

برنامج
الأغذية
العالمي



Programme
Alimentaire
Mondial

World
Food
Programme

Programa
Mundial
de Alimentos

**Executive Board
Annual Session**

Rome, 7-11 June 2010

ANNUAL REPORTS

Agenda item 4

For approval

E

Distribution: GENERAL
WFP/EB.A/2010/4
20 May 2010
ORIGINAL: ENGLISH

ANNUAL PERFORMANCE REPORT FOR 2009



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

NOTE TO THE EXECUTIVE BOARD

This document is submitted for approval by the Executive Board

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

Deputy Executive Director and Chief Operating Officer, OD ⁱ	Mr A. Abdulla	tel.: 066513-2401
Deputy Executive Director, HS ⁱⁱ	Ms S. Sisulu	tel.: 066513-2005
Deputy Executive Director and Chief Financial Officer, RM ⁱⁱⁱ	Ms G. Casar	tel.: 066513-2885
Deputy Executive Director, ER ^{iv}	Mr R. Lopes da Silva	tel.: 066513-2200
Director, RMP ^v	Ms R. Hansen	tel.: 066513-2008
Programme Adviser, RMP	Ms K. Oppusunggu	tel.: 066513-3068

ⁱ Operations Department

ⁱⁱ Hunger Solutions Department

ⁱⁱⁱ Resource Management and Accountability Department

^{iv} External Relations Department

^v Performance and Accountability Management Division

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

DRAFT DECISION

The Board approves the Annual Performance Report for 2009 (WFP/EB.A/2010/4), noting that it provides a comprehensive record of WFP performance for the year.

WFP's **Annual Performance Report** is the main accountability and learning tool for WFP and one of the primary oversight mechanisms for the Executive Board and donors. It follows established WFP results-based management practices, emphasizing the results chain of inputs, outputs, outcomes, processes, challenges and learning. It draws from WFP's accounting and reporting systems and involved extensive consultation with divisions and technical units, regional bureaux, country offices and partners. This year WFP is using for the first time new performance measurements in line with the Strategic Plan and is presenting the report in a new format. The consolidated achievements of all WFP operations will be reported; however a sub-set of projects was identified for reporting on trends, experiences and lessons learned in collating and measuring corporate outcomes.

CONTENTS

	Page
Draft Decision	2
Foreword by the Executive Director	5
Executive Summary	7
WFP's Contributions to the Millennium Development Goals	11
PART I: STRATEGIC CONTEXT	13
• Increased Global Hunger	13
• WFP's Changing Role	15
PART II: PERFORMANCE RESULTS BY STRATEGIC OBJECTIVE	21
• Overview and Methodology	22
• Outputs by Strategic Objective	22
• Outcomes by Strategic Objective	24
• Strategic Objective 1: Save lives and protect livelihoods in emergencies	24
• Strategic Objective 2: Prevent acute hunger and invest in disaster preparedness and mitigation measures	31
• Strategic Objective 3: Restore and rebuild lives in post-conflict, post-disaster or transition situations	35
• Strategic Objective 4: Reduce chronic hunger and undernutrition	39
• Strategic Objective 5: Strengthen the capacities of countries to reduce hunger, including through hand-over strategies and local purchase	52

