increased agricultural productivity resulted in improved food consumption and reduced migration during food shortages.



220. In **Bangladesh**, an outcome survey of the Vulnerable Group Development Programme found that the percentage of households consuming three adequate meals a day had more than doubled from 21 to 55 percent; households with per capita incomes of less than half a dollar a day had fallen from 97 percent to 67 percent; and women's participation in income-earning activities had increased from 31 to 67 percent.
221. In **Malawi**, WFP introduced FFA activities during the lean period in early 2007 as part of its post-emergency recovery operation. A total of 256,130 beneficiaries participated: 147 km of road were rehabilitated, 653,638 trees were planted, 114 tree nurseries were cultivated and 93 ha of land were seeded with grass to curb erosion.
222. WFP supported community structures as part of a disaster mitigation strategy in **Bolivia**. In the municipality of San Julian, for example, FFW activities built a 2-km dyke between April 2006 and April 2007, benefiting 7,000 people suffering from short-term food insecurity and protecting 60 riverside communities during the big floods of 2007.

## Evaluation Lessons

223. In **Ethiopia**, a 2007 evaluation<sup>46</sup> report found that WFP performed well and achieved its main objectives, even though components of its PRRO were not coherent with national policies on food security, health, nutrition and HIV/AIDS. Linkages among these components were assumed or not made explicit. Links with external interventions critical to the success of activities were also not made. Greater internal and external coherence would increase the effectiveness of the programmes.

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<sup>46</sup> WFP/EB.2/2007/6-C

## Outputs and Expenditures

Table 24: 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 (millions)					
	Women	9.7			
	Girls	7.5			
	Men	8.5			
	Boys	6.6			
	<b>Total</b>	<b>32.3</b>			
Beneficiaries, Tonnages and Expenditures by Programme Category					
Programme category	Beneficiaries (million)	Food distributed (000 mt)	% of food distributed	Estimated direct expenditure (US\$ million)	% of expenditure
DEV	6.7	144	11.6	71	7.7
EMOP	5.6	283	22.8	249	27.1
PRRO	20.0	815	65.6	513	55.8
SO	-	-	-	86	9.4
<b>Total</b>	<b>32.3</b>	<b>1 242</b>	<b>100</b>	<b>919</b>	<b>100</b>
Tonnages and Expenditures by Main Activities					
Activity types		Food distributed (000 mt)	% of food distributed	Estimated direct expenditure (US\$ million)	% of expenditure
FFA/FFW		602	48.5	357.0	39.0
FFT/literacy and numeracy		85	6.8	45.4	5.0
GFD		508	41.0	379.6	41.0
HIV/AIDS and OVC programming		9	0.7	5.5	0.6
MCH/supplementary/therapeutic/vulnerable group feeding		3	0.2	1.8	0.3
Settlement/resettlement		35	2.8	30.5	3.3
Infrastructure rehabilitation/logistics support		-	-	86.0	9.4
Other		-	-	13.0	1.4
<b>Total</b>		<b>1 242</b>	<b>100</b>	<b>919</b>	<b>100</b>

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

Table 25: Strategic Objective 3 – Outcomes			
3.1	Reduced level of malnutrition among targeted children		
3.2	Reduced level of malnutrition among women		
3.3	Reduced levels of anaemia among pregnant and lactating women and targeted children		
3.4	Improved quality of life of beneficiaries targeted in supported HIV/AIDS 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, boys under 5 - Prevalence of underweight children	<10% No target set	See text below
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 programme: duration of programme, percent treatment compliance, etc. (to be collected on a pilot basis)	“	“

### Performance Targets

224. Strategic Objective 3 is designed to protect children, mothers and other vulnerable groups from the adverse effects of inadequate food consumption. Undernutrition and poor health are the principal risks, which WFP confronts by providing quality food and promoting healthy practices. Activities include MCH programmes, through both health clinics and community-based activities. TB patients and PLHIV are also supported through targeted assistance.
225. In 2007, 99 CPs, PRROs and EMOPs were aligned with Strategic Objective 3. Of these, 48 reported on corporate indicators and 48 on additional indicators. The percentage of corporate indicators reported on decreased between 2006 and 2007; however, the use of other indicators increased. For 60 percent of projects using corporate indicators, data were reported as baseline and follow-up surveys. Comparability of the source datasets was often problematic, however, as some projects quoted data obtained from different sources. Only six projects used WFP surveys to collect the required baseline and follow-up information. This could be the result of financial and human resource shortages, high demands on staff time, and a lack of the required skills at country offices.

226. In 2007, 70 percent of project follow-up surveys reported improvements from the baseline, compared with 30 percent in 2006. There is urgent need to develop appropriate indicators for women, including mid-upper arm circumference (MUAC), for screening and outcome measurement, and to improve guidance on how to select the most relevant indicators.

**Table 26: Trends in Corporate Outcome Indicators (reported frequency)**

Indicator	Projects reported (no.)	Indicators reported (no.)	Improvement (%)
Under-5 underweight (weight/age < -2 Z score)	13	13	69
Under-5 chronic malnutrition – stunting (height/age < -2 Z score)	13	14	79
Low BMI* among non-pregnant women	1	1	100
Low birthweight	1	1	100
Anaemia in under 5s	5	7	57
Anaemia, infants 6–36 months	1	1	100
Anaemia, pregnant and lactating women	6	9	56
Under-5 acute malnutrition (weight/height < -2 Z score), oedema	6	7	86

\* Body mass index

## Country Highlights

### Nutrition and Health

227. In **Cambodia**, WFP is piloting a new strategy to measure the nutrition outcomes of MCH programmes aimed at reducing underweight and stunting among children. The programme delivers services to all children aged 6 to 24 months, including micronutrient-fortified food, nutrition education, growth monitoring, deworming and other health initiatives. The main outcome indicator is child underweight, which in the past was measured through cross-sectional, population-based surveys every two years. This process was costly and challenging owing to limited in-country technical capacity to undertake surveys, high turnover of NGO partners, and heavy demands on staff time. The new approach measures project outcomes by assessing trends in the weight that children have attained at 24 months, when they graduate from the project. It integrates results measurement into the regular growth monitoring that WFP partners and community volunteers already undertake.

228. Under **Ghana** CP 10418.0, WFP interventions support the Government's programme, and include delivery of micronutrient-rich food supplements to infants and pregnant women, and antenatal advice and care. In cooperation with UNICEF and the Government, WFP conducted baseline and follow-up surveys among beneficiaries to determine the effectiveness of MCH programmes implemented by WFP, the Government, UNICEF, WHO and FAO.

**Table 27: Prevalence of malnutrition among children 6–59 months and non-pregnant women, and infant feeding practices under Ghana CP 10418.0**

Indicator	2006 (%)	2007 (%)
Underweight (weight-for-age < -2 Z score)	36	22
Wasting (weight-for-height < -2 Z score)	17	11
Low BMI (< 18.5)	12	9
Initiation of complementary feeding at 6 months	48	63

229. The 2007 follow-up survey found reduced undernutrition, except for stunting,<sup>47</sup> and improved infant feeding practices and public health indicators. All basic health care indicators showed improvement. Underweight dropped from 36 percent in 2006 to 22 percent in 2007; wasting fell from 17 to 11 percent; and undernutrition among mothers declined from 12 to 9 percent.

**Table 28: Provision of basic health care and prevention for beneficiaries under Ghana CP 10418.0**

Public health indicator	2006 (%)	2007 (%)
Use of insecticide-treated bed nets	67	89
Children given vitamin A supplements	65	86
Mothers receiving post-partum vitamin A supplementation	70	96
BCG vaccination	53	94
Measles vaccination	43	81
Children dewormed	21	49

230. In **Indonesia**, the nutritional rehabilitation component of PRRO 10069.1 improved the micronutrient status of children under 5 and pregnant and lactating women, and provided awareness training on health and nutrition. A 2007 survey to measure outcomes in Madura, Lombok and West Timor found:

- a positive correlation between the duration of biscuit distribution and anaemia status: the longer biscuits were distributed, the lower the prevalence of anaemia;

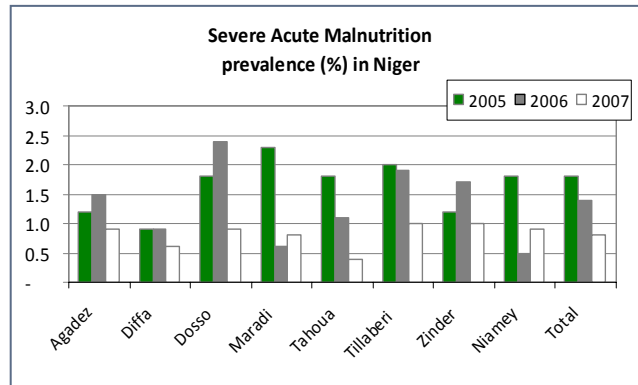
**Table 29: Levels of anaemia in pregnant and lactating women and children under 5 – Indonesia PRRO 10069.1**

Indicator	Baseline 2006	Follow-up 2007
% anaemia in pregnant women (Hb < 11 g/dl)	48	41
% anaemia in lactating women (Hb < 12 g/dl)	43	37
% anaemia in children 12–59 months (Hb < 11 g/dl)	55	39

<sup>47</sup> Height-for-age < -2 Z score.

- a reduction in the prevalence of anaemia among children 12 to 59 months and pregnant and lactating women compared with the baseline survey, although it remains high; and
- the failure of health and nutrition education to improve knowledge and attitudes regarding health and nutrition in most study areas.

231. In **Niger**, under PRRO 10509.0, annual joint nutrition surveys indicated that the prevalence of severe acute malnutrition among children decreased from 1.8 percent in 2005 to 0.8 percent in 2007, reducing the number of children suffering from SAM from 50,000 to 20,000. The prevalence of stunting also declined, from 50 percent in 2005 to 42 percent in 2007.



232. In **Cuba**, locally produced fortified food was developed during 2007 to counteract the rise in international prices and ensure continued access to an appropriate diet for children aged 6 months to 5 years. Through CP activities, WFP and government partners reduced from 46 to 28 percent the proportion of children under 3 in day-care centres obtaining less than 70 percent of their iron recommended daily allowances (RDA).
233. MCH programmes in **Honduras** and **Nicaragua** were successful because WFP prioritized them despite serious pipeline breaks. From 2003 to 2007, the underweight rate dropped from 31 to 18 percent in Honduras, and from 15 to 4 percent in Nicaragua.

## HIV/AIDS and Tuberculosis

234. Recognizing that food security and nutrition are part of the response to HIV/AIDS, WFP supported HIV prevention, treatment and mitigation activities in 20 of the 25 countries with the highest HIV prevalence, and had HIV and/or TB interventions in 50 countries across Africa, Asia and Latin America. WFP was one of the first organizations to provide food to expand access to anti-retroviral therapy (ART) in resource-poor settings. A 2007 review found that WFP supported ART treatment programmes in 16 African countries, providing more than 332,000 beneficiaries with food support during the early, most critical, stages of treatment.
235. Studies show that individuals who are undernourished when they start ART are six times more likely to die in a given period than are well-nourished PLHIV. Good nutrition improves the efficacy of drugs, minimizes the side-effects and enhances

adherence to treatment regimens.<sup>48</sup> Although most players acknowledge that food insecurity and malnutrition are major problems for PLHIV, there is uncertainty about which components of food and nutrition support should be part of a comprehensive package, how long to provide support and what outcomes can be expected.

236. WFP's HIV programmes need to develop clear hand-over strategies, especially where food support is part of open-ended care, treatment and support programmes. ART must last for a lifetime, but food and nutrition support cannot. The hand-over strategy for care and treatment programmes should strengthen livelihoods by enlisting partners to provide income-generating activities, micro-credit, training and other forms of livelihood support.
237. In 17 countries, WFP provided food to encourage TB patients to complete the course of treatment, rather than defaulting once they began to feel better. In **Burkina Faso**, WFP, the Government and the Global Fund to Fight AIDS, TB and Malaria (GFATM) provided 4,000 beneficiaries at 81 centres with an individual ration, distributed monthly for the eight-month duration of treatment. A before-and-after survey showed that food increases adherence and cure rates, but has little impact on nutrition status. It also indicated that an individual ration may not be sufficient in countries where food insecurity is widespread and rations are likely to be shared among family members.
238. In **Rwanda**, WFP has been collaborating with Partners in Health (PIH) since November 2006 in six pilot sites. In 2007, more than 6,000 ART patients received dietary support as part of a care and treatment package. The project is currently scaling up to an additional 56 sites in the most food-insecure areas of Rwanda. An additional 3,500 beneficiaries are planned for 2008.

## Evaluation Lessons

239. In **Haiti**, the evaluation report<sup>49</sup> stressed that owing to complex conditions in the field, only 47 percent of activities were implemented despite adequate funding. Problems involved poor security and difficult access at many distribution points, partners' low storage capacity, and inadequate management of supplies. Lack of coordination between programming and logistics resulted in modifications to rations: for example, the nutrition ration was distributed according to plan for only three months and the complete ration for PLHIV and TB patients for only two months. These elements made it difficult to achieve objectives.
240. In **Indonesia**, an evaluation<sup>50</sup> noted that the operation was generally efficient and effective. However, the scale of the programme, which has more than 5,000 final distribution points, may need to be rationalized and costs appraised more accurately. Geographical concentration of resources and convergence with the programmes of partner agencies were recommended to improve efficiency and effectiveness.

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<sup>48</sup>WFP. *World Hunger Series 2007*. Intermezzo 4: AIDS and hunger – challenges and responses.

<sup>49</sup>WFP/EB.2/2007/6-B

<sup>50</sup>WFP/EB.A/2007/7-C



## Outputs and Expenditures

Table 30: 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	3.0			
	Girls	4.4			
	Men	1.6			
	Boys	4.5			
	<b>Total</b>	<b>13.5</b>			
Beneficiaries, Tonnages and Expenditures by Programme Category					
Programme category	Beneficiaries (million)	Food distributed (000 mt)	% of food distributed	Estimated direct expenditure (US\$ million)	% of expenditure
DEV	3.9	105	24.4	61	20.2
EMOP	1.1	26	6.0	22	7.3
PRRO	8.5	299	69.6	219	72.5
<b>Total</b>	<b>13.5</b>	<b>429</b>	<b>100</b>	<b>302</b>	<b>100</b>
Tonnages and Expenditures by Main Activities					
Activity types		Food distributed (000 mt)	% of food distributed	Estimated direct expenditure (US\$ million)	% of expenditure
HIV/AIDS and OVC programming		121	28.3	75	24.8
MCH/supplementary/therapeutic/vulnerable group feeding		285	66.3	204	67.5
School feeding, <sup>51</sup> nurseries and kindergartens		23	5.4	18	6.0
Other		-	-	5	1.7
<b>Total</b>		<b>429</b>	<b>100</b>	<b>302</b>	<b>100</b>

<sup>51</sup> Includes figures from preschools 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 31: Strategic Objective 4 – Outcomes				
Outcome Performance Indicators <sup>52</sup>	2006/2007 Target	2007 Actual	2006 Actual	
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			
4.1.1	Absolute enrolment: numbers of girls and boys enrolled in WFP-assisted primary schools and, if applicable, preschools and secondary schools. <sup>53</sup> Annual rate of change:			
	- % of girls and boys	10	6	6
	- % of girls	12	9	8
	- % of boys	8	2	6
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	78	55
	- Net enrolment of boys	70	83	62
4.2.1	Attendance rate: percentage of days of school opened that a pupil spent in class, on average:			
	- Attendance rate for girls	80	93	91
	- Attendance rate for boys	80	93	90
4.3.1	Teachers' perceptions of children's improved ability to concentrate and learn in school as a result of school feeding (%)			
		90	93	96
4.4.1	Ratio of girls to boys enrolled in WFP-assisted schools			
		1	0.96	0.90

### Performance Targets

241. Activities under Strategic Objective 4 include school meals, take-home rations and training. In 2007, 100 school feeding projects were implemented in 71 countries: 47 as part of CPs or DEVs, 48 in PRROs and 6 in EMOPs.

<sup>52</sup> Indicators 4.1.3, 4.2.2 and 4.4.2 are being revised after field testing, and have not been included.

<sup>53</sup> 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. 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.

242. For 2007, outcome data obtained through the SPRs were verified with analysis of SSFS in Bhutan, Egypt, Guinea-Bissau, Lesotho, Liberia, Malawi, Mali, the Occupied Palestinian Territory and Swaziland. Data were collected from a representative sample of WFP-assisted schools through interviews with school heads and group discussions with teachers and beneficiaries.

243. In many countries, measuring net enrolment ratios is challenged by a lack of reliable gender- and age-specific demographic data. Only nine SPRs reported on net enrolment rates for boys and ten for girls, resulting in average net rates of 83 and 78 percent for boys and girls, respectively – both above the target of 70 percent. Attendance rates for boys and girls were about 93 percent, which is above the 80 percent

**Table 32: Trends in Corporate Outcome Indicators (reported frequency)**

Indicator	Projects reported <sup>54</sup> (no.)	Improvement (%)	Met/exceeded target (%)
Absolute enrolment:			
Boys	37	76	51
Girls	37	76	49
Net enrolment ratio:			
Boys	9	89	78
Girls	10	70	60
Attendance rate:			
Boys	45	76	87
Girls	47	74	89
Gender ratio	57	65	12

target. Teachers in 93 percent of the surveyed schools observed positive changes in classroom behaviour: increased attentiveness, attention span, concentration and learning abilities, and decreased aggressiveness. The average ratio of girls to boys in the 57 SPRs reporting on this indicator was 0.96. Well over half of SPRs showed improvements for all indicators.

## Performance Highlights

244. **Essential Package.** In 2007, a health, nutrition and hygiene education package was implemented in 46 percent of WFP-supported school feeding projects. In 39 of these projects, schools were equipped with potable water and sanitary latrines.

245. In 2007, deworming was implemented in 27 percent of WFP-assisted school feeding projects and reached 10 million children. The Freeing Children from Worms initiative embraces partnerships with, for example, the Task Force for Child Survival and Development, carried out in collaboration with WHO, UNICEF, the World Bank and Johnson & Johnson, which donated 50 million 500-mg doses of mebendazole in 2006–2007 for Bangladesh, Cameroon, Uganda and Zambia.

<sup>54</sup> These are the numbers of SPRs that provided at least two values for each indicator over time, from the baseline, follow-up and latest follow-up.

246. During 2007, WFP continued pilot projects in Cambodia and the United Republic of Tanzania to test the acceptability and use of micronutrient powder – single-dose sachets that can be mixed easily with any cooked food to increase its nutritional quality. The project was supported by DSM Sights & Life, a private sector partner, national ministries of education, WVI, KAPE and the Helen Keller Foundation. Because of its high acceptability, it was recommended that the programme be scaled up.
247. **Home-grown school feeding.** Home-grown school feeding (HGSF) programmes use food that is purchased locally and produced by smallholder farmers. They aim to both increase children's well-being and promote local agricultural production by providing a market for small landholders. In 2007, WFP developed a framework for HGSF, with support from the Bill & Melinda Gates Foundation.
248. WFP and the New Partnership for Africa's Development (NEPAD) organized a consultative meeting in Ghana in October 2007 to review the status of HGSF in African countries. The meeting showed that countries are at different stages of adopting HGSF, with Ghana, Benin, Nigeria, Kenya and Zambia in the implementation phase. Elements for successful and sustainable HGSF programmes were identified, including political commitment and coordination at the highest level, legislative instruments to ensure local ownership and management, budgetary support from governments and private sector involvement.

## Country Highlights

249. In **Kenya**, school feeding enabled children from extremely food-insecure households to obtain education. School enrolment has been increasing as a result of enabling education policies combined with school feeding. Between 2004 and 2007, girls' gross enrolment rate increased by 7 percent and boys' by 5 percent.

**Table 33: Absolute and gross enrolment rates in WFP-assisted schools under Kenya CP 10264.0**

Indicator	Baseline (2004)	Follow-up (2005)	Follow-up (2007)
Absolute enrolment (median) – boys (no.)	165	170	188
Absolute enrolment (median) – girls (no.)	147	151	219
Gross enrolment rate – boys (%)	96	102	101
Gross enrolment rate – girls (%)	86	92	93

250. WFP's school feeding in the **Lao People's Democratic Republic** increased children's access to education. Since 2003, net enrolment rates in WFP-assisted schools have increased from 53 to

**Table 34: Net enrolment rates in WFP-assisted schools under Lao People's Democratic Republic CP 10078.1**

Indicator (%)	Baseline (2003)	Follow-up (2006)	Follow-up (2007)
Net enrolment rate – boys	60	76	86
Net enrolment rate – girls	53	69	80

80 percent for girls and from 60 to 86 percent for boys. WFP school feeding also helped build sustainable markets for small businesses and farmers through the local purchase of CSB. WFP has established partnerships with two local companies that

help communities to produce corn and soya and process them into fortified CSB, which is bought by WFP. More than 2,000 families in 70 villages are now growing crops on contract under this arrangement.

251. School feeding in **Liberia** is bringing children back to school after the conflict. In 2007, WFP provided hot meals to 600,000 preschool, primary and secondary school children, and take-home rations for girls in Grades 4, 5 and 6. SSFS indicates increases in absolute enrolment of 18 percent for girls and 16 percent for boys in 2006–2007. The gender ratio improved from 0.86 to 0.90 in WFP-assisted schools.
252. In the **Occupied Palestinian Territory**, a new school feeding project was started for 90,000 children in the West Bank to mitigate the effects of the conflict on children's access to education. A survey in June 2007 reported attendance rates of more than 95 percent for girls and boys. These results indicate that the project is particularly relevant in the Occupied Palestinian Territory's deteriorating situation; school feeding was therefore to be expanded to the Gaza Strip in early 2008.
253. In **Honduras**, WFP programmes have reduced the primary school drop-out rate from 8 percent in 2003 to less than 2 percent in 2007, while attendance has increased from 89 to 99 percent. In **Nicaragua**, however, attendance in WFP school feeding areas dropped from 90 to 83 percent, owing to shortages of resources.
254. In **Bhutan**, WFP conducted a retargeting study in 2007. The newly targeted schools are located in the most remote parts of Bhutan, where lack of roads makes the average walking time to school from two to seven days. Many of these schools have informal boarding facilities for students. The retargeting exercise has ensured that the most vulnerable schools are covered by the school feeding project in 2008. WFP also increased the amount of food bought locally for school feeding from 18 mt in 2006 to 60 mt in 2007. Over the next three years, WFP's strategy is to gradually increase its local procurement before handing over to the Government in 2010.
255. WFP has been implementing OVC programmes in 22 countries, with the objectives of encouraging school attendance and enrolment, providing sustainable livelihood and life skills training and improving household food security through either on-site feeding or take-home rations. In **Zambia**, WFP and partners reached an average of 125,206 OVCs in non-formal education centres with a hot nutritious porridge during school, and 28,383 households with take-home rations. The community schools were important in meeting the educational needs of hard-to-reach children and young people. Results show that they catered for 31 percent of orphans, compared with the public schools' 19 percent.