PART III: ORGANIZATIONAL PERFORMANCE BY MANAGEMENT RESULT DIMENSION	57
• Overview	57
• Management Result Dimension 1: Securing Resources	58
• Management Result Dimension 2: Stewardship	65
• Management Result Dimension 3: Learning and Innovation	73
• Management Result Dimension 4: Internal Business Processes	76
• Management Result Dimension 5: Operational Efficiency	78
PART IV: LOOKING FORWARD	85
• Building on the Experiences of 2009	85
• Responding to External Changes	87
ANNEXES	
I. End Notes	93
II. Strategic Results Framework 2008–2013	94
III. A – Outcome Reporting Overview	102
B – List of Sub-Set Projects	105
IV. WFP Employees with Contracts of One Year or Longer	107
V. Global Food Aid Profile	108
VI. WFP Food Procurement in 2009	109
VII. Total Confirmed Contributions in 2009	113
VIII. Expenses	116
A – Direct Expenses by Region and Category (2006–2009)	116
B – Direct Expenses by Country, Region, and Programme Category (2006–2009)	119
C – Direct Expenses by Country Special Status Category and Region (2006–2009)	123
IX. Partnerships with United Nations Agencies and Non-Governmental Organizations	124
A – United Nations and International Organization Partnerships	124
B – Non-Governmental Organizations per Sector of Collaboration	125
Acronyms Used in the Document	126

FOREWORD BY THE EXECUTIVE DIRECTOR

For WFP, 2009 proved to be another challenging year. Just as the number of hungry people worldwide grew to more than 1 billion – the highest number on record – we also faced shrinking humanitarian safe space to reach people and there were unprecedented attacks on WFP staff and other humanitarian workers.

Despite these challenges, WFP was able to provide life-saving food and nutrition assistance for 101.8 million people affected by conflict, storms, droughts, displacement, financial crises and other shocks that left them without food; 84 million of these beneficiaries were women and children. WFP could not have reached these hungry and vulnerable people without the generous support of nations, private donors and individuals who gave US\$4 billion during a time of economic hardship.

The explosion in hunger needs over the past few years has made it clear that we are living in a world where risk is the new normal: the food, fuel and financial crises show how vulnerable many nations are to outside shocks that can cast millions of people into dire hunger and put an entire generation at risk of stunting. And stunting – the failure to grow – leads to irreversible developmental damage that affects children’s health, cognitive ability and future economic productivity.

Our response to this risk is to meet urgent needs and help nations to build resilience. In Pakistan, for example, we are assisting 5.5 million people affected by high food prices: when violence broke out last year, we scaled up within weeks to reach an additional 2.6 million people affected by conflict. When a series of devastating storms hit the Philippines we rapidly scaled up the provision of food in support of the peace treaty in Mindanao from 1 million people to an additional 1.1 million people affected by flooding. This ability to scale up quickly to reach vulnerable people is essential for reaching people affected by disasters.

We in WFP must continue our work with nations to ensure that our emerging interventions are deployed more effectively and efficiently to support the recovery of populations and economies. WFP supported 21 million children with school meals, and 20 million people with food in exchange for asset creation such as improved community infrastructure and reclaimed land while helping to meet household food needs. WFP continues to focus on getting better at providing “the right food to the right people at the right time” so that we generate maximum effectiveness of nutritional impact for those we serve.


There is a growing trend of support for comprehensive, country-led food security strategies: the African Union is working to promote African investment in comprehensive food security and adaptation programmes through the New Partnership for Africa’s Development and the Comprehensive Africa Agriculture Development Programme. In L’Aquila in the summer of 2009 leaders of the G8 nations pledged to support country-led food security strategies, and we are seeing many new regional and national initiatives. In 2009 there was unprecedented strategic cooperation between the Rome-based food agencies, including agreement on a joint secretariat to support the revitalized Committee on Food Security.

These trends make full operationalization of WFP's Strategic Plan more important than ever, because the plan puts WFP in a unique position to respond to emergencies while supporting country-led food security strategies. WFP has a trusted toolbox of proven hunger solutions from Purchase for Progress that connects smallholder farmers with markets to the focus on nutrition.

This year's Annual Performance Report differs significantly from past reports in its focus on aligning data with the Strategic Plan (2008–2013) and with the Strategic Results Framework. We want to continue to be a pace-setter in applying the most robust accountability, transparency and performance metrics, and we must be sure that the measures we chose for each year's APR are in line with the core work we do – from logistics and purchase to delivering food in some of the most challenging environments in the world. As we move forward, we recognize that it will take several reporting cycles to ensure that we have the right metrics. For example, we are looking at putting in contextualized data with geographic and local benchmarks and indicators to ensure that the information presented reflect the realities on the ground. We want the Annual Performance Report to capture information that is helpful and informative to WFP's frontline managers and, most important, information that helps us deliver food effectively to hungry people.

This year's report shows the impressive scope and scale of WFP's hunger solutions. The continued support from donors reflects the trust so many nations place in our ability to reach hungry and vulnerable people. Over the past year, we have instituted new measures to increase transparency in prioritization and resource allocation, for example through the Strategic Resource Allocation Committee. We also implemented for the first time a new Strategic Results Framework, the outcome indicators of which are the basis of performance measurement in this report. Together with other recently implemented systems such as WINGS II and International Public Sector Accounting Standards, WFP has at its disposal several powerful tools to improve our performance measurement and reporting.

Josette Sheeran
Executive Director



EXECUTIVE SUMMARY

In 2009, WFP reached 101.8 million hungry people in 75 countries with much-needed assistance. This achievement was made possible by 190 government and private donors, who provided US\$4.2 billion in contributions. But the number of undernourished people in the world reached 1.02 billion, the highest number since 1970 when these statistics were first collected.

The Annual Performance Report is the main accountability and learning tool for WFP and one of the primary oversight mechanisms for the Board and donors. It draws on WFP's accounting and reporting systems and involves extensive internal consultations to highlight the results chain of inputs, outputs, outcomes, challenges and learning over the past year.

Annual Performance Report 2009 – a New Approach

This year's Annual Performance Report is very different from previous reports in format and content. It provides a new level of analysis and management information aligned with the new Strategic Plan (2008–2013) and the Strategic Results Framework. The 2009 report also highlights achievements in terms of organizational management on the basis of five management result dimensions, a new approach for WFP. It benefited in particular from the improved information available from WINGS II Enterprise Resource Planning system and International Public Sector Accounting Standards.

As this was clearly a transition year using the new approach, some methodological challenges need to be acknowledged. In the analysis of outcome-level achievements by Strategic Objective not all projects were aligned with or had established measurement metrics based on the Strategic Plan. The process of aligning projects to the Strategic Results Framework, including adjusting country-level partnerships and monitoring systems to collect and analyse the required data to monitor outcomes, remains a work in progress. Similarly, the management result dimensions for reporting organizational management achievements are in the first year of use and will be developed further during 2010.

How to Use this Report

The main body of the report is divided into four parts:

Part I: Strategic Context focuses on the global issues that affected WFP's performance in 2009 and outlines the way in which WFP responded.

Part II: Performance Results by Strategic Objective reports the consolidated achievements – the “what” – of WFP's operations at the output and outcome levels against each Strategic Objective in the WFP Strategic Plan (2008–2013).

Part III: Organizational Performance by Management Result Dimension gives an account of the work done – the “how” – to achieve WFP's Strategic Objectives in terms of quality, effectiveness and efficiency.

Part IV: Looking Forward highlights future challenges and strategic opportunities.

The **Annexes** include detailed statistics and performance information linked to the body of the report.

Strategic Context

WFP faced serious challenges in 2009 as it responded to rising global hunger and increasingly hostile working environments.

- **Hunger Surges.** The latest estimates of global hunger suggest that 1.02 billion people worldwide were undernourished in 2009 – the highest number on record. The global economic crisis, combined with rising food prices, contributed to the surge in world hunger in 2009, a situation exacerbated by 245 natural disasters that affected 58 million people.
- **WFP Responds.** In 2009, the first implementation year of the new Strategic Plan, WFP began the transition from a focus on food aid to providing hunger solutions. In addition to reinforcing its core focus on emergency response, WFP launched new initiatives that included: i) improved approaches to tackling malnutrition; ii) operationalizing Purchase for Progress to improve market opportunities for smallholder farmers; and iii) the use of cash transfers and vouchers to address food needs and protect markets.
- **Improving Staff Security.** WFP experienced an unprecedented targeted attack with the bombing of its country office in Pakistan in October. This atrocity and the attacks on WFP staff and contractors in Afghanistan, the Occupied Palestinian Territory, Sudan, and Somalia highlighted the increasing dangers in the shrinking humanitarian space. WFP continued to safeguard its offices and improve training to enhance the protection of staff.