## Evaluation Lessons

256. A thematic evaluation<sup>55</sup> of school feeding in emergency contexts identified some successes and challenges related to the design and implementation of these activities. The evaluation concluded that to implement school feeding in emergency situations effectively, WFP should design context-specific programmes, based on needs assessments. Complementary activities are crucial in ensuring that programmes respond to the needs of beneficiaries in conflict settings, particularly when they face nutrition and food insecurity. The evaluation recommended that WFP:

- improve guidance for emergency assessments, to include educational aspects;
- ensure that complementary inputs are provided through strategic partnerships; and
- design training tools to improve WFP staff's capacity to implement programmes.

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<sup>55</sup> WFP/EB.A/2007/7-A.

## Outputs and Expenditures

Table 35: 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) <sup>56</sup>					
	Girls	9.3			
	Boys	10.0			
	<b>Subtotal</b>	<b>19.3</b>			
	Adults	0.6			
	<b>Total</b>	<b>19.9</b>			
Beneficiaries, Tonnages and Expenditures by Programme Category					
Programme category	Beneficiaries (million)	Food distributed (000 mt)	% of food distributed	Estimated direct expenditure (US\$ million)	% of expenditure
DEV	11.7	253	47.3	161	45.0
EMOP	0.7	31	5.9	28	8.0
PRRO	7.5	250	46.8	167	47.0
<b>Total</b>	<b>19.9</b>	<b>535</b>	<b>100</b>	<b>357</b>	<b>100</b>
Tonnages and Expenditures by Main Activities					
Activity types		Food distributed (000 mt)	% of food distributed	Estimated direct expenditure (US\$ million)	% of expenditure
FFA/FFW		2	0.4	1.0	0.3
FFT/literacy and numeracy		54	10.0	28.6	8.0
HIV/AIDS and OVC programming		7	1.4	4.6	1.3
School feeding: <sup>57</sup> primary and secondary schools		472	88.2	318.1	89.1
Other		-	-	4.8	1.3
<b>Total</b>		<b>535</b>	<b>100</b>	<b>357</b>	<b>100</b>

<sup>56</sup> Includes FFT, take-home rations and school meals.

<sup>57</sup> Excludes preschools, the subtotal for which is 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 36: Strategic Objective 5 – Outcome

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

257. For the third consecutive year, the number of SPRs reporting on Strategic Objective 5 increased, to 55 in 2007, from 37 in 2006 and 30 in 2005. Of Strategic Objective 5 activities, 55 percent were supported in PRROs, 41 percent in CPs and DEVs and 4 percent in EMOPs. WFP's main tools to support Strategic Objective 5 included training, technical workshops, consultations and targeted studies.
258. According to data drawn from the SPRs, 31,000 people were trained in 2007. This is well below the 82,000 people trained in 2006, mainly because of more restrictive reporting requirements. The figures understate the number of people trained, as many country offices reporting training sessions or workshops did not provide detailed statistics on those attending.
259. The most common approach to capacity development was to link interventions such as management or accounting training for implementing partners to specific WFP food assistance programmes. Other interventions were independent of food assistance, however, such as those to assist counterparts with contingency plans, design of food and nutrition strategies, disaster management or food security assessments and analyses.
260. Outcome measurement for Strategic Objective 5 remains problematic. Corporate indicators have not been identified, with some country offices reporting on specific programme indicators and others describing activities related to the Strategic Objective. The most frequently used output indicators were number of training sessions/workshops held, number of counterpart staff trained and number of studies conducted.

## Regional Highlights

261. In **Latin America and the Caribbean**, particularly in Central America and the Dominican Republic, WFP supported efforts by governments and regional institutions to build capacity and share technical knowledge in a campaign to reduce child hunger and undernutrition. WFP also facilitated regional networking, resulting in the creation of knowledge management platforms in 11 countries. More than 300 programmes and projects – involving 174 experts and 350 institutions – have been registered to support maternal-and-child nutrition and school feeding activities. At least a dozen good practices projects have been used across the region, with 63 private-sector companies providing a range of goods and services.

### **The social and economic impact of child undernutrition in Central America and the Dominican Republic: the Cost of Hunger Study**

In June 2007, at the Summit of the Organization of American States held in Panama City, the United Nations Secretary-General Ban-Ki Moon presented the results of the Cost of Hunger Study with the following statement: “Child hunger is a moral issue, but as this study demonstrates it is also a critical economic concern, and these findings amount to nothing short of a call to action. I hope that governments, national leaders and all interested parties will heed its warning, and push forcefully for increased and sustained allocations to fight hunger and undernutrition. As they do so, I will also urge the international community to step up and do its part as well.”

In partnership with the Economic Commission for Latin America and the Caribbean, WFP estimated the economic impact of child undernutrition at nearly US\$6.7 billion – more than 6 percent of the region’s GDP – as a result of greater health expenditures, inefficient educational processes and losses in productivity. Individual country reports using 2004 data showed that the estimated economic impact ranges from 1.7 percent of GDP in Costa Rica to 11.4 percent in Guatemala.

262. WFP’s **Southern Africa** regional bureau harmonized its social protection strategy across the region, in line with national, regional and global frameworks. WFP provided technical support to the Southern Africa Development Corporation Regional Vulnerability Assessment Committee and national vulnerability assessment committees in **Lesotho, Malawi, Mozambique, Swaziland, Zambia and Zimbabwe**. WFP Swaziland, for example, supplied US\$80,000 in funding and technical assistance to develop national capacity for needs assessment, disaster preparedness and response, and the management of food assistance programmes.



## Country Highlights

263. In the first phase of a programme to hand over responsibility for IDPs to the Government of **Azerbaijan**, WFP transferred 55,000 IDPs from its 2007 caseload to the care of the State Committee for Refugees and IDPs. The staged hand-over is scheduled for completion by mid-2008.
264. In **Egypt**, WFP assisted the Government in strengthening the capacity of the Food Security Analysis and Mapping Unit in the Ministry of Economic Development. The unit provided training to national institutions on raising awareness about vulnerability and on collecting vulnerability data. WFP built donor support to national initiatives, most notably the Global Alliance on Improved Nutrition programme to fortify the country's wheat flour.
265. In **Guatemala**, WFP supported the Government's efforts to enact the Food Security and Nutrition Law, which led to establishment of the Food Security and Nutrition Secretariat and formulation of the Programme for the Reduction of Chronic Malnutrition. The legislation and resultant capacity building instruments are part of a ten-year strategy designed to achieve MDG 1 (Target 2) of halving by 2015 the proportion of people who suffer from hunger.
266. In collaboration with FAO, UNICEF, WHO and UNDP, WFP provided technical assistance to the Government of **Nicaragua** for design of the programme Towards the Eradication of Child Chronic Malnutrition in Nicaragua. Scheduled for implementation in 2008, the programme focuses on measures to prevent undernutrition among pregnant women, lactating mothers and children under 36 months.
267. In **Sri Lanka**, MCH activities served as a model for reorienting the national supplementary feeding programme. In line with WFP recommendations, the Government initiated an evaluation of its feeding programme, including measures to extend assistance as part of an integrated package of food-based interventions.

## Evaluation Lessons

268. In **India**, WFP moved away from food delivery towards technical assistance, including interventions to improve the quality and effectiveness of the Government's own food-based programmes, on-the-spot fortification of locally cooked school lunches, and fortification of wheat flour at village mills.
269. The India mid-term evaluation report<sup>58</sup> found that although WFP has enhanced partnerships and increased government awareness of food security, there is still need for a more specific focus on developing replicable models for reaching the most food-insecure households.

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<sup>58</sup> WFP/EB.1/2007/7-B





## PART VI: RESULTS BY MANAGEMENT OBJECTIVE

**Table 37: Indicators Reported and Targets Met or Exceeded**

Year	Indicators Reported				Targets Met or Exceeded <sup>59</sup>			
	2007	2006	2005	2004	2007	2006	2005	2004
Percent <sup>60</sup>	98	98	84	85	57	53	55	47

### Management Objectives – Main Results

270. WFP's Management Objectives aim to improve operational effectiveness and organizational capacity. Ultimately, they lead to improvements in programmes and faster response, enabling WFP to provide sufficient quality assistance for beneficiaries – but the linkages between improved management efficiency and enhanced operational effectiveness are usually unspecified.
271. In 2007, the 7 Management Objectives included 27 indicators through which WFP measured the performance of its operational support functions;<sup>61</sup> WFP reported on 26 indicators and 18 sub-indicators, a 98 percent reporting rate. The percentage of indicators and sub-indicators reported has increased by 15 percent since 2004, when 85 percent of the indicators were tracked. The percentage of targets met or exceeded has also increased since 2004: an 8 percent increase was achieved between 2006 and 2007, with 57 percent of targets achieved.
272. These results suggest that WFP has made considerable progress in setting targets and measuring management results. Some indicators were modified in the light of learning from the initial formulation in the Management Plan (2006–2007),<sup>62</sup> and targets for most indicators were set at higher levels in 2006 and 2007 than for previous years, so failure to meet targets does not necessarily reflect a decline in overall performance.

<sup>59</sup> Indicators that reported results without established targets are excluded.

<sup>60</sup> Percentages are for all indicators reported, including sub-indicators

<sup>61</sup> For the 2006–2007 biennium, the number of Management Objectives and the number of indicators were consolidated: the number of Management Objectives was reduced from 9 to 7, and the number of indicators was reduced from 34 to 27.

<sup>62</sup> Details of indicators that have been modified or replaced are discussed in footnotes.

## Management Objective 1 – Build strong partnerships to end hunger

Table 38: MO 1.1 Enhanced partnerships at the global, regional and country levels		2007 Target	2007 Actual	Actual		
				2006	2005	2004
1.1	Percentage of WFP projects where WFP collaborates with United Nations, international organizations and NGOs to provide complementary inputs and services <sup>63</sup>	80	89	83	77	71
1.1.1	Percentage of programmes and projects jointly designed with United Nations organizations, international organizations and cooperating partners.	25	52	19	n.a.	n.a.

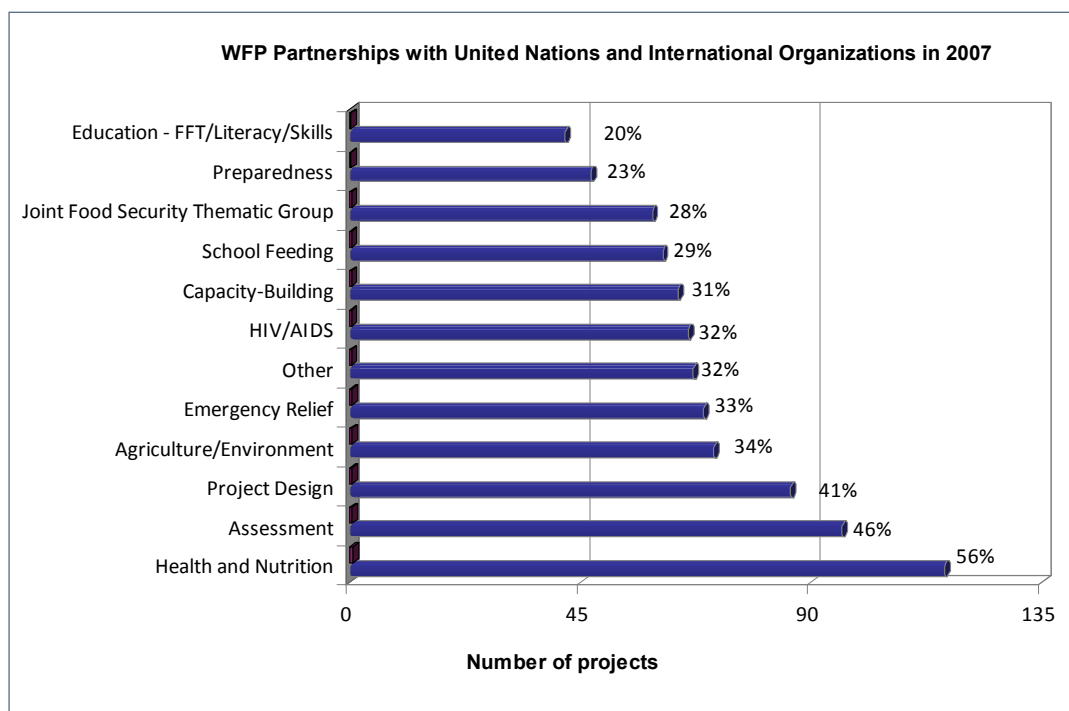
### Performance Targets

273. WFP continues to maintain a large number of country-level partnerships with United Nations agencies, NGOs and international organizations (IOs). In 2007, there was a high percentage of projects in which partners provided complementary inputs and participated in jointly designed operations, enhancing the impact of WFP food assistance. Both partnership targets were reported on; both exceed the targets set for the biennium.
274. A major contributing factor to these impressive achievements was the growth of JPs with partner agencies, particularly in the pilot countries of the “Delivering as One” approach in which WFP has operations – **Mozambique, Pakistan, Rwanda** and the **United Republic of Tanzania**. JPs allow all partners to leverage areas of expertise from other partner agencies while maintaining their identity.
275. WFP had 55 projects involving JPs with United Nations agencies. The main sectors of collaboration were HIV and AIDS, education, health and nutrition, food security and disaster preparedness. The increase of JPs also resulted in an increase in the number of partnerships with United Nations agencies, in particular in projects with UNFPA (8 percent), FAO (5 percent) and UNICEF (4 percent).

<sup>63</sup> Management Objective 1.1.1 was previously Management Objective 1.1.2 in the *Indicator Compendium 2006–2007*. For 2006 the target was increased to 80 percent from 38 percent in 2005.

## United Nations and International Organizations

276. Forty-one percent of partnerships between WFP and United Nations agencies and IOs are based on joint design, planning and implementation. This reflects an increase in the level of collaboration with other agencies, because such partnerships require a closer relationship than working with partners to implement complementary projects.

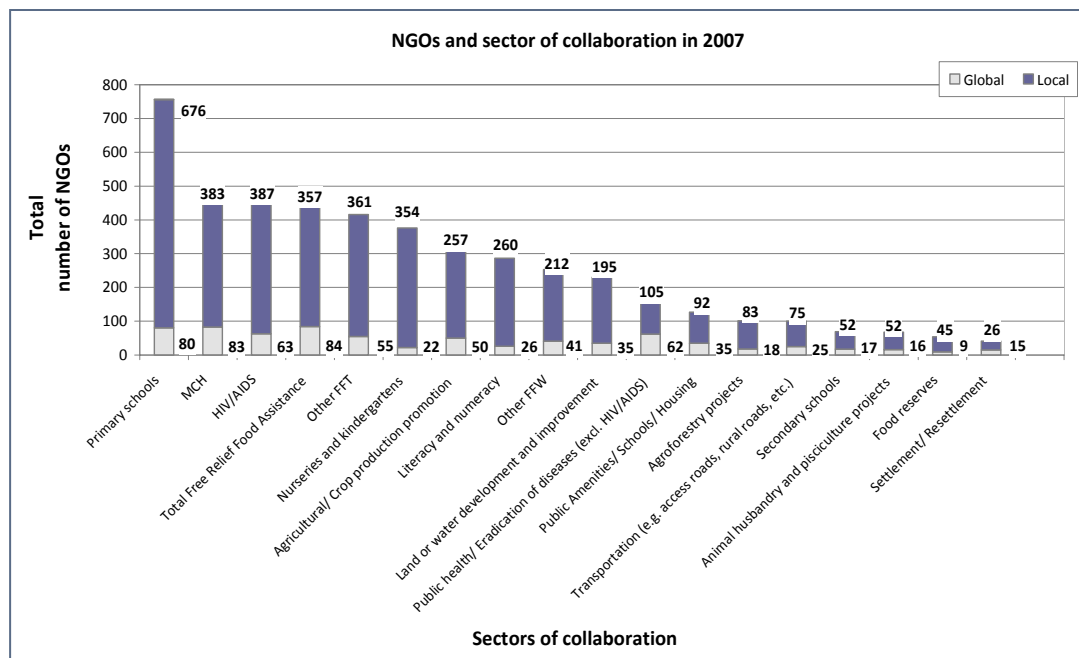


277. The 2007 data (see Annex VIII) show an increase in the number of projects in which WFP has country-level partnerships with United Nations agencies and IOs – 208 out of 253 projects, compared with 190 in 2006 and 205 in 2005. As in previous years, WFP partnered with 13 United Nations agencies, three IOs and the World Bank. Collaboration has increased in all areas, especially in health and nutrition (56 percent), assessments (46 percent) and agriculture and environment (34 percent).

278. UNICEF remained WFP's largest United Nations partner. Collaboration was reported in 149 projects in 72 countries, mainly in health and nutrition, assessments and education. Joint assessments have become more common than in previous years.

279. FAO was WFP's second largest partner, with 105 jointly implemented projects in 61 countries, mainly in assessments and the agriculture and environment sector. An important area of country-level collaboration among the Rome-based agencies was the joint food security theme groups, which provide a forum where food security issues and early warning of potential food crises can be addressed. These groups have been established in 25 of the 50 projects all projects undertaken with FAO and have included IFAD in five out of nine projects.

280. Other major partners for WFP were: (i) UNDP – 76 projects in 47 countries, mainly in capacity-building and the agriculture and environment sectors; (ii) WHO – 68 projects in 41 countries in health and nutrition, and HIV and AIDS and (iii) UNFPA – 51 projects in 34 countries in HIV and AIDS; and capacity-building.



281. Partnership between UNHCR and WFP continues at the Headquarters and country levels. UNHCR is WFP's fifth largest partner, with partnerships in 63 projects in 41 countries. There was an increase in collaboration in emergency preparedness and health and nutrition, which reflects the growing focus on reducing malnutrition rates among refugees.

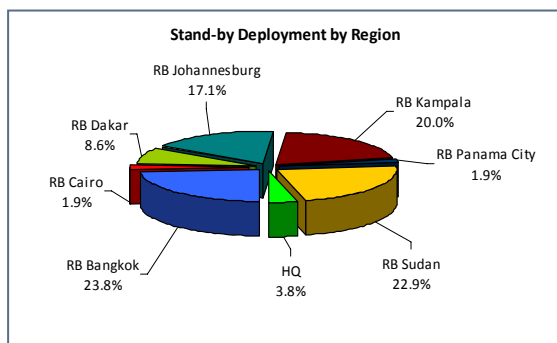
## NGO Partnerships

282. In 2007, 69 of WFP's country offices (84 percent) and 192 projects (76 percent) recorded operational partnerships with NGOs. WFP reported complementary relationships with NGOs in 52 countries. The number of NGOs engaged in collaboration with WFP decreased by 14 percent, from 3,264 in 2006 to 2,816 in 2007, largely as a result of a reduction in local NGO partners. This trend may be accounted for by the implementation capacity of local NGO partners, particularly in challenging contexts, combined with decreased tonnage distributed through NGOs in 2007 – 1.9 million mt, compared with 2.04 million mt in 2006.
283. Most partnerships were with local NGOs or community-based organizations (CBOs). WFP continued to rely on local partners to increase outreach to communities or assist smaller groups of beneficiaries as in **Colombia**, where WFP partnered with 800 local organizations.

284. WVI remained WFP's largest international NGO partner, with collaboration in 30 countries and 39 projects. WFP partnered with WVI in a third of the countries in which WFP operates and in 43 percent of countries that reported collaboration with NGOs in 2007. Other major partners were *Action contre la faim*, CARE International, CRS and German Agro Action.

### Stand-by Partnerships

285. Since 1996, WFP has increasingly relied on its agreements with its stand-by partners to augment emergency response capacity. In 2007 two additional partners joined the network, bringing the total to 15. These partners provided WFP with technical expertise in service areas, primarily logistics, aviation and information and communications technology (ICT). The value of in-kind contributions received through WFP's stand-by agreements was US\$5.5 million.



286. In 2007, 105 stand-by personnel were deployed, supporting 23 country offices in all seven regional bureaux and at Headquarters. This number is significantly lower than 2006, in line with the number of large-scale emergencies, but the ratio of days worked per secondee was the same in 2007 as it was in 2006. This form of support for WFP operations is particularly important, because stand-by partners provide the flexibility to scale up staffing during an emergency.
287. WFP continued to increase its support for other humanitarian organizations by providing bilateral logistics services. In response to an Ebola outbreak, WFP provided air and ground transport for WHO in eastern **DRC** to move medical kits and vehicles. WFP seconded a senior logistician to FAO to identify ways of streamlining the FAO supply chain, and provided FAO with specialized staff and vehicles to manage spraying operations in response to desert locust storms in **Yemen**. In **Cameroon**, WFP provided logistics services for UNHCR in customs clearance and onward movement of relief materials destined for **Chad**.
288. WFP enhanced its relationship with military actors with a view to improving cooperation in emergency response. In 2007, WFP provided logistics services for the United Nations peacekeeping mission in the **Central African Republic** and **Chad**. Before the deployment of the European Union (EU) force to **Chad**, WFP coordinated planning at the field level and to avoid congestion of corridors and logistics bottlenecks. WFP also participated in the North Atlantic Treaty Organization (NATO) training to improve collaboration in disaster response, and invited NATO to participate in WFP emergency training, for example with the logistics response team.