Performance Results by Strategic Objective

Highlights from performance reporting of WFP operations against the five Strategic Objectives in 2009 include:

- **New methodology.** As in the past, data from standard project reports form the basis of the information reported in the Annual Performance Report. However, as this was the first year of implementation for the new Strategic Results Framework, an interim methodology was applied. 143 of 189 active projects were aligned with the Strategic Results Framework for reporting.¹ In aligning their projects, country offices chose from among the 29 outcome indicators in the Strategic Results Framework to monitor results against the Strategic Objectives. As a result of the transition, WFP is at the initial stages of reporting against these new indicators. Therefore a complete picture of project outcomes is still not possible. The new methodology must be considered a work in progress that will continue to be reviewed in 2010.
- **Focus on humanitarian interventions.** Two-thirds of the 4.6 million mt of food aid distributed in 2009 was channelled through humanitarian interventions, reflecting WFP's leadership and focus in this area. Outcomes were positive: of the comparable data related to emergency nutrition interventions, 50 percent reported an improvement or stabilization; protecting livelihood interventions showed improvement in 86 percent of cases.

¹ The remaining 46 projects were not required to adopt the new indicators as they were ending in 2009.

- **Targeted assistance contributing to the Millennium Development Goals.** Targeted programmes ensured that 80 percent of WFP beneficiaries were children and women – this includes direct assistance for 6 million malnourished children – to help to reduce child mortality in line with Millennium Development Goal 4; 21 million schoolchildren received school meals or take-home rations as part of WFP’s contribution to achieving Millennium Development Goal 2.
- **Positive trends in reporting (but work still needs to be done).** Of the comparable data-sets,² 76 percent reported WFP interventions with improved or stabilized situations. A number of the measurement tools that were piloted were found to be easy to use and meaningful in providing effective metrics for 2010 assessment. However, it will be critical to improve reporting against agreed indicators over the coming years.

Organizational Performance by Management Result Dimension

In 2009, WFP developed a new system of “management result dimensions” to assess the effectiveness of organizational management and financial structures in supporting the achievement of the Strategic Objectives. They include:

- **Securing Resources.** Total contribution revenue was US\$4.2 billion in 2009, US\$833 million – 17 percent – less than the record high of 2008, but US\$1.5 billion above the average 2005–2007 levels. Contributions covered only 65 percent of total WFP estimated needs of US\$6.5 billion in 2009. Private-sector partnerships raised US\$145 million in cash and in kind.
- **Stewardship.** Food distributed increased to 4.6 million mt in 2009, a 23 percent increase over the previous year, as a result of the increase in operational activity and a decline in food prices. This scaled up response resulted in expenditures of US\$4.2 billion. WFP continued to pursue savings through administrative collaboration with the Rome-based agencies and climate-neutral initiatives. Brand and reputation activities consistently increased global public exposure to and awareness of WFP’s work.
- **Learning and Innovation.** In 2009, WFP spent US\$173 million in extra-budgetary funding for grants and trust funds in support of quality improvement and capacity-development, primarily at the field level. A major global training initiative for senior management was launched to develop the skills for implementing the Strategic Plan. WFP’s corporate online platform for operational information, EPWeb, was overhauled in 2009, and traffic on the site increased by 22 percent compared with 2008. The expansion of food assistance highlighted the need to address the challenge of applying WFP’s traditional tonnage-based financing model to non-tonnage-based activities. Interim procedures to achieve full-cost recovery were implemented; long-term solutions are being developed in the Financial Framework Review.
- **Internal Business Processes.** Last year WFP purchased 2.6 million mt of food, 80 percent of which was sourced from 75 developing countries. This amounted to an 8 percent decrease in quantity due to carry-over stocks from 2008; the US\$965 million spent was a 32 percent decrease from 2008, reflecting lower food prices. Under Purchase for Progress, 40 farmers’ organizations in 13 pilot countries contracted to supply 39,000 mt of food for WFP. In July, WFP made a successful

² Excludes data sets with a single value.

transition from WINGS I to WINGS II, a process that included a major re-engineering of WFP's main business processes, which are now better integrated and follow more closely the standard practices of other organizations.

- **Operational Efficiency.** In 2009 WFP provided logistics services for humanitarian organizations in 40 countries, and led logistics clusters in new emergencies in Benin, the Lao People's Democratic Republic, Indonesia, the Occupied Palestinian Territory, Pakistan, the Philippines, Samoa and Zimbabwe. WFP aircraft transported 324,000 passengers and 12,400 mt of humanitarian cargo to 200 destinations in 14 country operations. Eighty-three percent of WFP projects were carried out in collaboration with United Nations agencies and international organizations; the strong partnerships with NGOs and stand-by partners continued.

Looking Forward

Finding the most efficient and effective means of responding to the needs of hungry poor people remains WFP's primary challenge.

An overarching strategy will help WFP to respond to the challenge. This will include strong donor partnerships and more innovative fundraising strategies will help to raise additional resources. Nutrition strategies to be developed to reach targeted beneficiary groups with the right nutritious food at the right time will help to improve efficiency and increase impact. Improving performance management systems, for example through measures initiated in 2009 such as the Strategic Results Framework will provide more accurate feedback on outcomes and outputs, ultimately reinforcing programme design and helping to enhance organizational management systems.

WFP's Contribution to the Millennium Development Goals

KEY FIGURES

2007 2008 2009 Δ \blacktriangle Increase — No change \blacktriangledown Decrease
2007–2009

MDG 1 Eradicate extreme poverty and hunger

BENEFICIARIES

86.1	102.1	101.8	\blacktriangle	million hungry people in 75 countries (77 countries in 2008, 80 countries in 2007)
71.0	83.9	84.1	\blacktriangle	million women and children
1.9	1.9	2.0	\blacktriangle	million refugees
8.8	9.5	14.1	\blacktriangle	million internally displaced people
0.8	0.9	2.1	\blacktriangle	million returnees

QUANTITY OF FOOD AID

3.3	3.9	4.6	\blacktriangle	million mt of food distributed
2.1	2.8	2.6	\blacktriangle	million mt of food procured

DEVELOPING COUNTRIES AND WFP ASSISTANCE

88.5	87.7	89.7	\blacktriangle	percent of development multilateral resources reaching concentration criteria countries
74.0	66.0	70.0	\blacktriangledown	percent of development resources reaching least-developed countries
79.4	75.6	82.0	\blacktriangle	percent of food procured, by tonnage, in developing countries
72.0	68.0	67.1	\blacktriangledown	percent of WFP's resources reaching sub-Saharan African countries

MDG 2 Achieve universal primary education

19.3	20.5	20.7	\blacktriangle	million schoolchildren received school meals/take-home rations
46.6	49.3	46.7	\blacktriangle	percent were girls

MDG 3 Promote gender equality and empower women

52.2	51.9	52.2	—	percent of beneficiaries were women or girls
240	266	342	\blacktriangle	thousand women were in leadership positions on food management committees
5.1	6.7	6.5	\blacktriangle	million women received household food rations at distribution points in general food distributions
4.2	5.1	5.2	\blacktriangle	million household food entitlements were issued in women's names for general food distributions