## Country Highlights

289. In **Guatemala**, WFP has a JP with UNICEF, WHO, FAO, UNFPA and the United Nations Volunteers Programme (UNV) focused on the MDGs. The JP will support the national plan for reducing chronic malnutrition, particularly among children under 3 and pregnant and lactating women, with a view to breaking the inter-generational cycle of poverty and under-nutrition.
290. In **Mozambique**, the “One UN” programme was built on four pillars: HIV and AIDS, economic development, governance and human capital. WFP is engaged in six joint programmes; it leads the JP with IFAD and FAO called Building Commodity Value Chains and Market Linkages for Farmers Associations. The Rome-based agencies have also formed the Food Security Theme Group, which includes ministries, NGOs and bilateral donors, to address issues such as budget support for the agricultural sector.
291. In the **United Republic of Tanzania**, WFP is engaged in six of the seven JPs established to address the six priority areas of the “One UN” programme. In Rwanda, the UNCT was able to utilize the UNDAF (2008–2011) as the basis for its “One UN” programme, which is divided into five result areas; WFP supports the result area of health, population, HIV, nutrition, education, sustainable growth and social protection.
292. In **Pakistan**, WFP will be active in the five thematic working groups on health, poverty, education, HIV and AIDS and disaster management that will be the basis of the “One UN” programme. WFP and UNDP co-chair the disaster risk management theme group.
293. These examples demonstrate WFP’s commitment to United Nations reform. WFP will continue to pursue joint programming opportunities to increase the coherence and effectiveness of “One UN” programmes.



## Management Objective 2 – Be the employer of choice for competent staff committed to ending hunger

Table 39: MO 2.1 Staff satisfied with WFP as its employer of choice. They feel supported and their skills are recognized, developed and managed.	2007	Actual			
	Target	2007	2006	2005	2004
2.1.1 Average staff satisfaction rating (percentage) <sup>64</sup>	80	n.a.	67	n.a.	64
Table 40: MO 2.2 WFP has a staff composition with the appropriate mix of gender, nationalities, competencies and motivation to respond to the diversity of needs.	2007	Actual			
Target	2007	2006	2005	2004	
2.2.1 Percentage of required competencies met through PACE <sup>65</sup>	n.a.	n.a.	n.a.	n.a.	
2.2.2 Percentage of international professional staff, by gender and geographical distribution <sup>66</sup>					
- Women	50	39.1	39.5	40.2	39.8
- Geographical distribution from developing countries	40	40.8	40.4	40.4	39.5
2.2.3 Percentage of women among WFP employees <sup>67</sup>	50	29.5	30.1	29.7	31.7

### Performance Targets

#### Staff Satisfaction

294. There was no formal measurement of staff satisfaction in 2007, because the Global Staff Survey is carried out every two years. It was a critical year in terms of staff morale, however, especially for those affected by the new Biennial Management Plan. The initial projection of PSA-funded post reductions raised concerns among staff regarding job security.
295. To address issues of staff support and morale, WFP retained the services of two additional part-time counsellors. In 2007, 3,696 staff members were seen for individual and group counselling, an increase of 25 percent over the previous year. Field visits also increased, from 45 in 2006 to 77 in 2007, partly in response to increased requests from country offices for team assessments and team building.
296. WFP launched its Career Assistance Programme to support staff who may be changing career in WFP, seeking career opportunities outside WFP or seeking to update their skills for the future. The programme is part of a longer-term career management initiative designed to enable staff to take control of their careers in WFP through improved self-confidence, focus, skills and motivation.

<sup>64</sup> The target was increased to 80 percent from 64 percent in 2005 in the *Indicator Compendium 2006–2007*.

<sup>65</sup> Performance and Competency Enhancement Programme. The indicator is currently under review.

<sup>66</sup> Previously indicator MP2.3.1 in the *Indicator Compendium 2004–2005*.

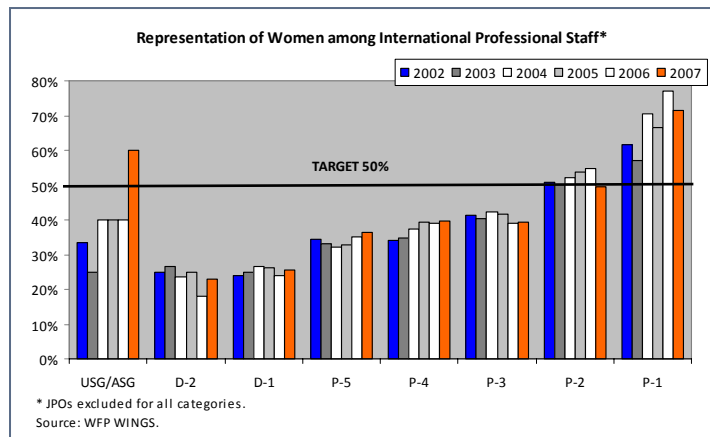
<sup>67</sup> This reflects total WFP employees by gender, with a target of 50 percent women. Employees include all categories of contract holders.

## Staff Competencies

297. In 2007, WFP continued with the on-line 360° feedback tool for its mid-level and entry-level professional staff. The tool, based on WFP's competency framework, was made available initially in 2006 to senior managers at grades P-5 to D-2. Feedback has been completed by 800 international and national professional staff, including the 140 managers who participated initially.
298. Staff “frequently” demonstrated the core organizational competencies of action management, communication, ethics and values and teamwork, with average ratings between 4.27 and 4.39.<sup>68</sup> The professional competencies of cognitive capacity and interpersonal relations scored an average 4.26. As a follow-up to the 360° feedback report, individual coaching was offered to these staff to help them to explore their strengths and identify areas for improvement. To date, 240 staff have requested this service, which is available on-line and by telephone.

## Staff Composition

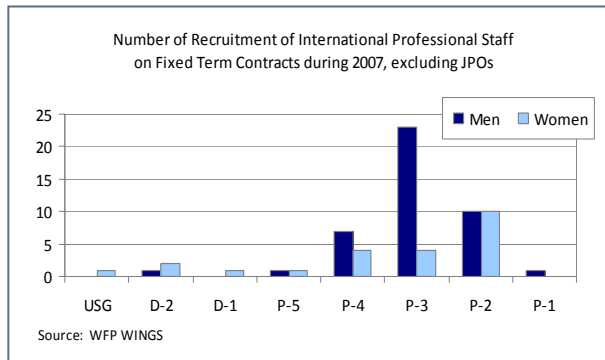
299. At 31 December 2007, the percentage of women in the international professional category was 39.1 percent. At grade P-5 and above the percentage was 32.6 percent, an increase over the 30.5 percent in 2006. WFP has taken action to increase the number



of women holding senior positions, mainly through reassignment. The proportion of women deputy country directors rose from 13 percent in 2002 to 37.7 percent in 2007. The proportion of women country directors increased steadily to 22.9 percent. In 2007, 50 percent of deputy regional directors were women, up from 29 percent in 2002. Promotion rates for women were also positive: 52.5 percent of staff promoted in the professional category at grades P1 to P5 were women.

<sup>68</sup> For the rating scale of 1–5 used for the 360° Feedback exercise, 1 = “almost never” and 5 = “always”.

300. The Board noted the under-representation of women and requested WFP to present a strategy for addressing the imbalance. WFP is currently developing a human resources strategy aligned with the Strategic Plan that will help it to reach its gender and nationality targets. The strategy will be finalized following endorsement by the Board of the WFP Strategic Plan in 2008.



301. The percentage of nationals of economically developing countries in the international professional staff category was 40.8 percent at 31 December 2007; this figure meets WFP's target. But at the senior management level the percentage was only 27.4 percent, a slight increase from the previous year but still below the 40 percent target.

302. Turnover of staff was fairly even: women accounted for 44.9 percent of the international professional staff who separated in 2007. Turnover of nationals from developing countries was higher than that for nationals of developed countries: 28.3 percent of staff who separated in 2007 originate from developing countries.

303. An effort has been made to prepare women for future managerial roles. Of the 71 staff who have attended the United Nations Rome-Based Management Development Centre since its inception in 2004, 50 percent were women. In 2007, the percentage of women nominated to attend increased to 57 percent, which is close to the 2006 figure of 60 percent.

304. WFP designed additional functionality into the corporate staff profile database to capture emergency-related skills and experience with a view to improving the identification of staff for deployment to emergency operations and analysing gaps in staff competencies. Information on skills has been obtained for 60 percent of international staff. The data will be analysed as part of WFP's Strategic Plan to benchmark staff competencies and propose strategies for closing gaps.

## **Performance Highlights**

### **Staff Issues**

305. The Office of the Ombudsman opened 257 cases in 2007, equal to the number of cases opened during the preceding 15 months. On average, five cases a week were handled, a workload similar to that of other United Nations agencies of comparable size and geographical reach. Of the 257 new cases, 239 were closed by the end of the year. The gender profile for visitors was similar to 2006: 114 men, 139 women and several mixed gender cases. Visitors came from all regions where WFP has offices and from every organizational division. Time spent on visitors ranged from one to seven hours.
306. Half of the issues raised involved evaluative relations; a third concerned career development. Given the new Management Plan, revised organization structure, trimmed budget and reduced staff, there was an expected surge in issues involving: job security; termination or non-renewal; promotion; rotation and duration of assignment; job application; selection and recruitment; and contracts and conversion.
307. The first report by the Ombudsman was issued in May 2007. There was no formal review of the recommendations, but informal feedback was received from some managers, the staff associations and the *StaffMatters* Steering Group. There were some initiatives arising out of the recommendations, but many of the recommendations remain valid.

### Management Objective 3 – Excellence in implementing efficient and effective programmes

Table 41: MO 3.1 WFP's capacity to identify impending crises and resulting needs is strengthened	2007	Actual			
	Target	2007	2006	2005	2004
3.1.1 a. Number of countries with WFP presence that have developed new/updated contingency plans <sup>69</sup>	62	70	60	n.a.	n.a.
b. Percentage of "countries of concern" with developed/updated contingency plans <sup>70</sup>	75	97	78	n.a.	n.a.
3.1.2 Percentage of comprehensive food security and vulnerability analyses (CFSVAs) available for priority countries <sup>71</sup>	100	80	72	100	24

Table 42: MO 3.2 An adequate, timely and effectively managed food aid response	2007	Actual			
	Target	2007	2006	2005	2004
3.2.1 Cost of post-delivery commodity losses as a percentage of cost of commodity handled, by programme category, expressed as a percentage <sup>72</sup>	2	0.45	0.45	0.47	0.37
3.2.2 Percentage of EMOPS and PRROs approved during the period that are supported by needs assessments and VAM analysis <sup>73</sup>	100	93	96	70	45

### Performance Targets

308. Significant progress has been made in recent years to mainstream contingency planning, CFSVAs and needs assessments to improve WFP's capacity to respond to crises. Improvements were made on all indicators except 3.2.2, where there was a 3 percent decrease.
309. At the end of 2007, most country offices had updated contingency plans, often as part of emergency preparedness. Of the country offices in countries of concern, 97 percent developed or updated their plans in 2007, 22 percent more than the target.

<sup>69</sup> Previously indicators MP5.1.5 and MP5.1.6 in the *Indicator Compendium 2004–2005*. The target establishes a measure of maintaining the level of countries with contingency plans at 75 percent. Results are not available for 2004 and 2005 because the indicator was changed in 2006 to reflect the objective.

<sup>70</sup> Previously indicators MP5.1.5 and MNP5.1.6 in the *Indicator Compendium 2004–2005*. The target establishes a measure for contingency plans developed or updated for countries of concern – countries or situations for which WFP activates crisis monitoring – currently 10–15 per year; a target of 75 per cent was chosen because WFP may not have representation in some of these countries or there is no preparedness phase, as for example with rapid-onset disasters where WFP may be required to move straight to a response phase. Results are not available for 2004 and 2005 because the indicator was changed in 2006.

<sup>71</sup> Previously MP5.1.7 in the *Indicator Compendium 2004–2005*; the indicator was modified in 2005. The target was increased from 70 percent in 2005 to 100 percent for 2007. The 2004 target was 23 percent.

<sup>72</sup> Previously indicator MP5.1.3 in the *Indicator Compendium 2004–2005*.

<sup>73</sup> Previously indicator MP5.1.5 in the *Indicator Compendium 2004–2005*. Targets were 33 percent in 2004, 67 percent in 2005 and 100 percent in 2006. Excludes the IRA and budget revisions.

310. Between June 2004 and January 2008, more than 30 CFSVAs were completed for priority countries; 8 are currently ongoing and 5 are planned for the rest of 2008. For 2007, 42 out of 45 newly approved EMOPs and PRROs were supported by needs assessments and/or VAM studies, just short of the target.
311. Of the assessments that served as a basis for the 45 newly approved EMOPs and PRROs in 2007, 75 percent were implemented with NGO and/or United Nations agency partners.<sup>74</sup>
312. Post-delivery losses in 2007 were 16,724 mt (0.4 percent of the total handled) worth US\$7.2 million (0.45 percent of the value of commodities handled). This is a decrease of US\$2.7 million from 2006, and a decrease in absolute tonnage lost. Reporting at the country level continues to be encouraged and is improving. Losses of US\$1.46 million in the Sudan were the highest in absolute terms, but this was mainly a matter of the enormous quantities of food handled – 702,000 mt. Theft, the most common cause, accounted for less than 25 percent of post-delivery losses in 2007.

## Performance Highlights

### Preparedness

313. WFP continued to deliver a comprehensive early-warning monitoring service, issuing timely information in its web-based daily early-warning updates. Further, WFP managed, on behalf of the IASC Sub-Working Group on Contingency Planning and Preparedness, the inter-agency Humanitarian Early Warning Service website (HEWSweb). WFP also obtained funding for the initial phase of the socio-political early-warning system.
- WFP was a driving force in enhancing inter-agency contingency planning, taking the lead in drafting the *Inter-Agency Contingency Planning Guidelines for Humanitarian Assistance*, which offered a system for ensuring that collective action is coherent and complementary.
  - WFP undertook the project entitled Strengthening WFP's Disaster Risk Reduction Capacity in Compliance with the Hyogo Framework for Action 2005–2015. This entailed developing a WFP disaster risk reduction (DRR) policy and guidance, with emphasis on emergency preparedness and response, that considers the DRR programming cycle as a continuum, stressing that development and emergency response cannot be dealt with separately. It recommends that DRR be addressed by: building capacity in disaster preparedness; promoting mitigation to reduce the impact of hazards; and ensuring that development projects are protected from the impact of disasters.

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<sup>74</sup> Excludes IRAs and budget revisions. Non-formal assessments are carried out for IRAs, but formal assessments are conducted when an IRA is converted to an EMOP.

## Disaster Response: Risk and Vulnerability Assessments

314. WFP has developed new risk and vulnerability analysis tools to help to prevent loss of life in disasters by enabling WFP, governments and partners to respond swiftly and effectively. Recent CFSVAs in **Cameroon**, the **Lao People's Democratic Republic** and the **Sudan** integrated the analysis of socio-economic data with remote-sensing information to identify the populations and regions likely to be affected by disasters. Risk analysis also provides advance information on the number of people likely to be affected by disasters and information about their food security and livelihood strategies.

In the **Lao People's Democratic Republic**, risk analysis from the CFSVA fed into flood contingency planning and was a crucial source of information for partners in targeting their programmes and assessments in risk-prone areas. It also provided an analysis of the impact of sharp food price increases on the ability of households to meet their food requirements. Risk analysis of price increases is used as an essential source of information by WFP, FAO and the Ministry of Agriculture and Forestry in a price-monitoring project.

## Capacity-Building: Strengthening Needs Assessments

315. In 2006 and 2007, the Strengthening Emergency Needs Assessment Capacity (SENAC) project supported the development of three regional food security capacity analysis and learning strategies in Cairo, Johannesburg and Kampala and two in-depth country-level capacity analyses in **Ethiopia** and **Liberia**.

316. A 2007 WFP evaluation examined the first two years of SENAC implementation, concluding that SENAC had enhanced needs assessment capacity and improved the quality and credibility of WFP's assessments. The evaluation also found that the SENAC project had improved institutional transparency, accountability and analysis as a basis for designing programmes.

317. In pursuit of capacity development and enhancing needs assessment, WFP activities in 2007 also included:

- training 423 staff from WFP and 261 from United Nations, NGO and government organizations in food security assessment;
- piloting the EFSA Awareness e-learning course of 14 lessons in four modules in 2007 and launching it in January 2008 – WFP staff and partners will be able to access the course online and from CD-ROM;

- implementing country-level action plans for enhancing emergency needs assessment capacities in **Madagascar, Nicaragua and the United Republic of Tanzania;**
- co-chairing with FAO the United Nations Standing Committee on Nutrition task force on assessment, monitoring and evaluation. The objectives of the task force are to develop guidance on core indicators on food security, care and health and to provide a forum for the exchange of information on best practices and methods; and
- launching the Food Security Assessment Facilitators' Toolkit in July 2007; this consists of three main components: an event design and planning guide, workshop tools and event-monitoring tools, including a bank of 250 test questions for use before and after a workshop; the toolkit allows facilitators to adapt tools and on-the-job learning activities for beginner, basic and intermediate level learners.

#### Assessing Markets

WFP engaged in a market assessment as part of the Darfur needs assessment in 2007. The main objectives were to assess the functioning of cereal markets and to analyse food availability and access in Darfur. For the first time, household, community and trader questionnaires were directly linked, combining three information sources for a in-depth analysis. The survey team covered 12 markets and interviewed 72 traders and between 50 and 60 key informants. The market analysis showed, for example, that general food distribution had been an adequate response for the preceding three years in all Darfur states, that households with livestock were benefiting from improved terms of trade and that net-buyers of food benefited from lower prices. It was also suggested that the use of milling vouchers be explored, particularly in towns.

With regard to food assistance, the assessment found that 17 percent of households sold at least one food aid commodity, usually to pay off debts, buy agricultural inputs or pay for milling or education.

### Avian Influenza Threat Preparedness and Planning

318. WFP continued to be at the forefront of enhancing preparedness related to the threat of avian and human influenza (AHI). In 2007, WFP developed a method to measure the risk and impact of AHI at the country level. The analysis showed that contingency planning is being carried out in priority regions in Africa and Asia, with the participation of national authorities, United Nations agencies, NGOs and private-sector partners.
319. Throughout 2007, WFP supported UNCTs in developing preparedness plans in relation to AHI. Medical supplies and protective equipment were pre-positioned for staff and dependents in all WFP's regional bureaux and country offices and at Headquarters. To maintain sustainability, WFP has integrated AHI-preparedness capabilities into existing structures.



Table 43: MO 3.3 Corporate results-based planning, monitoring and performance analysis is strengthened	2007	Actual			
	Target	2007	2006	2005	2004
3.3.1 Percentage of new WFP project documents that follow RBM guidelines submitted to the Project Review Committee (PRC) for approval <sup>75</sup>	90	94	86	93	85
3.3.2 Percentage of country offices, regional bureaux and Headquarters units carrying out work-planning and performance reviews according to RBM guidelines: <sup>76</sup>					
- work plan	100	98	99	95	Avg. 81
- mid-year performance review	100	62	81	59	
- end-of-year performance review	100	63	82	72	

## Performance Targets

320. The assessment of EMOPs, PRROs, DEVs and CPs approved in 2007 shows overall improvement in compliance with RBM procedures and criteria. All project documents submitted to the PRC were reviewed against seven criteria; those meeting at least four criteria were considered to be RBM-compliant. Important areas in performance measurement and reporting are still below compliance targets.

321. High scores were achieved in recognition of corporate objectives and their incorporation into logical frameworks for performance measurement. This indicates that RBM concepts are generally accepted and used by programme managers. The results also show an increase in the number of projects that set measurable targets for performance indicators (criterion 4), particularly at the outcome level. However, the relatively low scores suggest the need to verify guidelines and review the feasibility of the indicators and targets. The completion of project baselines also remained low.

Table 44: Percent of Project Documents Meeting RBM Standards by Criteria	2006	2007	% change
1. Are project objectives linked to WFP's Strategic Objectives?	68	98	30
2. Does the project have a logical framework?	86	98	12
3. Are the stated project indicators consistent with those in the <i>WFP Indicator Compendium</i> ?	73	81	8
4. Does the project set measurable targets?	21	34	13
5. Does the project have a plan for baselines?	54	61	7
6. Does the project describe RBM monitoring, analysis and reporting?	93	81	-12
7. Does the project indicate any performance evaluation or follow-up survey?	82	71	-11
<b>Overall average</b>	<b>68</b>	<b>75</b>	<b>7</b>

<sup>75</sup> Previously indicator MP3.1.1 in the *Indicator Compendium 2004–2005*. Projects are considered as EMOP, PRRO, CP, DEV or SO; a regional operation counts as one project. Targets were 60 percent for 2004, 80 percent for 2005 and 90 percent for 2006.

<sup>76</sup> Previously indicator MP3.1.3 in the *Indicator Compendium 2004–2005*. The actual for 2004 is an average for work plans, mid-year and end-of-year reviews; disaggregated data are not available.

322. Although most project documents included plans for RBM monitoring and evaluation (criteria 6 and 7), compliance declined from 2006, and it is not clear from the documents how monitoring information was to be used in decision-making. Resources allocated to monitoring remained generally insufficient, as highlighted in the 2006 APR.
323. A measure of RBM adoption and practice is the completion rates of mid-year and end-of-year reviews. For 2007, the work plan rate was 98 percent, one percentage point lower than in 2006. Performance reviews, however, were considerably fewer in 2007, 19 percent below mid-year and end-of-year performance levels for 2006. The trend over the past four years is downward, with data that reflect WFP's commitment to carrying out the work plan, but indicating that more attention is required to improve performance reviews and use the plans as part of management.
324. Feedback from the field indicates that many offices continue to struggle with performance measurement and planning issues, especially with regard to defining outcomes, setting targets, obtaining baseline information and reporting outcomes. To address these issues, workshops were conducted during 2007 in five country offices for 135 staff and managers.

## Management Objective 4 – Build and share knowledge on hunger to inform combined efforts to end hunger

Table 45: MO 4.1 Policy development and knowledge generation improved project design and implementation	2007 Target	Actual			
		2007	2006	2005	2004
4.1.1 Percentage of projects designed in accordance with WFP policies and strategies	100	100	100	100	87
4.1.2 Percentage of evaluation recommendations fully implemented <sup>77</sup>	89	84	72	n.a.	88

### Performance Targets

325. All projects submitted to the PRC were designed in accordance with WFP policies and strategies. The criteria used to evaluate compliance are set out in policy documents approved by the Board and in programme guidance produced by Headquarters units and regional bureaux. Projects had to comply with standards for vulnerability analysis, needs assessment, logistics planning, nutrition, economic analysis, markets, gender, HIV and AIDS, social protection, livelihoods, emergencies and transitions, school feeding and emergency preparedness and response.
326. Of 136 evaluation recommendations, 114 (84 percent) were agreed for implementation, 11 (8 percent) were partially accepted and 11 (8 percent) were not accepted or found to be impractical.<sup>78</sup> Implementation of evaluation recommendations depends on management at Headquarters, regional bureaux and country offices; ownership; and acceptance of evaluation findings, conclusions and recommendations.

### Performance Highlights

327. To support quality programming, WFP identified three areas in the Biennial Management Plan that were critical for enhancing understanding of hunger and improve programming: analysis of issues; outreach to academic institutions; and knowledge sharing.
328. **HIV and AIDS.** WFP worked with the Centre for Global Health at George Washington University in Washington, DC on a joint programme in Kenya and Uganda addressing issues related to HIV, food security and nutrition. The programme was unique in that local universities – Moi University, Makerere University and the Tropical Institute for Community Health – were also involved. The programme focused on improving programme impact in treatment and home-based care programmes that included food support.

<sup>77</sup> Previous indicator MP4.1.3 in the *Indicator Compendium 2004–2005*.

<sup>78</sup> Recommendations contained in the management response matrices annexed to OEDE-managed evaluation reports presented to the Board in 2006.



329. **Market analysis in WFP.** In 2007, WFP continued to improve its capacity to conduct market analysis in support of food security analysis, response options, targeting and local procurement and to minimize adverse effects of food assistance. Market analysis was increasingly integrated into assessments and vulnerability analyses. WFP also developed market analysis tools and guidance.

330. **Non-food responses such as cash transfers.** WFP continued to compare the effectiveness and efficiency of different forms of food assistance such as cash transfers, vouchers, food transfers and combinations of these. Related pilot projects were implemented under a new directive on cash transfer interventions,<sup>79</sup> which provided an interim operational and policy framework for pilot projects and which has an important role in finalizing a corporate policy on vouchers and cash transfers. Vouchers and cash transfer projects were implemented in **Bangladesh, Georgia, Malawi, Pakistan and Sri Lanka**. As part of the corporate learning process, *Cash and Food Transfers: a Primer* was published in March 2007.

In **Georgia**, a cash-transfer pilot project helped 7,000 small-scale farmers to prepare for WFP's hand-over. Project staff give priority to recording how, when and where cash transfers were most effective by measuring yields of nuts and winter wheat during cold months and improvements to summer wheat productivity. The findings will be used to increase corporate knowledge regarding the use of cash transfers in WFP operations.

331. **Humanitarian Protection.** In **Myanmar** and **Côte d'Ivoire**, WFP provided field-based training in humanitarian protection, including protection and "Do-No-Harm" training. This helped country offices to integrate protection into projects and operations. Training for field staff in protection and humanitarian negotiations took place in **Guinea** and **Sri Lanka**. Field studies during disaster operations explored the protection role of WFP; findings will be published in 2008 with a standard training package.

The **Liberia** country office, in partnership with United Nations entities and NGOs, was a strong advocate on prevention and response to sexual exploitation and abuse. Major activities included awareness-raising campaigns at the national and community levels, community sensitization through drama groups and local media, and outreach with the Liberian Gender-Based Violence Task Force.

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<sup>79</sup> WFP. 2007. *The Use of on Cash Transfers to Beneficiaries in WFP Operations: Interim Guidance for Pilot Projects* (OD2007/001-PD2007/001). Rome.

### Outreach to Academic Institutions

332. In 2007, WFP expanded its academic outreach, sharing its expertise on issues related to hunger with world-class universities to build relationships and facilitate research and collaboration. WFP also piloted its first course on Hunger in the 21<sup>st</sup> Century at *La Sapienza* university in Rome to educate the next generation about global hunger and poverty.
333. WFP's hunger seminars in 2007 focused on solutions for reducing hunger. The seminars built on the experience acquired in connection with WFP's publication of the first edition of the *World Hunger Series* in 2006.
334. During the year, WFP offered academic opportunities to staff, including visiting experts. A condensed course on the *World Hunger Series* was taught at Auburn University in Alabama, and WFP offered seminars on topics from the series at Oxford University, the University of Bologna, the University of East Anglia, the University of Pavia, the *Institute des Etudes Politiques* and several other universities. The first pilot web-seminar on early warning was organized by Tufts University.
335. WFP also published *World Hunger Series 2007: Hunger and Health*, which explored the relationship between hunger and health, malnutrition and disease, demonstrating that:
- undernutrition caused by the dual effects of hunger and infectious disease is the leading cause of child mortality;
  - hunger is associated with most major risk factors for maternal morbidity and mortality – stunting and micronutrient deficiencies put mothers at higher risk of complications during pregnancy;
  - hunger and undernutrition interact with HIV and AIDS, malaria and tuberculosis; and
  - hunger compromises anti-retroviral therapy and hastens the onset of AIDS – it increases the chances of TB infections and reduces malaria survival rates.

### Knowledge Sharing

336. **PASS-It-On Innovations Prize.** In 2007 the first annual PASS-It-On awards ceremony was held during the Annual Consultation on Programme Quality. Six programmes received awards: (i) the Innovations Prize: 1<sup>st</sup> Nepal, 2<sup>nd</sup> Liberia and 3<sup>rd</sup> South Africa; and (ii) the Learning and Sharing Prize: 1<sup>st</sup> Pakistan, 2<sup>nd</sup> Niger and 3<sup>rd</sup> Mali. The PASS-It-On Innovations Prize was created to ensure that successful innovative approaches are replicated. The awards are made to teams, country offices or regional bureaux that implement creative problem-solving innovations during the previous twelve months.



## Management Objective 5 – Provide technical and operational infrastructure services to support effective operations

Table 46: MO 5.1 Security and safety of staff in WFP operational areas ensured		2007	Actual			
		Target	2007	2006	2005	2004
5.1.1	Number of staff detained, injured or killed through malicious actions while on duty: <sup>80</sup>					
	- total staff injured	< 10	5	2	9	12
	- total staff detained	< 38	18	18	17	47
	- total staff killed	0	3	0	0	0
5.1.2	Percentage of designated staff evacuated or relocated <sup>81</sup>	100	100	100	98	100

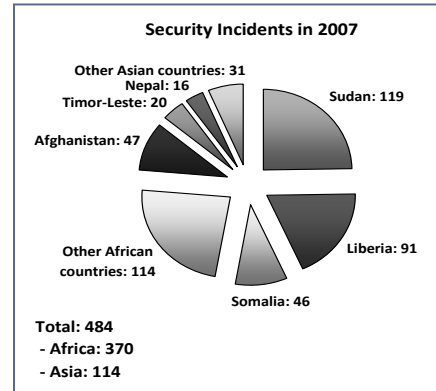
  

Table 47: MO 5.2 Connectivity between offices and access to information inside and outside WFP is strengthened		2007	Actual			
		Target	2007	2006	2005	2004
5.2.1	ICT infrastructure reliability as:					
	- percentage central infrastructure availability <sup>82</sup>	99.0	99.61	99.66	98.80	98.91
	- percentage private network availability <sup>83</sup>	99.0	99.35	99.26	98.00	99.02

### Performance Targets

#### Security and Safety

337. There were disturbing trends in 2007 regarding the security of WFP staff and operations. Three staff members were killed on duty as a result of malicious acts, two more died in traffic accidents and another was murdered by thieves. Eight staff suffered injuries, five while on duty. There were 484 security incidents involving staff or assets in 2007, 31 percent more than in 2006. Work-related incidents increased by 50 percent, and there were 26 cases of staff members detained by national authorities, of which 46 percent were work-related.



338. In the second quarter of 2007, a troubling trend emerged when drivers of commercial trucks contracted by WFP were abducted when their vehicles were stolen. Six such drivers were killed in attacks: three in South Darfur in the **Sudan**, one in north-western **Kenya**, one in **Chad** and one in **Afghanistan**. Drivers suffered injuries in three attacks; in five incidents, drivers were held by the perpetrators. To counter the threat, WFP implemented a 24-hour GPS tracking system for vehicles on operations.

<sup>80</sup> MO 5.1.1 was modified in 2006. For staff injured and detained, targets were revised downwards by 10 percent.

<sup>81</sup> MO 5.1.2 was modified in 2006 to represent more accurately the intention of the indicator.

<sup>82</sup> The target represents unplanned downtime of 3 days 15 hours 36 minutes over a year.

<sup>83</sup> The target represents unplanned downtime of 3 days 15 hours 36 minutes over a year.

339. In 73 percent of attacks on trucks, WFP assets were lost or damaged. There were four trucking incidents involving WFP partners, one of which left a GTZ worker dead after an ambush in **Southern Sudan**. There were 12 attacks on WFP warehouses during the year, all resulting in loss or damage to WFP property.
340. Harassment of staff members by external actors increased by 60 percent over 2006; 88 percent of the incidents occurred in **the Sudan**.
341. There were 18 staff relocations/evacuations, 13 of which were caused by civil unrest. There were five relocations in **the Sudan**, two evacuations and one relocation in **Guinea**, three relocations in **Somalia**, two in **Nepal**, two in **Timor-Leste** and one each in **Sri Lanka**, **Lebanon** and the **DRC**.

### **Performance Highlights**

342. WFP was able to continue to operate in complex security environments as a result of cooperation with partners and continuous efforts to integrate security functions in all business areas, especially programming and logistics. In **Chad** and **Somalia**, security teams worked with programming and logistics units to establish good relationships with local populations and authorities, increasing the level of WFP acceptance and encouraging a safer environment. Security officers were often the only international WFP staff on the ground in particularly risky environments. In **Sri Lanka** and **the Occupied Palestinian Territory**, security officers were instrumental in negotiating access for WFP teams and food, and were extensively used by country offices to address national staff problems with national authorities.
343. Security risks in the Sudan meant that between January and November 2007, 114,000 beneficiaries per month could not be reached. Despite the increased insecurity in 2007, the figure was much lower than 2006, when a monthly average of 225,000 beneficiaries were inaccessible. This significant achievement was reached because security teams conducted threat and risk assessments, developed operational continuity plans and improved the integration of programme, logistics and security activities. The Field Security Division (OMF) maintained records of incidents involving non-WFP workers in 2007, essentially contractors, cooperating partners and stand-by partners. Analysis showed that WFP partners were increasingly targeted by armed groups and criminals, particularly in conflict and post-conflict areas such as **Afghanistan** and Darfur in **the Sudan**.



344. Agencies participating in the United Nations security management system assume collective responsibility for the safety and security of United Nations personnel. Field costs are apportioned under a cost-sharing formula, with central management costs assumed by the United Nations. WFP's share for 2008-2009 is projected at US\$26.6 million, double what it was in 2004-2005.

United Nations Field-Related Security Costs (US\$ million)		
Year	United Nations system field-related costs	WFP's share of United Nations field-related security costs
2002-2003	42.9	6.5
2004-2005	113.1	13.2 <sup>84</sup>
2006-2007	169.1	18.3
2008-2009 projected	178.4	26.6

### Technology Infrastructure, Systems Development and Information Management

345. ADI supports WFP's management and operational objectives by assuming responsibility for technology infrastructure, systems development and information management. In 2007, ADI continued its role in connecting WFP offices and partners, providing access to WFP information resources and guaranteeing back-up for decentralization and field operations.

### Performance Highlights

346. **Support Services.** In 2007, an offshore ICT service desk was established in **India**. This reduced costs by 40 percent, allowing an increase in the level of ICT support services across WFP. A tool was put in place to automate ICT coordination and management, contributing to better reporting and paving the way for the establishment of other such global support centres.

347. **Telephones, FoodSat and Inter-Connectivity.** The WFP telephone infrastructure was upgraded, and telephone costs were reduced by eliminating the cost of leased lines and establishing a new mobile telephone contract. The capacity and reliability of FoodSat, WFP's communications network, was enhanced by improving management procedures for replacement units and spare parts; and installing additional sites and expanding the bandwidth. Fibre-optic links improved connectivity at Headquarters, and new technology and network-monitoring tools improved links with UNHRD and the Department of Peacekeeping Operations (DPKO) in Brindisi.

348. **Support Deployment.** As the lead agency for security telecommunications, WFP undertook missions to identify gaps in inter-agency emergency communication and deployed ICT expertise and equipment to close them. Missions were undertaken in Afghanistan, the Central African Republic, Chad, Ecuador, Eritrea, Ethiopia, Guinea, Somalia, the Sudan, Timor Leste, Uganda and Zimbabwe.

<sup>84</sup> Credit of US\$3.2 million subsequently received in 2006



## **Other Highlights**

349. The Fast Information Technology and Telecommunications Support Team (FITTEST) based in Dubai undertook 120 missions involving 2,264 person days in 49 countries. WFP operations were supplied with IT services and equipment worth US\$13.2 million.
  
350. WFP shared its experience and expertise in an inter-agency tender for very small aperture terminals (VSATs) that led to the adoption by the United Nations of a satellite telecommunications standard that preserves WFP's infrastructure investments and that could reduce recurring telecommunications expenditures for country offices. This standard VSAT technology will allow greater cooperation among United Nations organizations, reducing costs and increasing effectiveness.
  
351. The common security telecommunication infrastructure reduces communication costs for United Nations agencies and complies with MOSS.
  
352. The ICT Emergency Preparedness and Response Project trained 22 ICT emergency managers from WFP, United Nations agencies, NGOs and stand-by partners, funded by contributions from the United Nations Foundation and the Vodafone Group Foundation.

## Management Objective 6 – Be transparent accountable and manage risk

Table 48: MO 6.1 Improved transparency, oversight and accountability ensured		2007 Target	Actual			
			2007	2006	2005	2004
6.1.1	Percentage of audit, inspection and investigation recommendations implemented: <sup>85</sup>					
	- percentage of audit recommendations implemented <sup>86</sup>	80	72	60	73	n.a.
	- percentage of inspection recommendations implemented <sup>87</sup>	85	90	90	87	80
	- percentage of investigation recommendations implemented <sup>88</sup>	75	72	65	79	82
6.1.2	Percentage of monthly financial statements produced in required timeframe <sup>89</sup>	100	100	100	100	100

### Performance Targets

353. The 2007 targets for implementation of audit recommendations were 80 percent for internal audit, 85 percent for inspections and 75 percent for investigations. Even though the percentage of audit recommendations that were implemented was below the target, it was higher than in 2006, reflecting continued efforts to make WFP more efficient and effective. Implementation of inspection recommendations again exceeded the target. Investigations were just below the target, though significantly improved over previous years, primarily because of the exigencies of the disciplinary process and the complex nature of some recommendations.

### Performance Highlights

354. During 2007, WFP conducted internal audits covering 36 business processes in 23 field offices and 6 Headquarters units. WFP also continued to achieve robust internal audit coverage of its IT risks, completing four IT audits covering 46 processes at two Headquarters units and four field offices. Recommendations arising from these audits addressed corporate and location-specific risks with a view to improving controls, enhancing risk management and supporting effective governance.

<sup>85</sup> Previously MP7.1.1 in the *Indicator Compendium 2004–2005*.

<sup>86</sup> Data available through the Audit Leverage Tracking System. The percentage is derived from the total of audit recommendations implemented.

<sup>87</sup> Action addressees are requested to advise on the implementation of recommendations at 6 months and at 12 months after completion of the investigation. The 2007 data reflect investigations conducted between 1 July 2006 and 30 June 2007.

<sup>88</sup> Action addressees are requested to advise on the implementation of recommendation at three-month intervals until 12 months after issue. The 2007 data reflect investigation reports submitted between 1 October 2006 and 30 September 2007.

<sup>89</sup> Previously MP7.1.2 in the *Indicator Compendium 2004–2005*.

355. The Continuous Audit Model, a tool introduced in 2006 for applying data-mining techniques to identify anomalous and high-risk transactions, was refined and applied more broadly. It was recognized in an international competition as an innovative and effective application of technology for achieving audit assurance. An *Investigation Handbook* was distributed to country offices, regional bureaux and Headquarters divisions.
356. In 2007, 109 new complaints were registered and 65 investigations were opened. Together with cases carried over from 2006, 114 cases were advanced of which 60 were brought to a closure. There was a slight decline in the number of complaints registered, but the number of new investigations remained constant.
357. Several initial reviews and two major investigations were conducted under WFP's Whistleblower Protection Policy, issued in 2006, which protects staff against retaliation for reporting misconduct and for cooperating with authorized audits, inspections, investigations and evaluations.
358. In 2007, five complaints alleging sexual exploitation involving WFP staff were registered; investigations into two of them were completed. One WFP staff member was summarily dismissed as a result of these investigations.

Table 49: MO 6.2 Best practices in cash and financial contribution management adopted and improved upon.	2007 Target	Actual			
		2007	2006	2005	2004
6.2.1 Percentage of cash held in earning accounts <sup>90</sup>	92	96	96	96	96
6.2.2 Percentage of contributions receivable. On 31 Dec. 2007, contribution receivable balances were: <sup>91</sup>					
- from the current year	> 73	84	72	72	67
- one year old	< 16	10	20	11	16
- two years old	< 8	4	3.4	11	10
- three years old or more	< 3	1	4.0	6	7
Table 50: MO 6.3 Corporate results-based reporting capacity is strengthened	2007 Target	Actual			
		2007	2006	2005	2004
6.3.1 Percentage of SPRs that received a satisfactory rating for reporting outcome-level results <sup>92</sup>	95	85	89.5	93	90

## Performance Targets

359. The Secretariat continues to pool cash resources that are not immediately required for disbursement at Headquarters. This is to optimize interest income and reduce financial risks such as counter-party risk, country risk and foreign exchange risk.

**Table 51: Cash Held in Earning Accounts (US\$)**

Cash at country offices	52.3 million
Total cash and short-term investments	1.2 billion
Percentage of cash held in earning accounts	95.65

360. Country offices with large operations have access to zero-balance accounts, which gives them instant access to funds and keeps locally held cash balances to a minimum. The 92 percent target was exceeded, ensuring that projects had sufficient liquidity to make disbursements to settle their financial obligations.

361. There was significant improvement in the ageing of contributions receivable. Of outstanding contributions receivable, 84 percent are from the current year. All 2007 targets were achieved.

<sup>90</sup> Previously indicator MP7.2.1 in the *Indicator Compendium 2004–2005*. It was assumed that no field accounts earned interest.

<sup>91</sup> Previously indicator MP7.2.2 in the *Indicator Compendium 2004–2005*.

<sup>92</sup> Previously indicator MP3.1.2 in the *Indicator Compendium 2004–2005*. Targets were consistently revised upward: 25 percent in 2004, 50 percent in 2005 and 95 percent for 2006 and 2007.

## Management Objective 7 – Raise resources to meet needs

Table 52: MO 7.1 Increased awareness of WFP and its mission among donor government officials, media, influential people and the general public	2007 Target	Actual			
		2007	2006	2005	2004
7.1.1 Number of mentions of WFP in print and online media in major countries <sup>93</sup>	4 000	4 183	8 215	5 106	5 280
7.1.2 Number of parliamentarians, congressional representatives, government officials and journalists who visited WFP projects on trips organized by WFP: <sup>94</sup>					
– parliamentarians, congressional representatives and government officials	25	108	130	43	31
– journalists	100	388	379	415	215

### Performance Targets

362. WFP maintained a high profile in international news media in 2007: 4,183 news items highlighting WFP activities were published in major newspapers, magazines and online in 14 donor countries.<sup>95</sup> There were fewer high-profile emergencies in 2007, which explains why the number of mentions of WFP in these publications was reduced. Overall, WFP was mentioned 45,037 times in the media in 2007, including 32 editorials and letters, a higher figure than that for 2006.<sup>96</sup>

363. In 2007, WFP placed 36 free advertisements in 148 magazines, newspapers and websites; it also produced 29 TV and cinema publicity spots that were broadcast free at 244 outlets in 67 countries. The advertisements were produced internally at low cost. The value of the free TV spots and print advertisements, which included those put out by the Japan Advertising Council and the Tackle Hunger campaign with the International Rugby Board, was US\$40 million, a third of the cost of advertisements placed by WFP for which values could be verified.

### Performance Highlights

364. WFP's strategy for leveraging opportunities through news reports, editorials, advertising, advocacy and celebrity support paid significant dividends. WFP launched pro-active multi-media campaigns to raise funds and increase its visibility in emergency operations such as the responses to the Bangladesh cyclone, the Darfur crisis, the earthquake in Peru and the Somalia crisis, generating widespread international media exposure for its work in fighting hunger.

<sup>93</sup> Previously MP8.1.2 in the *Indicator Compendium 2004–2005*.

<sup>94</sup> Previously MP8.1.3 in the *Indicator Compendium 2004–2005*.

<sup>95</sup> Australia, Canada, Denmark, Finland, France, Germany, Ireland, Italy, Japan, the Netherlands, Norway, Sweden, the United Kingdom and the United States.

<sup>96</sup> *Globe and Mail*, *Toronto Star*, *Financial Times* (German), the *Independent*, the *Guardian*, *Asahi Shimbun*, *Japan Times*, *l'Unità*, *La Stampa*, *La Prensa Libre*, *Frankfurter Allgemeine*, *Der Standard*, *La Croix*, *Tribune de Genève*, *Liberation*, *Dar-al-Hayat*, *Daily Nation*, *Reforma*, *Helsingen Sanomat*, *Jyllands-posten*, *Dagbladet*, *Aftenposten*, *South China Morning Post*, *Daily Star* Bangladesh.