WFP's Contribution to the Millennium Development Goals

KEY FIGURES

2007 2008 2009 Δ ▲ Increase — No change ▼ Decrease
2007-2009

MDG 4 Reduce child mortality

53.6	62.2	62.1	▲	million children were assisted in WFP operations
5.7	6.3	5.9	▲	million children diagnosed with malnutrition received special nutritional support

MDG 5 Improve maternal health

2.0	2.8	2.8	▲	million vulnerable women received additional nutritional support through maternal child health interventions
-----	-----	-----	---	--

MDG 6 Combat HIV/AIDS, malaria and other diseases

20	17	15	▼	of the 25 highest HIV and AIDS prevalence countries received WFP assistance
1.8	2.4	2.6	▲	million people affected by HIV and AIDS received WFP food assistance
50	47	43	▼	countries received assistance under tuberculosis and HIV and AIDS prevention activities

MDG 7 Ensure environmental sustainability

17.1	21.3	20.4	▲	million people received WFP food as an incentive to build assets, attend training, build resilience to shocks and preserve livelihoods
------	------	------	---	--

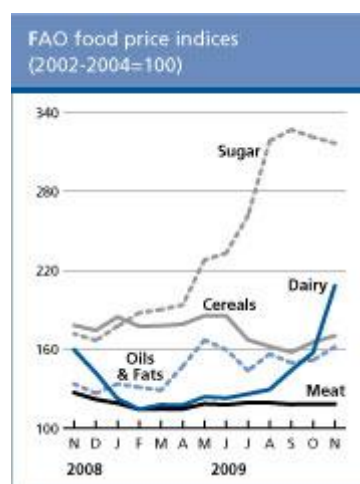
MDG 8 Develop a global partnership for development

15	15	18	▲	stand-by partners
12	10	9	▼	FAO/WFP crop and food supply assessment missions conducted
8	14	13	▲	UNHCR/WFP joint assessment missions conducted
84	150	115	▲	corporate and private entities provided support donating cash and in-kind gifts worth US\$145 million
2 815	2 837	2 398	▼	non-governmental organizations worked with WFP

PART I: STRATEGIC CONTEXT

Increased Global Hunger

1. The most recent estimates of global hunger suggest that 1.02 billion people were undernourished in 2009 – the highest number since 1970, the earliest year for which comparable statistics are available.³
2. Global food aid deliveries did not keep pace with the increase in world hunger. Food aid deliveries in 2009 were 5.7 million mt, the lowest on record since 1961 and well below the annual deliveries of more than 7 million mt between 2004 and 2006 (see Annex V); food aid deliveries were 6.5 million mt in 2008 and 6.0 million mt in 2007. Relief interventions accounted for 76 percent of all food aid deliveries in 2009, of which WFP provided 67 percent.
3. The global economic crisis, which followed the 2006–2008 spike in food prices, was a major contributor to the sharp increase in world hunger in 2009. As a result of reduced demand, food prices fell during the first half of the year, but the Food and Agriculture Organization of the United Nations (FAO) Food Price Index – a food basket of cereals, oilseeds, dairy products, meat and sugar – rose uninterrupted in the second half of the year. In November the index averaged 168 points, the highest since September 2008 though 21 percent below its peak in June 2008. Before the price spike of 2007–2008, the index never exceeded 120 points and was for most of the time below 100 points.
4. The increase in global hunger is unsettling because under-nourishment is not a result of limited food supplies. FAO data indicate strong cereal production in 2009: clearly, the world can produce enough food to meet consumption needs. The problem is not that food is unavailable: it is that people do not have access to it in emergencies or because of conflict, poverty or limited agricultural yields from degraded environments.
5. The United Nations International Strategy for Disaster Reduction recorded 245 natural disasters in 2009, of which 224 were weather-related and accounted for 7,000 deaths.⁴ Natural disasters in 2009 affected 58 million people and caused US\$19 billion worth of damage. Climate monitoring and early warning of weather hazards combined with emergency preparedness and response have been shown to save lives.