365. Publicity donated to WFP generated awareness of its mission among donors and the public. For example, a survey on food aid, hunger issues and public awareness of WFP was conducted free of charge by Intomart GfK in Canada, France, Germany, Japan, the Netherlands, Spain, the United Kingdom and the United States. It showed that since the previous survey in 2000, public awareness of WFP had increased in Germany, Japan, the United Kingdom and the United States and that of the eight countries surveyed in 2007 the greatest awareness of WFP was in the Netherlands, where seven out of ten people had heard of WFP.
366. In Japan, public awareness of WFP substantially increased – from being the least-known, it became the third-best-known of the humanitarian organizations cited in the survey. The rise in WFP’s profile in Japan can largely be attributed to a multi-year partnership with the Japan Advertising Council, which carried out nationwide advertising campaigns. WFP’s investment of US\$450,000 over three years yielded returns of free advertising worth US\$65 million. Public awareness of WFP also increased in Canada, Germany and the United Kingdom.
367. WFP promoted online resources such as its Food Force video game, which won a *Politikaward* as one of the three most innovative campaigns in 2007, through stand-alone sites in several languages. WFP also engaged with social networking sites such as Facebook and user-content sites such as You Tube. The launch of an on-line donation site called “freerice.com” simultaneously raised awareness about WFP’s work and raised funds for the hungry. WFP achieved an unprecedented level of press mentions, interviews and free advertisements in German media.
368. Support from WFP Ambassadors and celebrity partners helped to generate funding to fight hunger. Princess Haya of Jordan alone has generated US\$14 million for WFP activities. In May 2007, the media launch of actress Drew Barrymore as WFP Ambassador against Hunger, covered extensively by CNN, resulted in donations of US\$550,000 for school feeding. WFP has invested US\$300,000 in the celebrity programme, in which celebrities in sport, cinema, TV and music have donated their time and talents for public-service announcements.<sup>97</sup>

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<sup>97</sup> Outlets included radio, TV, the internet and video screens in public places



Table 53: MO 7.2 Total volume of contributions is increased; higher percentage of operational needs are met; and an increased proportion of flexible donations meet WFP's resource needs	2007 Target	Actual			
		2007	2006	2005	2004
7.2.1 Contributions to WFP by donors					
- Total by value of contributions	US\$3 billion	US\$2.7 billion	US\$2.7 billion	US\$2.8 billion	US\$2.2 billion
- Percentage of contributions that are multilateral	10.1	9.5	9.0	10.1	12.6
- Percentage of contributions that are in cash	54	57.6	58.5	56.8	50.9
- Percentage of contributions that are unrestricted <sup>98</sup>	3.3	7.3	3.7	3.3	n.a.
- Number of donors	80	88	97	80	70
- Percentage of resources contributed by the top ten donors	84	80.7	78.6	84	85
7.2.2 Percentage of assessed needs met <sup>99</sup>	100	91	91	82	93
7.2.3 Difference between income forecast and actual contributions <sup>100</sup>	+/-5	-9	-1	-14	-15

## Performance Targets

369. For the third consecutive year, contributions to WFP were above US\$2.7 billion: donations in 2007 reached US\$2.705 billion, the second highest level in WFP history.<sup>101</sup> This level is also noteworthy in view of the limited requests for additional funding in response to large-scale crises. Analysis of the composition of 2007 funding shows the following.

- Six government donors supported WFP for the first time: **Bolivia, Cambodia, Estonia, the Kingdom of Lesotho, Romania and Zambia.**
- There were 88 donors, a 47 percent increase since 2003, of which 59 were from countries that are not part of the Organisation for Economic Co-operation and Development.
- Contributions from the top ten donors accounted for 81 percent of total resources, continuing the reliance on a small number of donors.
- Although the number of government donors decreased, the level of contributions was comparable with 2006, indicating a higher average contribution per donor.

<sup>98</sup> Unrestricted contributions are multilateral cash contributions without procurement restrictions. The important increase can primarily be attributed to donors removing or easing procurement restrictions.

<sup>99</sup> The coverage of assessed needs was calculated against requirements for food-based and special operations only; this is different from previous years' calculations, which included contributions received for other activities such as trust funds.

<sup>100</sup> 2007 forecasts initially included contributions forecast for upcoming emergencies that did not materialize.

<sup>101</sup> The 2005 contribution level was higher because there was strong support for the Indian Ocean tsunami and Pakistan earthquake relief operations.



- WFP support from the private sector continued to grow: 94 corporations, foundations and individual donors contributed in 2007.<sup>102</sup> WFP's private-sector fundraising increased from US\$5.5 million in 2003 to US\$49 million, of which US\$2 million (4 percent) was in multilateral contributions, surpassing the 2007 target of US\$38 million. There was a significant increase in multilateral cash donations from the private sector, in line with the goal of generating up to 25 percent as untied cash to fund WFP's greatest needs.
- Contributions from recipient countries becoming donors to WFP have become increasingly important: they currently account for 4 percent of total contributions – US\$121 million from 38 recipient donors. This can be compared with the US\$24 million from 20 recipient countries in 2002.

**Table 54: 2007 Required Resources compared to Confirmed Contributions (US\$ million)**

	Net Needs	Contributions Received	Net Needs Met (%)
DEV	346.6	277.0	80
EMOP*	948.5	854.7	90
PRRO	1 382.0	1 324.6	96
SO	214.0	162.2	76
Other	-	87.0	n.a.
<b>Total</b>	<b>2 890.9</b>	<b>2 705.4</b>	<b>91</b>

\* Contributions to the EMOP category include IRA contributions of US\$27 million from 17 donors.

370. The level of funding achieved has allowed WFP to meet 91 percent of planned beneficiary requirements. An easing of restrictions on contributions also demonstrated increasing donor confidence in WFP's business practices such as local or regional purchases.

371. Donor support for EMOPs and PRROs was strong: almost all assessed needs were met in these categories. Coverage of needs was lowest for SOs, but well above the 2006 level mainly because of contributions through common funding mechanisms. SOs also recovered some of the costs for local services for the humanitarian community, further reducing shortfalls in this category.

**Table 55: Contributions for Development Operations (2001 – 2007)**

Year	US\$ (million)	Development as a percentage of total contributions
2001	266.0	14
2002	213.2	12
2003	245.2	10
2004	276.1	12
2005	269.6	10
2006	248.0	9
2007	277.0	10

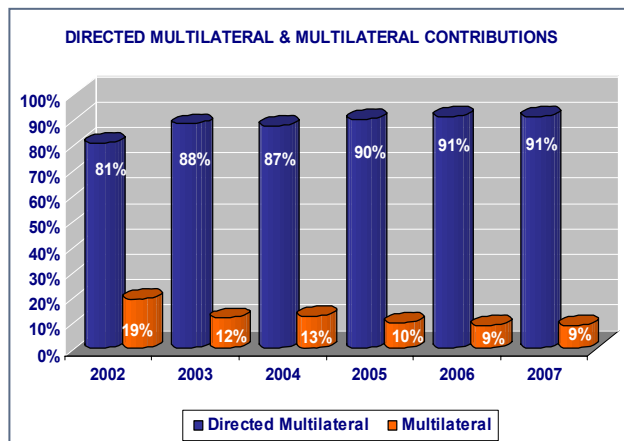
372. In 2007, US\$277 million (10 percent of total contributions) was received for development operations, the highest amount since 2000, primarily as a result of increased support from **Canada** for the DEV category.

373. Despite slightly higher requirements compared with 2006, the coverage of needs improved from 73 percent to 80 percent in 2007.

<sup>102</sup> The 94 private-sector organizations that contributed to WFP in 2007 are reported as one donor.



374. The proportion of multilateral contributions stabilized at 9.5 percent of total contributions. Of the multilateral funds received in 2007, 54 percent (US\$138 million) were used to support PRROs.



## Performance Highlights

375. Twinning arrangements, whereby an in-kind contribution from one donor is matched with a cash donation from another to cover the associated costs, allowed WFP to receive more food and to feed a greater number of people with less delay: US\$16.2 million in cash contributions leveraged US\$22.3 million of in-kind contributions, equivalent to 133,000 mt of food. If the cash had been used for international or local purchases instead of being twinned, the food equivalent would have been between 28,000 mt and 33,000 mt at full cost recovery. Twinning partnerships enabled 11 governments to make in-kind contributions to WFP, including first-time donors **Cambodia** and **Zambia**.
376. WFP secured several new multi-year funding commitments with a combined value of US\$300 million. This positive development makes funding more predictable and allows improved planning and resource utilization. For example, **the Netherlands** signed an agreement with WFP confirming annual commitments of US\$35 million of untied multilateral cash contributions for relief and recovery operations for 2007 to 2009. The Government of **Canada** announced a five-year commitment of US\$125 million in support of school feeding programmes in Africa. Other donors making important long-term, commitments to WFP were **Iceland**, **Luxemburg** and **the Russian Federation**.
377. In 2007, WFP secured two new private global humanitarian partners – corporations that are committed to a multi-year, multi-million dollar relationship with WFP. *Yum!* Brands, which is based in the United States and is the world's largest restaurant chain, raised awareness and unrestricted funds to feed the hungry through a week-long campaign called World Hunger Relief. The Netherlands-based life sciences company DSM is leveraging its technical expertise to help WFP to ensure that the micronutrient needs of all beneficiaries are met; DSM has also committed additional resources to WFP's emergency response in Bangladesh.
378. WFP also began working with several global foundations, including the Howard G. Buffett Foundation, the Global Alliance for Improved Nutrition, the ELMA Foundation and the Bill & Melinda Gates Foundation. The largest contribution came from the Howard G. Buffet Foundation, which made a significant donation to support the new Purchase for Progress initiative; the foundation also provided funds for EMOPs, school feeding programmes, mother-and-child health projects and support for small farmers.

379. In 2007 WFP concluded Moving the World, its five-year partnership with TNT. On the basis of an evaluation of the partnership, collaboration was extended to focus on four activities: (i) Funds for Children; (ii) the Movement against Hunger; (iii) Expertise for Impact; and (iv) Responsible Transportation. TNT's work with WFP included volunteers who supported school feeding operations in country offices. The quality of the partnership was highlighted in August 2007 when companies such as Agility, TNT and UPS jointly set up logistics emergency teams during an operation with the Indonesia country office.

## WFP and the Consolidated Appeal Process

380. WFP participates in the IASC sub-working group on the Consolidated Appeals Process (CAP), which meets monthly to work on enhancement of needs analysis, project prioritization in the appeals documents, training and workshops in the field, and resource mobilization.

WFP and CAP/Flash <sup>103</sup> Appeals		
Year	WFP Requirements as % of total CAP	% WFP Requirements covered
2006	40	88
2007	36	99 <sup>104</sup>

381. In 2007, WFP received US\$1.9 million through CAPs. WFP's share of the total appealed for by United Nations agencies and NGOs through CAPs and flash appeals was slightly less than in 2006. The requirements met, however, increased by 12 percent. In 2007 there were 15 CAPs, 15 flash appeals and 10 appeals classed by OCHA as "other appeals". WFP participated all CAPs and half of the other appeals.
382. The largest appeal was for **the Sudan**, which accounted for 25 percent of CAP, followed by **DRC**, the **Occupied Palestinian Territory** and **Zimbabwe**, which together account for 55 percent of CAP requirements.
383. During 2007, there were 15 flash appeals, a threefold increase compared with 2006. Most of them were related to cyclones, floods, droughts, and an earthquake in **Peru**. WFP activities were part of the five flash appeals during 2006; in 2007, WFP made 13 flash appeals and participated in the other two through assessments, coordination and assistance in the context of existing emergency interventions.
384. Food accounted for 93 percent of the resources requested by WFP through CAP. SOs, which are part of OCHA's coordination and support services funding category, accounted for the remaining amount. In 2007, 40 percent of CAP and flash appeal requirements were for food, the same as in 2006. WFP was the main recipient of contributions for food-related needs.

<sup>103</sup> Figures for 2004/2005 from: OCHA Financial Tracking Service (<http://ocha.unorg.ch/fts2/>) as of 1 February 2008; figures for 2006–2007 from OCHA FTS as of 1 February 2008 and from WFP corporate records as of 31 December 2007.

<sup>104</sup> Includes over funding for 2007 which is being used for 2008 prepositioning needs.

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## **PART VII: LOOKING FORWARD**

385. The WFP Strategic Plan (2008–2011) will guide policies, programmes, internal capacity development and budget allocations for the next biennium and beyond. Of particular importance is a sound results-based framework, tailored to the objectives and goals of the new Strategic Plan, and an understanding of the Strategic Plan's operational implications, especially the need to align thinking and planning with Strategic Objectives rather than with tools or programme categories.
386. Implementing the new Strategic Plan in the midst of an external environment undergoing rapid change will require: (i) devising strategies to cope with rising food prices and operational costs; (ii) improving standard WFP food assistance approaches, including purchasing, market analyses and capacity development; and (iii) finding innovative opportunities and novel approaches.

### **Responding to Rising Food Prices**

387. Surging commodity prices have created a “new face of hunger”. And while forecasts indicate that food prices are unlikely to increase significantly more over the next decade, they are also unlikely to fall. Food prices are just one indicator that will need to be followed; the ratio of food prices to wages is also significant as people become priced out of the market, limiting their access to food.
388. In Bangladesh, for example, food prices have doubled but wages have risen by only 30 percent. While some will benefit from higher prices, the harshest impact will be on the estimated 170 million people living on 50 cents a day or less. WFP may have to adapt some of its tools to reach the people most affected, for example the landless and the urban poor.
389. The Programme will track the impact of rising food prices in selected countries (Bangladesh, Egypt, Senegal and Yemen, among many others) using a combination of macro data and vulnerability models. WFP will work with governments and partners to help make markets work better and create larger investments in social protection.

### **Mitigating the Impact of Rising Operational Costs**

390. In 2007 cost increases were held to about 20 percent. The organization will continue to attempt to hold down cost inflation through such measures as more efficient procurement and greater use of local and regional purchases. Cost structures will be reviewed and a document outlining trends and strategies to contain costs will be presented to the 2008 Second Regular Session of the Executive Board.

391. Unless WFP receives additional funding to offset the increase in operational costs there will be operational implications, which could include a further reduction in the number of people receiving support, cuts in ration levels, substitution with cheaper commodities, a realignment of programme activities and/or a greater focus on the poorest countries. Cuts would likely involve already approved programmes and budget limitations would limit responses to new needs that might arise. Hard decisions will need to be taken, combined with continuing efforts to improve efficiencies in order to minimize the possibility of major pipeline disruptions or breaks.
392. WFP will continue its transformation to an agency that increasingly relies on local procurement, working with and through local markets. Local procurement will help offset the impact of rising prices, though it is hard to gauge what the full impact will be in 2008. WFP will also intensify efforts to raise awareness of the implications of rising food and fuel costs for the poor and work with partners to create platforms that help to lower food prices.

### **Strengthening Purchasing**

393. In line with WFP's future strategic direction to better use its purchasing power to support the sustainable development of food security, WFP is launching a set of pilot activities, primarily in Africa, to further explore programming and procurement modalities. This effort is known as "Purchase for Progress", or P4P.
394. WFP plans to combine its food assistance programmes with innovations in local and regional procurement and market development. P4P will take a more strategic look at WFP food purchases to see that it maximizes its positive impact on development. WFP will enhance marketing tools in promotion of agricultural development.
395. New partnerships are needed to raise farmer productivity and income through improved farming systems, supply of farm inputs, training of farmers and increased availability of markets. Working with national governments and alongside bilateral partners, United Nations agencies, NGOs, farmers, traders, processors and research institutions, P4P will help create a platform of demand for food staples grown by small farmers in countries where WFP has operations. The aim is to help reduce the risks they face and boost farmers' incentives to invest in technologies and practices to increase and improve production. Using WFP's current procurement and gender practice as a basis, and with a particular focus on low-income and smallholder farmers, the P4P aims to:
- identify and share best practices for WFP, NGOs, governments and agricultural market stakeholders to increase profitable engagement in markets;
  - increase farmers' capacities in order to raise their income from agricultural markets;
  - identify and implement best practices for increasing sales by low-income farmers to WFP; and
  - transform the WFP food purchase model in a way that supports sustainable production and addresses the root causes of hunger.

## **Ending Global Hunger – “Fill the Cup”**

396. A concrete response to address the increasing hunger is the “Fill the Cup” campaign, which seeks to raise funds to help end child hunger and raise awareness of what WFP is doing to alleviate it. The red cup used for school meals is a symbol that simultaneously defines the challenges facing WFP and the struggle for survival that is a daily concern for children living on the edge. WFP school meals are major incentives for poor families to send their children to school. The campaign will aim to reach more hungry children as a way of ending hunger and increasing school enrolment and attendance.
397. About 59 million primary school-age children across the developing world attend school hungry; 23 million of them are in 45 African countries. It is more difficult for children without adequate food to learn, which means they lack the opportunities for personal development enjoyed by those who are sufficiently nourished. WFP calculates that US\$3 billion per year is needed to reach all 59 million children, or US\$1.2 billion to reach 23 million children in Africa.

## **Supporting Climate Change Adaptation**

398. Increases in temperature and the frequency and intensity of extreme weather events, as discussed in Part I, are projected to have large negative impacts on food production and access in developing regions, increasing the number of people at risk of hunger. WFP’s niche for contributing to the global strategy for climate change adaptation lies in its capacity to both respond to climate-related emergencies and to implement, at the local level, activities that help food-insecure communities build resilience to climatic shocks.
399. WFP has been operating for decades on the front line of complex humanitarian crises. Some of these crises – such as drought and floods crop failures, degradation of natural resources and conflicts over access to natural resources – will be increasingly linked to, or exacerbated by, climate change. WFP, through its global logistics apparatus and an extensive, deep field network, will strengthen its capacity to respond to crises at the request of governments. WFP will focus efforts to combat hunger resulting from the negative effects of climate change through community- and household-level activities that build resilience through productive assets and the use of disaster risk reduction tools. WFP’s vulnerability assessment and food security monitoring work will be strengthened to provide more precise information about vulnerability to weather-related events.

## **Providing Quality Food**

400. WFP will continue to improve the quality of the food basket to ensure that it provides adequate micronutrients in addition to energy, protein and fat. Products are under development to address the different forms of malnutrition, including micronutrient malnutrition. They can be used for the community-based treatment of severe acute malnutrition and for fortifying meals at home with micronutrients, among other things.
401. In collaboration with private-sector partners, WFP is involved in the development, modification and testing of several products for use in its own programmes and for broader use. These new products will increasingly form part of the food basket, providing a wider range of options for improving the micronutrient content of rations. WFP, in collaboration with partners, aims to ensure that 100 percent of the micronutrient requirements of its beneficiaries are met, using approaches and products adjusted to different contexts.

## **United Nations Reform at Country Level**

402. The implementation of United Nations reform measures poses a number of challenges at country level. The most important of these are the implementation of the “Delivering as One” pilots and the range of development programme harmonization measures included in the General Assembly resolution of December 2007 on the Triennial comprehensive policy review of operational activities for development of the United Nations system.<sup>105</sup> Over the coming year, WFP will identify those harmonization measures that are priority for country offices and how best to support implementation of those measures.
403. As part of humanitarian reform, WFP will expand its partnerships and collaboration with other United Nations agencies such as UNICEF, UNHCR, WHO and FAO and humanitarian organizations to work towards increased standardization of technologies and processes, and to share lessons. To optimize the use of logistics resources for the humanitarian community, WFP will continue to offer services to other humanitarian organizations, expanding on those currently provided in DRC, Liberia and Somalia. The number of UNHRD network users will also continue to be expanded.
404. WFP is committed to United Nations reform. Country offices will be encouraged to pursue joint programme opportunities where these enhance effectiveness and increase efficiency.

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<sup>105</sup> A/RES/62/208

## **Strengthening Internal Capacity**

### **Security**

405. In light of the Algiers tragedy, a full review of the security situation for all WFP offices is underway. A list of high-risk countries will be prepared in collaboration with the United Nations Department of Safety and Security (UNDSS) and other United Nations agencies. Based on the findings, WFP will carry out security risk assessments that review the security situation, assess the threat, verify the level of MOSS compliance and identify the need for any other mitigation measures. Along with all partners in the United Nations security management system, WFP field security will continue to analyse lessons learned from the Algiers bombing at both the strategic and tactical levels.
406. The capacity of WFP security risk management should be further strengthened to be commensurate with increased threats. WFP field security will work to create a culture of security within the organization, which includes, but is not limited to, personal security awareness, establishment of inherently secure methods of operating, and identification and implementation of effective prevention measures.

### **WINGS II Programme**

407. The first edition of WINGS II will be built during 2008 and “go live” January 2009. It will deliver an upgrade of the SAP software, the implementation of a number of major changes and improvements, and the creation of the architecture and learning support systems necessary for future editions. This edition will make it possible for WFP to integrate various business improvement initiatives into a single business model for the organization. Many of these initiatives have already been tested as pilots or in a transitional form. The first edition will make it possible to extend the benefits of the New Business model to all projects. The monitoring of project performance will be done within a single corporate application for the first time. WINGS II will also introduce the corporate processes and systems necessary to provide a sustainable IPSAS compliance solution starting in 2009.
408. The WINGS II project will play a critical role in building the flexibility WFP needs to respond to the rapidly changing external environment. The first edition will put in place an architecture to serve as the foundation for future editions and will build learning support systems that make it easier for WFP to implement major changes in the future.





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## ANNEX I A – WFP STRATEGIC OBJECTIVE RESULTS MATRIX

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

Activity types <sup>i</sup>	Outputs	Outcomes <sup>ii</sup>
<b>Strategic Objective 1: Save Lives in Crisis Situations</b>		
<p><b>General food distribution</b></p> <p><b>Selective feeding</b></p> <p>(includes therapeutic, supplementary and vulnerable group feeding)</p>	<p><b>Output 1.1: Timely provision of food in sufficient quantity for targeted beneficiaries in conflict and disaster affected areas</b></p> <p><b>Indicator 1.1.1:</b> Actual beneficiaries receiving WFP food assistance through each activity as a percentage of planned beneficiaries, by project category, age group, sex.</p> <p><b>Indicator 1.1.2:</b> Actual mt of food distributed through each activity as a percentage of planned distributions, by project category, commodity.</p> <p><b>Indicator 1.1.3:</b> Percentage of general food distributions occurring more than 7 days later than the planned date of distribution (pilot indicator).</p>	<p><b>Outcome 1.1: Reduced and/or stabilized acute malnutrition in an identified population in conflict and disaster affected areas</b></p> <p><b>Indicator 1.1.1:</b> Prevalence of acute malnutrition among under-5s in an identified population by gender, assessed using weight-for-height.</p> <p><b>Outcome 1.2: Reduced and/or stabilized mortality in an identified population in conflict and disaster affected areas</b></p> <p><b>Indicator 1.2.1:</b> Crude mortality rate in an identified population (pilot indicator – SMART<sup>iii</sup> initiative).</p> <p><b>Indicator 1.2.2:</b> Under-5 mortality rate in an identified population (pilot indicator – SMART<sup>iii</sup> initiative).</p>
<b>Strategic Objective 2: Protect Livelihoods in Crisis Situations and Enhance Resilience to Shocks</b>		
<p><b>General food distribution</b></p> <p><b>Support to safety net programmes (includes programmes reaching HIV/AIDS impacted households)</b></p> <p>FFW/FFA</p> <p><b>FFT</b></p> <p>(includes life skills training and training for income-generating activities)</p>	<p><b>Output 2.1: Timely provision of food in sufficient quantity for targeted beneficiaries in crisis and transition situations or vulnerable to shocks</b></p> <p><b>Indicator 2.1.1:</b> Actual beneficiaries receiving WFP food assistance through each activity as a percentage of planned beneficiaries, by project category, age group, sex.</p> <p><b>Indicator 2.1.2:</b> Actual mt of food distributed through each activity as a percentage of planned distributions, by project category, commodity.</p> <p><b>Indicator 2.1.3:</b> Actual participants in each activity as a percentage of planned participants, by sex.</p>	<p><b>Outcome 2.1: Increased ability to meet food needs within targeted households in crisis situations or vulnerable to shocks</b></p> <p><b>Indicator 2.1.1:</b> Proportion of beneficiary household expenditures devoted to food.<sup>iv</sup></p> <p><b>Indicator 2.1.2:</b> An indicator on dietary diversity is under review.<sup>v</sup></p> <p><b>Outcome 2.2: Increased ability to manage shocks within targeted households in crisis situations or vulnerable to shocks</b></p> <p><b>Indicator 2.2.1:</b> Appropriate indicators under discussion<sup>vi</sup>.</p>



## ANNEX I A – WFP STRATEGIC OBJECTIVE RESULTS MATRIX

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

Activity types <sup>i</sup>	Outputs	Outcomes <sup>ii</sup>
<b>Strategic Objective 3: Support the Improved Nutrition and Health Status of Children, Mothers and Other Vulnerable People</b>		
<p><b>Supplementary feeding</b></p> <p><b>Therapeutic feeding</b></p> <p><b>Institutional feeding</b></p> <p><b>HIV/AIDS programming</b> (anti retroviral therapy, prevention of mother to child transmission of HIV, home-based care, tuberculosis treatment)</p> <p><b>Food fortification</b></p> <p><b>Nutrition awareness</b> (includes food for training)</p> <p><b>HIV/AIDS awareness</b></p> <p><b>Deworming</b></p>	<p><b>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</b></p> <p><b>Indicator 3.1.1:</b> Actual beneficiaries receiving WFP food assistance through each activity as a percentage of planned beneficiaries, by project category, age group, sex.</p> <p><b>Indicator 3.1.2:</b> Actual mt of food distributed through each activity as a percentage of planned distributions, by project category, commodity.</p> <p><b>Indicator 3.1.3:</b> Actual participants in each activity as a percentage of planned participants, by beneficiary category, sex.</p> <p><b>Indicator 3.1.4:</b> Percentage of micronutrient-fortified food delivered through WFP-supported nutrition interventions.</p> <p><b>Output 3.2: Provision of deworming tablets for targeted children and mothers in WFP-supported activities</b></p> <p><b>Indicator 3.2.1:</b> Actual beneficiaries provided with deworming pills through WFP-supported activities as a percentage of planned beneficiaries of deworming pills, by beneficiary category,<sup>vii</sup> sex.</p>	<p><b>Outcome 3.1: Reduced level of malnutrition among targeted children</b></p> <p><b>Indicator 3.1.1:</b> Prevalence of under-5 malnutrition among targeted children (assessed using height, weight and age, disaggregated by gender).</p> <p><b>Outcome 3.2: Reduced level of malnutrition among targeted women</b></p> <p><b>Indicator 3.2.1:</b> Prevalence of malnutrition among targeted women of child-bearing age, assessed using body mass index (BMI) and/or low birth weight. (Pilot continuing.)</p> <p><b>Outcome 3.3: Reduced level of anaemia among targeted beneficiaries</b></p> <p><b>Indicator 3.1.3:</b> Prevalence of anaemia among targeted pregnant and lactating women and children. (Pilot continuing.)</p> <p><b>Outcome 3.4: Improved quality of life of beneficiaries targeted in HIV/AIDS-supported programmes<sup>viii</sup></b></p> <p><b>Indicator 3.4.1:</b> Weight gain among beneficiaries (provisional).</p> <p><b>Indicator 3.4.2:</b> Treatment adherence rate by specific treatment and care programmes (duration of programme, % treatment compliance etc.)</p>



## ANNEX I A – WFP STRATEGIC OBJECTIVE RESULTS MATRIX

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

Activity types <sup>i</sup>	Outputs	Outcomes <sup>ii</sup>
<b>Strategic Objective 4: Support Access to Education and Reduce Gender Disparity in Access to Education and Skills Training</b>		
<p>In-school feeding Take-home rations Support to foster families of orphans and children affected by HIV/AIDS</p> <p>FFT (includes literacy and numeracy programmes for women and adolescent girls)</p>	<p><b>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</b></p> <p><b>Indicator 4.1.1:</b> Actual beneficiaries receiving WFP food assistance through each activity as a percentage of planned beneficiaries, by project category, age group, sex.</p> <p><b>Indicator 4.1.2:</b> Actual metric tons of food distributed through each activity as a percentage of planned distributions, by project category, commodity.</p> <p><b>Indicator 4.1.3:</b> Actual participants in each activity as a percentage of planned participants, by beneficiary category, sex.</p>	<p><b>Outcome 4.1: Increased enrolment of boys and girls in WFP-assisted schools</b></p> <p><b>Indicator 4.1.1:</b> Absolute enrolment: Numbers of boys and girls enrolled in WFP-assisted primary schools and, if applicable, pre-schools and secondary schools.</p> <p><b>Indicator 4.1.2:</b> 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><b>Indicator 4.1.3:</b> School enrolment rates for orphans and vulnerable children from households receiving take-home rations.</p> <p><b>Outcome 4.2: Improved attendance of boys and girls in WFP-assisted schools</b></p> <p><b>Indicator 4.2.1:</b> Attendance rate: percentages of boys and girls attending classes in WFP-assisted primary schools and, if applicable, pre-schools and secondary schools.</p> <p><b>Indicator 4.2.2:</b> Attendance rate: percentage of orphans and vulnerable children from households receiving take-home rations attending classes in schools.</p> <p><b>Outcome 4.3: Improved capacity to concentrate and learn among boys and girls in WFP-assisted schools</b></p> <p><b>Indicator 4.3.1:</b> Teachers' perception of children's ability to concentrate and learn in school as a result of school feeding.</p> <p><b>Outcome 4.4: Reduced gender disparity between boys and girls in WFP-assisted primary and secondary schools and non-formal education centres</b></p> <p><b>Indicator 4.4.1:</b> Ratio of girls to boys enrolled in WFP assisted schools.</p> <p><b>Indicator 4.4.2:</b> Ratio of women and adolescent girls to men completing food for training activities.</p>



## ANNEX I A – WFP STRATEGIC OBJECTIVE RESULTS MATRIX

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

Activity types <sup>i</sup>	Outputs	Outcomes <sup>ii</sup>
<b>Strategic Objective 5: Strengthen the Capacities of Countries and Regions to Establish and Manage Food-Assistance and Hunger-Reduction Programmes</b>		
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 & resource mobilization capacities	<b>Output 5.1: Provision of capacity-building assistance to country and regional entities involved in food assistance and hunger reduction efforts</b>  <b>Indicator 5.1.1:</b> Actual counterpart staff at local, regional and national levels trained under WFP's technical assistance activities as a percentage of the planned number.  <b>Indicator 5.1.2:</b> Number of areas of technical services and cooperation where capacity-building activities were provided.	<b>Outcome 5.1: Increased capacity to identify food needs, develop strategies and carry-out food based programmes within targeted countries</b>  <b>Indicator 5.1.1:</b> To be determined.



i 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). Changes to indicators in this results matrix are presented in the APR 2007 as footnotes.

ii 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.

iii The Standardized Monitoring and Assessment of Relief and Transitions (SMART) initiative is an inter-organizational global initiative to improve monitoring and assessment in humanitarian interventions.

iv Based on 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.

v 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.

vi 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.

vii 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 ECW I.2.

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

## ANNEX I B – WFP MANAGEMENT OBJECTIVES RESULTS MATRIX

The core PSA goal for 2006–2007 is to continue to support WFP's operational programmes to meet the Strategic Objectives and the MDGs through food-assisted interventions targeted to poor and hungry people.<sup>1</sup>

### MO1 – Build strong partnerships to end hunger

Expected result 1.1 Strengthened partnerships at the global, regional and country levels with United Nations agencies, NGOs and other partners.

Indicator 1.1.1 Percentage of programmes and projects jointly designed with United Nations, International organizations and cooperating partners.

Indicator 1.1.2 Percentage of WFP projects where WFP collaborates with partners (United Nations organizations, international organizations and NGOs) in the provision of mutually complementary inputs and services.

### MO2 – Be the employer of choice for competent staff committed to ending hunger

Expected result 2.1 Staff satisfied with WFP as its employer of choice. They feel supported and their skills are recognized, developed and managed.

Indicator 2.1.1 Average staff satisfaction rating.

Expected result 2.2 WFP has a staff composition with the appropriate mix of gender, nationalities, competencies and motivation in place to respond to the diversity of needs.

Indicator 2.2.1 Percentage of required competencies that are met through PACE.

Indicator 2.2.2 Percentage of staff by gender and geographical distribution.

### MO3 – Excellence in implementing efficient and effective programmes

Expected result 3.1 WFP's capacity to identify impending crises and resulting needs is strengthened.

Indicator 3.1.1 Percentage of new EMOPs and PRROs with basic preparedness tools in place prior to the project being launched.

Indicator 3.1.2 Percentage of CFSVAs available for priority countries.

Expected result 3.2 Adequate, timely and effectively managed food-aid response.

Indicator 3.2.1 Cost of post-delivery commodity losses as a percentage of cost of commodity handled, by programme category.

Indicator 3.2.2 Percentage of EMOPs and PRROs approved during the period that are supported by needs assessment and VAM documentation.

### MO3 – Excellence in implementing efficient and effective programmes (cont'd)

Expected result 3.3 Corporate results-based planning, monitoring and performance analysis is strengthened.

Indicator 3.3.1 Percentage of new WFP project documents submitted to the Project Review Committee (PRC) for approval that follow RBM principles.

Indicator 3.3.2 Percentage of country offices, regional bureaux, and Headquarters units carrying out work-planning and performance reviews according to RBM guidelines.

### MO4 – Build and share knowledge on hunger to Inform combined efforts to end hunger

Expected result 4.1 Policy development and knowledge generation improve project design and implementation.

Indicator 4.1.1 Percentage of WFP projects designed in accordance with WFP policies and strategies.

Indicator 4.1.2 Percentage of evaluation recommendations implemented, categorized by type of recommendation.



## ANNEX I B – WFP MANAGEMENT OBJECTIVES RESULTS MATRIX

The core PSA goal for 2006–2007 is to continue to support WFP's operational programmes to meet the Strategic Objectives and the MDGs through food-assisted interventions targeted to poor and hungry people.<sup>i</sup>

### MO5 – Provide technical and operational infrastructure services to support effective operations

Expected result 5.1 Security and safety of staff in WFP operational areas ensured.	Indicator 5.1.1 Total number of staff detained, injured or killed through malicious actions while on official duty. Indicator 5.1.2 Percentage of designated staff successfully evacuated or relocated.
Expected result 5.2 Connectivity between offices and access to information inside and outside WFP is ensured	Indicator 5.2.1 ICT infrastructure reliability.

### MO6 – Be transparent, accountable and manage risk

Expected result 6.1 Improved transparency, oversight and accountability ensured.	Indicator 6.1.1 Percentage of audit, inspection and investigation recommendations implemented. Indicator 6.1.2 Percentage of monthly financial statements produced in required timeframe.
Expected result 6.2 Best practices in cash and financial contribution management adopted and improved.	Indicator 6.2.1 Percentage of cash held in earning accounts. Indicator 6.2.2 Percentage of contributions receivable.
Expected result 6.3 Corporate results-based reporting capacity is strengthened.	Indicator 6.3.1 Percentage of standard project reports (SPRs) that received a satisfactory rating for reporting outcome level results.

### MO7 – Raise resources to meet needs

Expected result 7.1 Increased awareness of WFP and its mission among donor government officials, the media, influential people and the general public.	Indicator 7.1.1 Number of mentions of WFP in targeted print and online media in major countries. Indicator 7.1.2 Number of parliamentarians, congressional representatives, government officials and journalists who visited WFP projects on visits organized by WFP.
Expected result 7.2 Total volume of contributions is increased; higher percentage of operational needs are met; and an increased proportion of flexible donations meets WFP's resource needs.	Indicator 7.2.1 Contributions to WFP by donors: (i) total by value of contributions; (ii) proportion of contributions that are multilateral; (iii) proportion of contributions that are cash; (iv) proportion of contributions that are unrestricted; (v) number of donors; and (vi) percentage of resources contributed by the top ten donors. Indicator 7.2.2 Percentage of assessed needs met. Indicator 7.2.3 Difference between forecast income and actual contributions.

<sup>i</sup> Changes to indicators in this results matrix are presented in the 2007 APR as footnotes.



<b>ANNEX II – WFP EMPLOYEES WITH CONTRACTS OF ONE YEAR OR LONGER</b>			
<b>CATEGORY</b>	<b>TOTAL</b>	<b>NUMBER OF WOMEN</b>	<b>PERCENTAGE OF WOMEN</b>
Higher categories (D-2 and above)	44	12	27
International professionals (P-1 to D-1)	1 217	481	40
<b>SUBTOTAL</b>	<b>1 261</b>	<b>493</b>	<b>39</b>
Junior professional officers (JPOs)	75	45	60
United Nations volunteers (UNVs)	126	31	25
National professional officers	387	142	37
Assignments of limited duration (ALDs)	4	0	0
Service contracts (SCs)	89	24	27
<b>TOTAL PROFESSIONAL AND HIGHER CATEGORIES</b>	<b>1 942</b>	<b>735</b>	<b>38</b>
General service	2 372	918	39
ALDs	3	1	33
SCs	4 822	1 044	22
<b>TOTAL GENERAL SERVICE CATEGORIES</b>	<b>7 197</b>	<b>1 963</b>	<b>27</b>
<b>TOTAL WFP EMPLOYEES <sup>(1)</sup></b>	<b>9 139</b>	<b>2 698</b>	<b>30</b>

**Notes:**

(1) The total number of WFP employees excludes temporary contracts of 11 months or less, such as consultants, special service agreements, commercial reimbursable loans and casual labourers.

Data Source: OMHI



<b>ANNEX III – WFP FOOD PROCUREMENT IN 2007</b>				
	<b>Quantity (mt)</b>	<b>% of total</b>	<b>US\$ million</b>	<b>% of total</b>
<b><i>Developing countries</i></b>				
Least developed	781 690	37	216.2	28
Other low-income	370 238	18	106.0	14
Lower middle-income	315 224	15	197.9	26
Upper middle-income	185 130	9	92.1	12
Subtotal	1 652 282	79	612.2	80
<b><i>Developed countries</i></b>				
Subtotal	427 570	21	155.0	20
<b>TOTAL</b>	<b>2 079 852</b>	<b>100</b>	<b>767.4</b>	<b>100</b>

<b>ANNEX III – WFP FOOD PROCUREMENT IN 2007</b>			
<b><i>Developing countries</i></b>			
<b>No.</b>	<b>Country</b>	<b>Quantity (mt)</b>	<b>US\$</b>
1	Uganda	210 223	54 769 771
2	Ecuador	42 255	51 137 045
3	Turkey	99 719	44 515 965
4	Pakistan	131 485	36 399 122
5	Indonesia	27 152	29 452 050
6	India	111 613	28 188 917
7	Sudan	93 935	24 771 678
8	Kenya	82 013	24 404 307
9	Zambia	95 282	21 412 392
10	Malawi	90 549	20 619 635
11	Malaysia	21 617	19 636 104
12	China	38 877	18 358 233
13	Ethiopia	53 412	18 288 516
14	South Africa	49 007	17 360 057
15	Peru	20 751	17 333 984
16	Mozambique	44 636	12 381 038
17	United Republic of Tanzania	51 248	11 976 839
18	Sri Lanka	28 428	10 768 159
19	Nepal	17 869	9 874 550
20	Honduras	16 816	9 491 199



<b>ANNEX III – WFP FOOD PROCUREMENT IN 2007</b>			
<b><i>Developing countries</i></b>			
<b>No.</b>	<b>Country</b>	<b>Quantity (mt)</b>	<b>US\$</b>
21	Argentina	11 766	8 918 503
22	Cameroon	25 287	8 713 942
23	Thailand	22 376	8 568 874
24	Myanmar	27 386	7 827 407
25	Bangladesh	14 891	7 663 253
26	Kazakhstan	26 334	6 588 796
27	Guatemala	10 755	5 927 165
28	Burkina Faso	15 963	5 271 430
29	Colombia	7 605	4 784 416
30	Occupied Palestinian Territory	5 255	4 735 617
31	Namibia	11 235	4 632 205
32	Egypt	12 825	4 615 553
33	Cambodia	15 195	4 240 600
34	Bolivia	8 171	4 043 780
35	Ghana	9 315	3 901 499
36	Brazil	8 068	3 873 714
37	Lesotho	10 428	3 659 195
38	Algeria	7 631	3 140 568
39	Rwanda	9 109	3 040 810
40	Iran	9 000	2 679 657
41	DRC	5 651	2 641 971
42	Mali	8 223	2 519 569
43	Zimbabwe	5 497	2 147 077
44	Ukraine	405	1 782 000
45	Nicaragua	3 162	1 647 199
46	Benin	5 907	1 476 436
47	Azerbaijan	3 550	1 368 461
48	Mexico	2 205	1 367 172
49	Syrian Arab Republic	1 755	1 168 700
50	Afghanistan	3 987	1 133 209
51	Cuba	1 471	1 122 719
52	Dominican Republic	980	904 647
53	Togo	2 165	829 741
54	Yemen	1 608	702 808

<b>ANNEX III – WFP FOOD PROCUREMENT IN 2007</b>			
<i>Developing countries</i>			
<b>No.</b>	<b>Country</b>	<b>Quantity (mt)</b>	<b>US\$</b>
55	Philippines	1 810	692 140
56	Vietnam	1 480	465 600
57	Armenia	1 212	449 088
58	Lao People's Democratic Republic	933	409 103
59	Uruguay	816	366 384
60	El Salvador	494	330 121
61	Senegal	1 751	248 787
62	Côte d'Ivoire	151	165 382
63	Niger	602	162 584
64	Bhutan	485	151 189
65	Burundi	75	86 250
66	Somalia	120	56 700
67	Tajikistan	236	18 127
68	Gambia	60	10 488
69	Georgia	15	1 897
<b>Subtotal (80%)</b>		<b>1 652 282</b>	<b>612 392 091</b>
<i>Developed countries</i>			
<b>No.</b>	<b>Country</b>	<b>Quantity (mt)</b>	<b>US\$</b>
1	Canada	188 417	63 234 550
2	Russian Federation	81 027	31 329 134
3	Belgium	33 936	18 202 916
4	Japan	43 842	12 481 377
5	Italy	32 206	12 434 887
6	United States of America	18 440	5 038 344
7	United Arab Emirates	9 855	3 958 780
8	Denmark	6 206	3 505 000
9	France	9 321	3 087 462
10	Germany	2 622	957 085
11	Poland	986	527 835
12	Netherlands	690	251 275
13	Australia	22	9 362
<b>Subtotal (20%)</b>		<b>427 570</b>	<b>155 018 008</b>
<b>Total</b>		<b>2 079 852</b>	<b>767 410 099</b>



## ANNEX IV – TOTAL CONFIRMED CONTRIBUTIONS IN 2007 (thousand US\$)

DONOR	TOTAL	DEVELOPMENT	EMERGENCY	IRA	PRRO	SO	OTHERS*
AFRICAN DEV. BANK	1 000				1 000		
ANDORRA	130		40		47		43
AUSTRALIA	61 629	13 069	14 561		14 795	6 214	12 990
AUSTRIA	3 794	1 015	144		2 636		
AZERBAIJAN	2 397				2 397		
BANGLADESH	10 655	10 655					
BELGIUM	17 644		2 052	1 000	12 688	1 167	737
BHUTAN	5						5
BOLIVIA	232						232
BRAZIL	1 096		100				996
BULGARIA	10						10
CAMBODIA	503				503		
CAMEROON	164						164
CANADA	160 758	46 185	45 556	6 569	58 790	1 408	2 251
CAPE VERDE	248	248					
CHILE	50	50					
CHINA	2 567	2 000		14	500		53
COLOMBIA	17						17
CROATIA	10						10
CUBA	975				975		
CYPRUS	656	650			6		
CZECH REP	561		265		62		234
DENMARK	44 339	28 901	140		10 198	3 292	1 808
ECUADOR	248						248
EGYPT	461		44		231		186
EL SALVADOR	160						160
ESTONIA	42		42				
EUR. COMMISSION	250 437	9 304	107 131		113 770	14 744	5 488
FAROE ISLANDS	133	79	54				
FINLAND	25 403	8 000	5 896	105	10 491	267	645

## ANNEX IV – TOTAL CONFIRMED CONTRIBUTIONS IN 2007 (thousand US\$)

DONOR	TOTAL	DEVELOPMENT	EMERGENCY	IRA	PRRO	SO	OTHERS*
FRANCE	33 762	2 450	5 542	596	20 132	683	4 359
GERMANY	65 680	29 969	7 789	1 475	24 613		1 835
GREECE	5 081	44	1 814	19	2 452	752	
GUATEMALA	258						258
HONDURAS	6						6
HUNGARY	65						65
ICELAND	1 887	1 603	179	4	100		
INDIA	8 856	4 497	1 395		2 897		68
INDONESIA	3 100			0.2	3 000		100
IRELAND	34 244	14	7 450	1 808	19 550	3 533	1 889
ISRAEL	31			1			30
ITALY	31 265	7 446	2 469		9 984	2 419	8 947
JAPAN	118 713	9 180	29 498	400	64 653	13 091	1 891
JORDAN	93						93
KENYA	2 454	1 410	1 044				
KOREA, REP. OF	20 850		800		19 950		100
LESOTHO	950				950		
LIECHTENSTEIN	43			43			
LITHUANIA	306				306		
LUXEMBOURG	11 951	3 425	830		7 317	133	247
MADAGASCAR	1 497	1 496			0.1		1
MALAWI	1 846				1 846		
MAURITANIA	800	800					
MOZAMBIQUE	148				102	46	
NEPAL	4				4		
NETHERLANDS	75 630	5 464	14 173	5 336	46 682	3 225	750
NEW ZEALAND	4 963	2 190	1 084		1 689		
NICARAGUA	24						24
NORWAY	40 209	13 340	1 562	4 850	17 246	1 684	1 526
OPEC FUND	1 450	1 450					
ORGANIZATION OF THE ISLAMIC CONFERENCE	300	50			250		

ANNEX IV – TOTAL CONFIRMED CONTRIBUTIONS IN 2007 (*thousand dollars*)

DONOR	TOTAL	DEVELOPMENT	EMERGENCY	IRA	PRRO	SO	OTHERS*
PAKISTAN	3 278				3 255		23
PANAMA	1						1
PERU	550	40			20		490
POLAND	755	200			546		9
PORTUGAL	111						111
PRIVATE DONORS**	49 205	17 109	1 893		10 822	1 949	17 432
ROMANIA	147				147		
RUSSIAN FEDERATION	15 000	1 000			14 000		
SAUDI ARABIA	6 537	2 022	442		4 073		
SINGAPORE	50				50		
SLOVAKIA	44		29				15
SLOVENIA	101				101		
SOUTH AFRICA	384				384		
SPAIN	29 631	6 610	2 532		17 536		2 952
SRI LANKA	31						31
SUDAN, SOUTHERN	55 379					55 379	
SWAZILAND	460				460		
SWEDEN	64 863		15 803	3 001	41 754	773	3 532
SWITZERLAND	31 823	2 687	3 064	1 640	20 727	2 730	977
THAILAND	112						112
TUNISIA	100		100				
TURKEY	3 050		900		2 150		
UK	66 851		11 185		43 099	2 577	9 990
USA	1 176 257	36 842	504 233		620 034	12 825	2 324
UN CERF, COMMON FUNDS AND AGENCIES	143 265	4 459	35 944	40	68 996	33 308	518
UNITED ARAB EMIRATES	2 100	1 000			1 100		
ZAMBIA	2 500				2 500		
<b>GRAND TOTAL</b>	<b>2 705 376</b>	<b>276 952</b>	<b>827 776</b>	<b>26 901</b>	<b>1 324 566</b>	<b>162 199</b>	<b>86 981</b>
<i>Bilateral Contributions</i>							40 778

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

\*\* Private contributions do not include US\$45.2 million of extraordinary gifts-in-kind such as advertising.



ANNEX V TABLE 1: DIRECT EXPENDITURES<sup>1</sup> BY REGION AND CATEGORY, 2004-2007 (*thousand dollars*)

	2004		2005		2006		2007	
	Expenditures	%	Expenditures	%	Expenditures	%	Expenditures	%
<b>GRAND TOTAL</b>	<b>2 899 628</b>	<b>100</b>	<b>2 892 401</b>	<b>100</b>	<b>2 664 994</b>	<b>100</b>	<b>2 753 308</b>	<b>100</b>
DEVELOPMENT	256 458	9	258 884	9	268 210	10	309 318	11
RELIEF	1 670 055	58	2 282 892	79	1 962 307	74	2 005 656	73
Emergency	992 990		1 046 223		729 025		716 411	
PRRO	677 066		1 236 669		1 233 282		1 289 245	
SOs	60 628	2	196 724	7	236 336	9	166 244	6
BILATERALS, TRUST FUNDS AND OTHERS <sup>2</sup>	912 487	31	153 901	5	198 141	7	272 090	10
<b>SUB-SAHARAN AFRICA</b>	<b>1 381 743</b>	<b>100</b>	<b>2 042 876</b>	<b>100</b>	<b>1 761 907</b>	<b>100</b>	<b>1 831 640</b>	<b>100</b>
Percentage of all regions	48		69		66		67	
DEVELOPMENT	126 364	9	145 704	7	130 139	7	154 001	8
RELIEF	1 202 709	87	1 762 296	86	1 517 868	86	1 513 588	83
Emergency	757 281		745 297		635 785		645 048	
PRRO	445 427		1 016 999		882 083		868 540	
SOs	43 975	3	130 188	6	112 399	6	134 782	7
BILATERALS AND TRUST FUNDS <sup>3</sup>	8 695	1	4 688	0	1 501	0	29 269	2
<b>ASIA</b>	<b>417 521</b>	<b>100</b>	<b>516 254</b>	<b>100</b>	<b>474 125</b>	<b>100</b>	<b>484 657</b>	<b>100</b>
Percentage of all regions	14		18		18		18	
DEVELOPMENT	76 226	18	71 047	14	94 317	20	121 606	25
RELIEF	326 263	78	379 069	73	274 646	58	320 518	66
Emergency	155 817		241 316		56 120		36 760	
PRRO	170 446		137 753		218 526		283 758	
SOs	9 012	2	63 343	12	99 285	21	28 096	6
BILATERALS AND TRUST FUNDS <sup>3</sup>	6 020	1	2 794	1	5 877	1	14 436	3



ANNEX V TABLE 1: DIRECT EXPENDITURES<sup>1</sup> BY REGION AND CATEGORY, 2004-2007 (*thousand US\$*)

	2004		2005		2006		2007	
	Expenditures	%	Expenditures	%	Expenditures	%	Expenditures	%
<b>EASTERN EUROPE AND CIS</b>	<b>40 411</b>	<b>100</b>	<b>35 874</b>	<b>100</b>	<b>32 044</b>	<b>100</b>	<b>33 603</b>	<b>100</b>
Percentage of all regions	1		1		1		1	
DEVELOPMENT					-	-	-	-
RELIEF	40 411	100	35 874	100	32 044	100	33 597	100
Emergency	12 209		8 018		5 928		8 053	
PRRO	28 202		27 856		26 116		25 544	
SOs	-	-	-	-	-	-	0	0
BILATERALS AND TRUST FUNDS <sup>3</sup>	-	-	-	-	-	-	6	0
<b>LATIN AMERICA AND THE CARIBBEAN</b>	<b>59 326</b>	<b>100</b>	<b>73 480</b>	<b>100</b>	<b>71 984</b>	<b>100</b>	<b>178 219</b>	<b>100</b>
Percentage of all regions	2		2		3		6	
DEVELOPMENT	30 212	51	31 831	43	24 442	34	30 177	17
RELIEF	26 208	44	41 188	56	46 339	64	48 776	27
Emergency	8 102		10 295		13 951		15 359	
PRRO	18 107		30 893		32 389		33 418	
SOs	2 906	5	461	1	1 202	2	473	0
BILATERALS AND TRUST FUNDS <sup>3</sup>	-	-	-	-	-	-	98 793	55
<b>MIDDLE EAST AND NORTH AFRICA</b>	<b>856 973</b>	<b>100</b>	<b>84 116</b>	<b>100</b>	<b>91 333</b>	<b>100</b>	<b>117 065</b>	<b>100</b>
Percentage of all regions	30		3		3		4	
DEVELOPMENT	16 633	2	15 774	19	10 090	11	10 128	9
RELIEF	73 114	9	55 629	66	61 150	67	102 383	87
Emergency	57 920		35 798		9 901		17 199	
PRRO	15 194		19 831		51 249		85 184	
SOs	4 735	1	2 699	3	15 783	17	1 736	1
BILATERALS AND TRUST FUNDS <sup>3</sup>	762 490	89	10 013	12	4 310	5	2 818	2

<sup>1</sup> Excludes PSA costs.<sup>2</sup> Operational Expenditures includes General Fund, special accounts and trust funds that cannot be apportioned by project/operation.<sup>3</sup> Up to 2006 only bilaterals are included.

Negative figures represent financial adjustments.





**ANNEX V TABLE 2: DIRECT EXPENDITURES<sup>1</sup> BY COUNTRY, REGION AND CATEGORY, 2004-2007**  
(thousand US\$)

	2004					2005					2006					2007				
	Development	Relief	Special Oper.	Bilaterals	Total	Development	Relief	Special Oper.	Bilaterals	Total	Development	Relief	Special Oper.	Bilaterals	Total	Development	Relief	Special Oper.	Bilaterals Trust Funds & Others <sup>3</sup>	Total
<b>GRAND TOTAL</b>	<b>256 458</b>	<b>1 670 055</b>	<b>60 628</b>	<b>794 372</b>	<b>2 899 628</b>	<b>258 884</b>	<b>2 282 892</b>	<b>196 724</b>	<b>23</b>	<b>2 892 401</b>	<b>268 210</b>	<b>1 962 307</b>	<b>236 336</b>	<b>11 764</b>	<b>2 664 994</b>	<b>309 318</b>	<b>2 005 656</b>	<b>166 244</b>	<b>272 090</b>	<b>2 753 308</b>
<b>SUB-SAHARAN AFRICA</b>																				
Angola	-	73 486	5 903	-11	79 377	-	43 986	6 793	-2	50 777	-	21 210	6 844	-	28 054	-	3 457	839	-	4 296
Benin	2 346	-	-	-	2 346	2 124	942	-	-	3 067	2 266	875	-	-	3 141	2 336	528	-	-	2 864
Burkina Faso	5 614	1 248	-	14	6 876	2 766	833	-	100	3 699	5 199	605	-	394	6 199	4 027	6 864	-	855	11 747
Burundi	-6	41 422	960	1 419	43 795	-	37 603	1 096	2 119	40 818	-	46 029	876	65	46 970	-	38 257	0	456	38 713
Cameroon	2 757	282	-	-	3 039	1 050	951	-	-	2 001	1 625	1 115	-	0	2 740	1 953	1 402	-	1	3 356
Cape Verde	3 649	46	-	-	3 695	557	-	-	-	557	932	-	-	-	932	789	-	-	-	789
Central African Republic	1 154	3 436	-	-	4 590	1 698	2 004	-	-	3 702	2 675	4 345	209	-	7 228	2 147	19 768	3 104	-	25 019
Chad	3 110	31 454	2 317	-	36 881	2 460	41 806	5 987	-	50 254	4 271	46 270	4 767	-	55 308	4 669	62 028	5 615	-	72 312
Congo	-	4 868	-	-	4 868	-	3 983	-	-	3 983	-	2 748	-	-	2 748	-	2 808	-	-	2 808
Congo, Dem. Rep. of the	-	42 613	43	-	42 656	-	59 007	3 016	-	62 023	-	43 464	4 409	-	47 874	-	71 776	4 459	-	76 234
Côte d'Ivoire	46	19 908	1 059	2 740	23 753	-	21 892	1 795	619	24 306	-	21 058	2 466	267	23 791	-	23 289	270	288	23 847
Djibouti	671	2 229	-	-	2 900	1 103	3 943	-	-	5 046	1 089	4 208	-	-	5 297	1 488	3 125	-	-	4 613
Eritrea	0	44 917	-	-	44 917	-	64 364	-	-	64 364	-	-9 904	-	-	-9 904	-	241	-	-	241
Ethiopia	11 887	147 931	-	1 298	161 115	25 031	311 209	-	-	336 239	19 037	174 461	882	-	194 380	17 836	148 862	164	2 040	168 902
Gambia	1 429	56	-	-	1 485	2 138	10	-	-	2 148	2 037	92	-	-	2 129	1 919	896	-	-	2 815
Ghana	2 477	396	-	-	2 873	2 818	2 099	-	-	4 918	1 892	1 369	-	-	3 261	2 275	1 838	316	-	4 430
Guinea	2 190	9 493	557	-	12 240	3 242	9 005	208	-	12 455	3 004	7 493	165	-	10 662	4 149	6 848	929	14	11 940
Guinea-Bissau	-	3 745	-	-	3 745	-	3 110	-	-	3 110	-	3 844	-	-	3 844	-	5 078	-	-	5 078
Kenya	15 534	56 574	-	-	72 107	16 417	63 551	-	-	79 968	17 180	134 400	1 553	-	153 134	28 532	153 561	8 205	-	190 298
Lesotho	3 483	21 892	-	-	25 375	2 630	19 458	-	-	22 088	2 876	7 761	-	-	10 638	1 331	10 199	-	128	11 658
Liberia	583	35 438	1 780	-	37 801	-1	35 141	150	-	35 290	-	33 832	450	-	34 282	-	31 477	3 166	206	34 850
Madagascar	1 773	5 981	-	-	7 754	4 472	1 796	-	693	6 960	3 425	525	-	64	4 014	3 966	9 327	598	0	13 891
Malawi	6 090	19 915	1 051	-	27 057	6 004	54 996	-99	360	61 261	6 743	41 785	-	136	48 664	12 809	30 402	-	1	43 212
Mali	6 205	1 443	-	-	7 648	6 834	9 934	-	257	17 025	3 662	12 662	-	572	16 897	3 544	8 360	-	1 237	13 142
Mauritania	1 210	6 946	-	-	8 156	3 888	14 973	-	-	18 861	3 753	9 768	-	-	13 521	4 519	14 693	-	-	19 212
Mozambique	10 710	20 568	-	-	31 278	13 855	31 615	-	-	45 470	7 504	29 365	-	2	36 871	12 832	22 206	2 509	95	37 643
Namibia	-	2 971	-	-	2 971	-	791	-	-	791	-	2 488	-	-	2 488	-	6 369	-	-	6 369
Niger	6 457	0	-	-	6 457	6 595	37 290	184	-	44 069	6 602	31 519	35	-	38 157	5 813	16 853	-	-	22 666
Rwanda	7 352	8 412	0	-	15 764	5 445	13 323	-	-	18 768	5 196	17 396	-	-	22 592	6 794	8 711	-	-	15 505
Sao Tome and Principe	446	-	-	-	446	768	-	-	-	768	816	-	-	-	816	956	-	-	-	956
Senegal	4 900	1 885	-	-	6 785	3 361	2 860	-	-	6 221	3 464	2 703	-	-	6 167	2 853	3 557	-	8	6 418
Sierra Leone	4 471	9 279	37	-	13 788	4 127	9 128	75	-	13 330	4 275	5 753	90	-	10 118	4 885	7 335	123	7	12 350
Somalia	-	18 147	-	-	18 147	-	22 761	-	-	22 761	-	53 465	-	-	53 465	-	64 508	3 169	-	67 678
South Africa	-	-	-	-	-	480	-	-	-	480	893	-	-	-	893	894	-	-	-	894
Sudan	4 819	354 338	30 133	-	389 290	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
Swaziland	-	7 999	-	817	8 816	-	10 779	-	-5	10 774	-	8 136	-	-	8 136	-	11 155	-	-	11 155
Tanzania	5 231	27 535	-	-	32 766	6 092	37 556	-	-	43 649	5 409	33 199	-	-	38 608	8 683	31 004	-	33	39 719
Togo	-	-	-	-	-	-	289	-	-	289	-	465	-	-	465	-	1 836	59	-	1 896
Uganda	4 714	83 027	-	-	87 741	6 791	103 952	-	-	110 744	4 557	98 696	-	-	103 253	3 437	107 029	2 440	234	113 140
Zambia	4 886	18 168	-	-	23 054	8 147	43 863	-	-	52 010	6 501	53 634	-	-	60 135	5 205	13 654	-	-	18 859
Zimbabwe	-	70 599	-	2 418	73 017	-	67 450	-	548	67 998	-	98 870	-	-	98 870	-	97 913	-	25	97 938
Other Regional Expenditure	178	4 062	136	-	4 376	409	4 346	106	0	4 861	66	6 621	757	-	7 444	20	3 173	123	-14	3 302
<b>TOTAL REGION</b>	<b>126 364</b>	<b>1 202 709</b>	<b>43 975</b>	<b>8 695</b>	<b>1 381 743</b>	<b>145 704</b>	<b>1 762 296</b>	<b>130 188</b>	<b>4 688</b>	<b>2 042 876</b>	<b>130 139</b>	<b>1 517 868</b>	<b>112 399</b>	<b>1 501</b>	<b>1 761 907</b>	<b>154 001</b>	<b>1 513 588</b>	<b>134 782</b>	<b>29 269</b>	<b>1 831 640</b>



**ANNEX V TABLE 2: DIRECT EXPENDITURES<sup>1</sup> BY COUNTRY, REGION AND CATEGORY, 2004-2007**  
(thousand US\$)

	2004					2005					2006					2007				
	Develop- ment	Relief	Special Oper.	Bilaterals	Total	Develop- ment	Relief	Special Oper.	Bilaterals	Total	Develop- ment	Relief	Special Oper.	Bilaterals	Total	Develop- ment	Relief	Special Oper.	Bilaterals Trust Funds & Others <sup>3</sup>	Total
<b>ASIA</b>																				
Afghanistan	-	119 073	11 603	-	130 676	-	92 260	1 779	-	94 040	-	81 938	12 934	-	94 872	-	118 893	14 821	6	133 719
Bangladesh	28 184	19 502	-	3 136	50 821	16 629	18 247	-	1 061	35 938	42 113	4 125	-	3 283	49 521	65 185	12 387	-	1 858	79 430
Bhutan	3 138	-	-	-	3 138	2 287	-	-	-	2 287	1 694	-	-	-	1 694	3 711	-	-	-	3 711
Cambodia	1 264	11 221	-	2 719	15 205	1 641	7 159	-	358	9 158	1 943	11 238	-	759	13 940	2 028	13 459	-	2 883	18 371
China	9 296	-	-	165	9 462	9 933	-	-	-	9 933	181	-	-	-	181	-	-	-	-	-
India	8 690	-	-	-	8 690	12 721	266	-	-	12 986	14 990	-	-	-	14 990	14 879	-	-	6 403	21 282
Indonesia	-	20 911	-	-	20 911	-	103 392	29 008	1 375	133 775	-	63 145	27 047	1 835	92 026	-	36 876	5 171	2 989	45 036
Islamabad Cluster	-	-136	-2 667	-	-2 803	-	-66	-0	-	-67	-	-	-	-	-	-	49	-	-	49
Korea D.P.R. of	-	121 416	54	-	121 470	-	55 402	8	0	55 410	-	9 964	-	-	9 964	-	33 699	-	-	33 699
Lao, People's Dem. Rep.	2 568	1 723	-	-	4 291	3 849	815	-	-	4 664	3 092	1 305	-	-	4 397	4 356	2 965	-	-	7 321
Maldives	-	-	-	-	-	-	2 096	2 623	-	4 719	-	366	2 943	-	3 309	-	-	-	-	-
Myanmar	-	4 611	-	-	4 611	-	9 119	-	-	9 119	-	9 527	-	-	9 527	-	11 307	-	-	11 307
Nepal	12 633	7 867	-	-	20 500	10 919	5 762	228	-	16 909	15 215	9 599	531	-	25 345	15 703	21 463	152	-	37 318
Pakistan	8 059	9 251	-	-	17 310	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
Philippines	-	-	-	-	-	-	-	-	-	-	-	4 551	-	-	4 551	-	11 588	-	-	11 588
Sri Lanka	2 319	8 505	-	-	10 824	278	53 482	7 041	-	60 801	592	22 175	824	-	23 591	1 376	38 070	3 329	213	42 988
Thailand	-	10	-	-	10	-	400	-	-	400	-	-	-	-	-	-	-	-	-	-
Timor-Leste	-	2 310	-	-	2 310	-	1 331	-	-	1 331	-	7 275	-	-	7 275	-	8 576	-	-	8 576
Other Regional Expenditure	73	-	23	-	96	43	9 893	5 138	-	15 074	-	4 091	1 568	-	5 659	-	-	451	-	451
<b>TOTAL REGION</b>	<b>76 226</b>	<b>326 263</b>	<b>9 012</b>	<b>6 020</b>	<b>417 521</b>	<b>71 047</b>	<b>379 069</b>	<b>63 343</b>	<b>2 794</b>	<b>516 254</b>	<b>94 317</b>	<b>274 646</b>	<b>99 285</b>	<b>5 877</b>	<b>474 125</b>	<b>121 606</b>	<b>320 518</b>	<b>28 096</b>	<b>14 436</b>	<b>484 657</b>
<b>EASTERN EUROPE AND CIS</b>																				
Albania	-	3 176	-	-	3 176	-	2 103	-	-	2 103	-	8	-	-	8	-	-	-	-	-
Armenia	-	3 455	-	-	3 455	-	2 345	-	-	2 345	-	2 725	-	-	2 725	-	5 388	-	-	5 388
Azerbaijan	-	3 940	-	-	3 940	-	5 548	-	-	5 548	-	5 084	-	-	5 084	-	7 836	-	-	7 836
Georgia	-	4 720	-	-	4 720	-	4 622	-	-	4 622	-	4 589	-	-	4 589	-	4 381	-	6	4 387
Kyrgyzstan	-	-	-	-	-	-	4	-	-	4	-	-	-	-	-	-	-	-	-	-
Russian Federation	-	12 515	-	-	12 515	-	8 019	-	-	8 019	-	5 931	-	-	5 931	-	8 212	-	-	8 212
Serbia and Montenegro**	-	201	-	-	201	-	-	-	-	-	-	-3	-	-	-3	-	-	-	-	-
Tajikistan	-	12 436	-	-	12 436	-	13 234	-	-	13 234	-	13 709	-	-	13 709	-	7 780	-	-	7 780
Other Regional Expenditure	-	-33	-	-	-33	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL REGION</b>	<b>-</b>	<b>40 411</b>	<b>-</b>	<b>-</b>	<b>40 411</b>	<b>-</b>	<b>35 874</b>	<b>-</b>	<b>-</b>	<b>35 874</b>	<b>-</b>	<b>32 044</b>	<b>-</b>	<b>-</b>	<b>32 044</b>	<b>-</b>	<b>33 597</b>	<b>-</b>	<b>6</b>	<b>33 603</b>



**ANNEX V TABLE 2: DIRECT EXPENDITURES<sup>1</sup> BY COUNTRY, REGION AND CATEGORY, 2004-2007**  
(thousand US\$)

	2004					2005					2006					2007				
	Develop-ment	Relief	Special Oper.	Bilaterals	Total	Develop-ment	Relief	Special Oper.	Bilaterals	Total	Develop-ment	Relief	Special Oper.	Bilaterals	Total	Develop-ment	Relief	Special Oper.	Bilaterals Trust Funds & Others <sup>3</sup>	Total
<b>LATIN AMERICA AND THE CARIBBEAN</b>																				
Barbados	-	-	-	-	-	-	-	-	-	-	-	166	18	-	184	-	28	36	-	64
Belize	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	145	-	-	145
Bolivia	3 865	398	-	-	4 262	3 632	646	-	-	4 279	3 500	1 452	-	-	4 952	3 325	3 968	-	306	7 599
Colombia	15	6 712	-	-	6 727	-	11 041	-	-	11 041	0	12 544	-	-	12 544	-	15 480	-	3 858	19 338
Cuba	3 457	181	-	-	3 638	5 750	1 840	-	-	7 590	4 245	862	-	-	5 106	2 036	265	-	-	2 301
Dominican Republic	185	-3	-	-	182	19	-0	-	-	19	2	-	-	-	2	-	569	-	-	569
Ecuador	93	-1	-	-	92	-	204	-	-	204	-	1 146	-	-	1 146	-	890	144	63 433	64 467
El Salvador	1 395	644	-	-	2 039	705	1 403	-	-	2 107	422	1 871	1	-	2 293	1 226	1 431	77	-	2 734
Guatemala	1 349	2 679	-	-	4 028	2 164	6 819	-	-	8 983	879	14 169	-	-	15 048	2 423	4 132	-	-	6 555
Guyana	-	-	-	-	-	-	245	-	-	245	-	-	-	-	-	-	-	-	-	-
Haiti	6 356	10 364	2 906	-	19 626	7 651	13 520	302	-	21 473	4 748	9 938	-	-	14 687	11 200	10 542	-	-	21 742
Honduras	5 234	2 859	-	-	8 093	1 530	2 112	-	-	3 643	788	1 134	-	-	1 922	4 269	1 445	-	17 262	22 976
Jamaica	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	32	-	-	32
Mexico	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	112	-	-	112
Nicaragua	6 274	2 189	-	-	8 462	6 828	2 255	-	-	9 082	7 639	2 777	-	-	10 416	2 371	5 226	-	-	7 597
Panama	-	-	-	-	-	-	-	-	-	-	-	281	575	-	856	-	17	17	-	34
Peru	1 958	187	-	-	2 145	3 207	1 103	-	-	4 309	1 351	0	-	-	1 352	1 816	4 474	-	13 934	20 223
Other Regional Expenditure	30	-	-	-	30	345	-	159	-	504	869	-	608	-	1 478	1 511	20	198	-	1 729
<b>TOTAL REGION</b>	<b>30 212</b>	<b>26 208</b>	<b>2 906</b>	<b>-</b>	<b>59 326</b>	<b>31 831</b>	<b>41 188</b>	<b>461</b>	<b>-</b>	<b>73 480</b>	<b>24 442</b>	<b>46 339</b>	<b>1 202</b>	<b>-</b>	<b>71 984</b>	<b>30 177</b>	<b>48 776</b>	<b>473</b>	<b>98 793</b>	<b>178 219</b>
<b>MIDDLE EAST AND NORTH AFRICA</b>																				
Algeria	-	13 920	-	-	13 920	-	11 330	-	-	11 330	-	10 411	-	-	10 411	-	13 278	-	6	13 285
Egypt	4 202	-	-	-	4 202	4 452	-	-	-	4 452	1 389	112	-	-	1 501	1 568	-	-	2 684	4 251
Iran	-	1 831	-	-	1 831	-	763	-	-	763	-	384	-	-	384	-	826	-	-	826
Iraq *	-	32 419	5 898	762 490	800 807	-	18 553	374	10 013	28 940	-	5 851	-	1 420	7 271	-	12 915	-	59	12 974
Jordan	2 238	-514	-	-	1 725	402	8	-	-	409	500	-	-	-	500	516	-	-	-	516
Lebanon	-	-	-	-	-	-	-	-	-	-	-	6 930	14 519	2 890	24 339	-	470	1 239	-0	1 709
Lybia	-	-	-	-	-	-	-	2 326	-	2 326	-	-	1 265	-	1 265	-	-	497	-	497
Morocco	-	191	-	-	191	-0	16	-	-	16	-	-	-	-	-	-	-	-	-	-
Palestinian Territory	-	28 771	-	-	28 771	-	24 432	-	-	24 432	-	36 625	-	-	36 625	-	69 993	-	0	69 993
Syrian Arab Republic	3 102	-199	-	-	2 903	3 900	-	-	-	3 900	926	110	-	-	1 036	3 544	2 868	-	69	6 481
Yemen	7 021	500	-	-	7 521	6 988	527	-	-	7 514	7 241	649	-	-	7 891	4 499	2 033	-	-	6 532
Other Regional Expenditure	70	-3 806	-1 163	-	-4 898	34	-	-	-	34	33	78	-	-	111	-	-	-	-	-
<b>TOTAL REGION</b>	<b>16 633</b>	<b>73 114</b>	<b>4 735</b>	<b>762 490</b>	<b>856 973</b>	<b>15 774</b>	<b>55 629</b>	<b>2 699</b>	<b>10 013</b>	<b>84 116</b>	<b>10 090</b>	<b>61 150</b>	<b>15 783</b>	<b>4 310</b>	<b>91 333</b>	<b>10 128</b>	<b>102 383</b>	<b>1 736</b>	<b>2 818</b>	<b>117 065</b>
OTHER <sup>2</sup>	7 022	1 350	-1	17 166	143 654	-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

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

<sup>2</sup> Operational Expenditures includes General Fund, Special Accounts and Trust Funds that cannot be apportioned by project/operation, which are cumulated under the column 'Total' (2004-2006).

<sup>3</sup> Includes all Expenditures for Bilaterals, Trust Funds, General Fund & Special Accounts.

Negative figures represent financial adjustments.

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

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



**ANNEX V TABLE 3: DIRECT EXPENDITURES<sup>1</sup> BY COUNTRY SPECIAL STATUS CATEGORY AND REGION, 2004-2007 (thousand US\$)**

	2004		2005		2006		2007	
	Expenditures	%	Expenditures	%	Expenditures	%	Expenditures	%
<b><u>DEVELOPMENT AND RELIEF:</u></b>	<b>1 926 513</b>	<b>100,0</b>	<b>2 541 776</b>	<b>100,0</b>	<b>2 230 517</b>	<b>100,0</b>	<b>2 314 974</b>	<b>100,0</b>
<b>BY SPECIAL STATUS CATEGORY<sup>2</sup></b>								
Least developed countries	1 407 530	73,1	1 936 214	76,2	1 598 180	71,7	1 710 707	73,9
Low-income, food-deficit countries	1 828 126	94,9	2 426 995	95,5	2 063 484	92,5	2 175 770	94,0
<b>BY REGION/COUNTRY GROUP</b>								
Sub-Saharan Africa	1 329 073	69,0	1 908 000	75,1	1 648 007	73,9	1 667 589	72,0
Asia	402 488	20,9	450 117	17,7	368 962	16,5	442 125	19,1
Eastern Europe and CIS <sup>3</sup>	40 411	2,1	35 874	1,4	32 044	1,4	33 597	1,5
Latin America and the Caribbean	56 420	2,9	73 019	2,9	70 782	3,2	78 953	3,4
Middle East and North Africa	89 748	4,7	71 403	2,8	71 240	3,2	112 511	4,9
<b><u>DEVELOPMENT:</u></b>	<b>256 458</b>	<b>100,0</b>	<b>258 884</b>	<b>100,0</b>	<b>268 210</b>	<b>100,0</b>	<b>309 318</b>	<b>100,0</b>
<b>BY SPECIAL STATUS CATEGORY<sup>2</sup></b>								
Least developed countries	166 538	64,9	174 493	67,4	184 529	68,8	227 011	73,4
Low-income, food-deficit countries	234 621	91,5	247 167	95,5	246 228	91,8	302 146	97,7
<b>BY REGION/COUNTRY GROUP</b>								
Sub-Saharan Africa	126 364	49,3	145 704	56,3	130 139	48,5	154 001	49,8
Asia	76 226	29,7	71 047	27,4	94 317	35,2	121 606	39,3
Latin America and the Caribbean	30 212	11,8	31 831	12,3	24 442	9,1	30 177	9,8
Middle East and North Africa	16 633	6,5	15 774	6,1	10 090	3,8	10 128	3,3

<sup>1</sup> Exclusive of programme support and administrative costs.<sup>2</sup> Actual classifications for each year.<sup>3</sup> Relief only.

## ANNEX VI – CHANGE INITIATIVES

INITIATIVE	CHANGE INITIATIVE RESULTS	END DATE	MO
The GAP (reaching targeted children)	Produced seventy-five country profiles, six regional profiles, Web site, communication briefs and data tables. Project is now closed.	Closed	MO3
Career Management	In order to meet demands of reduced PSA and overall staffing constraints, subsumed Career Management into work force planning, with efforts made to facilitate staff under current circumstances (e.g. through Career Assistance Programme and inter-agency collaboration).	Suspended	MO2
New Business Model	Developed methodology for improved WFP project management integrating corporate initiatives (BPR, RBM and CMEA) and initiatives specific to country offices (BPP)	June 2008	MO3
SENAC	Enhanced credibility of emergency needs assessments	June 2008	MO3
Enhancing Emergency Response Capacity	Enhanced capacity to respond quickly to several large complex emergencies simultaneously: framework for emergency preparedness and response, corporate emergency protocol and review of standard delegations of authority in emergencies, 'ready-to-eat' food strategy, staff mobilization mechanisms and corporate staffing database, new emergency response training programme, operational tool kit for emergencies, emergency audit review.	June 2008	MO3
International Accounting Standards	Adopted international accounting standards to improve governance and management. Ongoing coordination with WINGS II and integration into United Nations system. To continue as a project until first IPSAS-compliant financial statements are issued (expected June 2009).	June 2009	MO6
WINGS II	Updated core of WFP's IT infrastructure and enabled new user requirements	June 2009	MO5



<b>ANNEX VII – GLOBAL FOOD AID PROFILE</b>					
	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007*</b>
<b>Food aid deliveries (million mt)</b>					
<b>Global food aid deliveries</b>	<b>10.2</b>	<b>7.3</b>	<b>8.3</b>	<b>7.0</b>	<b>6.0</b>
WFP share of total	4.8	3.7	4.4	3.7	3.1
<b>Food aid delivered by commodity</b>					
Cereals	8.9	6.4	7.1	5.9	5.1
Non-cereals	1.3	0.9	1.2	1.0	0.9
<b>Global food aid deliveries (%)</b>					
<b>Procurement in developing countries</b>	<b>23</b>	<b>28</b>	<b>29</b>	<b>34</b>	<b>39</b>
<b>Deliveries by channel</b>					
Bilateral	21	23	23	21	21
Multilateral	48	52	54	54	55
NGOs	31	25	23	25	24
<b>Food aid deliveries by category</b>					
Emergency	63	57	63	61	62
Project	22	25	23	25	24
Programme	15	18	14	14	14
<b>Food aid deliveries by region</b>					
Sub-Saharan Africa	52	50	56	57	54
Asia	23	28	30	20	30
Eastern Europe and CIS	7	6	4	6	5
Latin America and the Caribbean	4	8	8	9	6
Middle East and North Africa	14	8	3	7	6
<b>Deliveries to</b>					
Developing countries	93.8	94.6	98.5	99.0	99.6
LDCs	53.3	53.9	60.3	58.3	56.3
LIFDCs	87.9	85.3	92.8	88.9	92.1
<b>Total cereal food aid deliveries as % of</b>					
World cereal production	0.5	0.3	0.4	0.3	0.3
World cereal imports**	3.8	2.7	3.5	2.8	2.3
<b>Cereals food aid deliveries to LIFDCs as % of</b>					
LIFDC cereal production	1.1	0.7	0.8	0.7	0.6
LIFDC cereal imports**	15.0	9.7	9.1	8.0	7.0
* 2007 data are provisional.					
** 2005, 2006 and 2007 cereal imports are estimates.					
Source: INTERFAIS, April 2008; FAO					

<b>ANNEX VIII A – UN AND INTERNATIONAL ORGANIZATION PARTNERSHIPS</b>						
<b>Projects with major partners</b>	<b>2005</b>		<b>2006</b>		<b>2007</b>	
	<b>No. of projects</b>	<b>No. of countries</b>	<b>No. of projects</b>	<b>No. of countries</b>	<b>No. of projects</b>	<b>No. of countries</b>
UNICEF	139	68	128	65	149	72
FAO	87	53	87	56	105	61
UNDP*	70	45	67	44	76	47
WHO	69	42	65	41	68	41
UNHCR	54	37	59	45	63	41
UNFPA	22	16	29	21	51	34
OTHER**	16	13	25	21	41	25
UNAIDS***	36	26	32	26	40	28
IOM	21	16	15	14	22	18
World Bank	26	17	20	15	18	14
IFAD	9	8	10	8	17	14
ICRC	18	14	14	13	16	12
UNESCO	13	11	16	13	14	10
ILO	-	-	10	9	14	12
UNIFEM	3	3	7	5	9	7
IFRC	11	9	8	7	8	6
UN-HABITAT****	-	-	4	4	4	3
UNEP*****	-	-	2	2	2	2
<b>TOTAL*****</b>	<b>205</b>	<b>81</b>	<b>190</b>	<b>81</b>	<b>208</b>	<b>79</b>

\* United Nations Development Programme.

\*\* "Other" includes entities such as United Nations missions.

\*\*\* Joint United Nations Programme on HIV/AIDS.

\*\*\*\* United Nations Conference on Human Settlements.

\*\*\*\*\* United Nations Environment Programme.

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



<b>ANNEX VIII B – NGOs PER SECTOR OF COLLABORATION</b>						
<b>Sectors of collaboration</b>	<b>2005</b>		<b>2006</b>		<b>2007</b>	
	<b>No. of global NGOs</b>	<b>No. of local NGOs</b>	<b>No. of global NGOs</b>	<b>No. of local NGOs</b>	<b>No. of global NGOs</b>	<b>No. of local NGOs</b>
Agriculture/crop production promotion	50	341	49	367	50	256
Agroforestry projects	21	71	16	129	18	83
Animal husbandry and pisciculture projects	13	140	19	115	16	52
Food reserves	8	11	8	13	9	45
HIV/AIDS	74	418	73	465	63	387
Land or water development and improvement	42	184	36	184	36	194
Literacy and numeracy	38	233	23	355	26	260
MCH	84	291	86	481	81	371
Nurseries and kindergartens	28	174	19	506	23	354
Other FFT	57	332	62	444	55	361
Other FFW	61	160	40	192	40	212
Primary schools	70	271	71	564	80	675
Public amenities/ schools/ housing	34	118	31	123	35	92
Public health/eradication of diseases (except HIV/AIDS)	73	168	56	136	60	105
Secondary schools	9	49	8	62	17	52
Settlement/ resettlement	24	55	11	34	15	26
Total free relief food assistance	95	516	90	483	82	356
Transport (access roads, rural roads, etc.)	38	152	36	105	25	74







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## ACRONYMS USED IN THE DOCUMENT

ACF	<i>Action contre la faim</i>
AHI	avian and human influenza
AIDS	auto-immune deficiency syndrome
ALD	assignment of limited duration
APR	Annual Performance Report
ART	anti-retroviral therapy
BMI	body mass index
BRC	British Refugee Council
CAP	Consolidated Appeals Process
CARE	Cooperative for Assistance and Relief Everywhere
CBO	community-based organization
CDC	community development council
CDP	Committee for Development Policy
CEB	Chief Executives' Board for Coordination
CERF	Central Emergency Response Fund
CFSVA	comprehensive food security and vulnerability analysis
CHS	community and household surveillance
CMR	crude mortality rate
CP	country programme
CPA	comprehensive peace agreement
CRED	Centre for Research on the Epidemiology of Disasters
CRS	Catholic Relief Services
C-SAFE	Consortium for Southern Africa Food security Emergency
CSB	corn-soy blend
DEV	development project
DPKO	Department of Peacekeeping Operations
DRC	Democratic Republic of the Congo
DRR	disaster risk reduction
DSC	direct support costs
ECW	Enhanced Commitments to Women
EFSA	emergency food security assessment
EMDAT	Emergency Events Database



EMOP	emergency operation
EOS	extended outreach strategy
EPR	emergency preparedness and response
ETC	emergency telecommunications cluster
EU	European Union
EVI	economic vulnerability index
FAO	Food and Agriculture Organization of the United Nations
FFA	food for assets
FFLOAT	<i>Ferroviaire, fluvial, lacustre, opérations aériennes task force</i>
FFT	food for training
FFW	food for work
FITTEST	Fast Information Technology and Telecommunications Support Team
GAM	global acute malnutrition
GCCC	government counterpart cash contribution
GDI	gross domestic income
GDP	gross domestic product
GFATM	Global Fund to Fight AIDS, TB and Malaria
GFD	general food distribution
GIS	geographic information system
GLC	Global Logistics Cluster
GNI	gross national income
GNP	gross national product
GTZ	German Agency for Technical Cooperation
GVLV	Global Vehicle Leasing Pool
HAI	human assets index
HEB	high-energy biscuit
HEWSweb	Humanitarian Early Warning Service website
HGSF	home-grown school feeding
HIV	human immuno-deficiency virus
HRD	humanitarian response depot
IASC	Inter-Agency Standing Committee
IBRD	International Bank for Reconstruction and Development
ICRC	International Committee of the Red Cross
ICT	information and communications technology



IDA	International Development Association
IDP	internally displaced person
IFAD	International Fund for Agricultural Development
IFRC	International Federation of Red Cross and Red Crescent Societies
ILO	International Labour Organization
IO	international organization
IOM	International Organization for Migration
IPCC	Intergovernmental Panel on Climate Change
IPSAS	International Public-Sector Accounting Standards
IRA	Immediate Response Account
ISC	indirect support costs
ITHACA	Information Technology for Humanitarian Cooperation and Action
JP	joint programme
JPO	junior professional officer
JSLP	Joint Sustainable Livelihoods Programme
LAC	Latin America and the Caribbean
LDC	least-developed country
LIC	low-income country
LIFDC	low-income food-deficit country
LRT	logistics response team
LTSH	landside transport, storage and handling
M&E	monitoring and evaluation
MCH	mother-and-child health
MDG	Millennium Development Goal
MERET	Managing Environmental Resources to Enable Transitions to Sustainable Livelihoods
MOSS	minimum operating security standards
MUAC	mid-upper arm circumference
NATO	North Atlantic Treaty Organization
NEPAD	New Partnership for Africa's Development
NGO	non-governmental organization
OCHA	Office for the Coordination of Humanitarian Affairs
OECD	Organisation for Economic Development and Co-operation

ODOC	other direct operational costs
OEDP	Policy, Planning and Strategy Division
OMF	Field Security Division
OVC	orphans and other vulnerable children
P4P	Purchase for Progress
PIH	Partners in Health
PLHIV	people living with HIV
PRC	Project Review Committee
PRRO	protracted relief and recovery operation
PSA	Programme Support and Administrative
PSNP	Productive Safety-Net Programme
RBM	results-based management
RDA	recommended daily allowance
SAM	severe acute malnutrition
SC	service contract
SEA	sexual exploitation and abuse
SENAC	Strengthening Emergency Needs Assessment Capacity
SGBV	sexual and gender-based violence
SMART	Standardized Monitoring and Assessment of Relief and Transitions
SO	special operation
SPR	standard project report
SSFS	Standardized School Feeding Survey
TB	tuberculosis
TFOT	technical field operations training
TSF	targeted supplementary food
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNCT	United Nations country team
UNDP	United Nations Development Programme
UNDSS	United Nations Department of Safety and Security
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UN-HABITAT	United Nations Conference on Human Settlements

UNHAS	United Nations Humanitarian Air Service
UNHCR	Office of the United Nations High Commissioner for Refugees
UNHRD	United Nations Humanitarian Relief Depot
UNICEF	United Nations Children's Fund
UNIFEM	United Nations Development Fund for Women
UNJLC	United Nations Joint Logistics Centre
UN-OHRLLS	Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States
UNRWA	United Nations Relief and Works Agency for Palestine Refugees in the Near East
UNV	United Nations Volunteer Programme
VAM	vulnerability analysis and mapping
VSAT	very small aperture terminal
WCF	working-capital financing
WHO	World Health Organization
WVI	World Vision International