³ FAO, 2009. *The State of Food Insecurity in the World: Economic Crises – Impacts and Lessons Learned*. Rome.

⁴ Figures released by the World Health Organization (WHO) Centre for Research on Epidemiology of Disasters (CRED) in Belgium.

The Impact of the Economic Crisis on Households

In 2009 WFP completed ground-breaking studies in Armenia, Bangladesh, Ghana, Nicaragua and Zambia to determine the impact of the global economic crisis on economies and households in developing countries. The people worst affected were not necessarily the poorest of the poor, but a new group of people: unskilled workers in towns, families reliant on remittances and workers laid off from the export sectors. The case-study countries and transmission channels such as remittances, exports and foreign direct investments were selected to enable the findings to be applied to other countries in similar situations.

Follow-up studies in the first quarter of 2010 reported that many households still feel the impact, despite early signs of recovery. The main findings are:

- **Job losses.** All countries experienced a decline in exports leading to job losses in 2009. In Bangladesh, reduced exports of jute and garments resulted in 100,000 job losses, considerably less than the 300,000 expected in early 2009: more losses were prevented by reductions in wages and working hours. Severe job losses in Armenia were largely linked to the collapse of the construction and manufacturing sectors in Russia and Europe, but those who were able to retain their jobs kept the same wages and working hours as in early 2009. Nicaraguan exports declined by 20 percent, which contributed to 20,000 workers being laid off, especially in the agri-business and textile sectors. In Ghana, initial job losses were cushioned by the growing cocoa sector, which attracts migrant workers through increased wages for unskilled work, and a recovering timber sector, which was initially hit by the global financial slowdown. Households involved in these sectors perceive that incomes have declined compared with the previous year as a result of lower palm oil prices, lower staple food production, fewer remittances and increased business costs. In Zambia the copper export sector has recovered, but no recovery is foreseen for tourism; half of the reduced workforce have been re-hired in the light of favourable copper prices and the disruption of copper supplies from Chile.
- **Reduction of out-migration and remittances.** The most significant declines in remittances were observed in Armenia, Bangladesh and Ghana. In Armenia, remittances – a major source of income for a quarter of the population – have fallen by a third since early 2009. In Bangladesh the frequency of remittances has declined by 50 percent and the amounts by 40 percent, leading to a 60 percent decrease in the contribution of remittances to household incomes. In contrast to this, the trend of migration from Nicaragua to the United States of America and Costa Rica has continued at a faster rate in an attempt to reduce indebtedness.
- **Indebtedness, loss of purchasing power and coping mechanisms.** The loss of jobs and remittances has put considerable pressure on household purchasing power and budgets. The salient point is the increase in loans and debt, particularly in Armenia, Bangladesh, Nicaragua and Zambia, which has led to a decline in spending on healthcare and education among the most vulnerable populations, especially in Armenia. In Ghana, smallholders in the north are unevenly covered by social services and are facing lower prices for produce and decreased remittances from family members in other parts of the country; in Zambia, many people living with HIV in the southern province can no longer afford the high-protein diet needed for their treatment to be effective. In Bangladesh, however, the provision of free school books for primary and secondary schoolchildren has reduced the share of expenditure on education by 20 percent and increased attendance by 10 percent compared with 2008. Households in all the countries studied continue to engage in coping mechanisms, diversify income sources with increased involvement of women, delay or reduce healthcare and education expenses and eat cheaper and less nutritious foods.

Overall, the impact on rural households was considerable because of retrenchment in the export-led agricultural sector caused by the global recession, particularly in Armenia, Bangladesh and Nicaragua. Governments in all five countries have worked to prioritize social spending and improve or create social protection measures where needed. WFP's response to the global economic crisis was to maintain or expand interventions that were initially implemented to respond to high food prices. Most of these support social safety-net programming, with increased attention to cash transfers in Bangladesh, school feeding in Nicaragua and Ghana, nutrition in Ghana, food for work or training and cash for work in Armenia and Ghana, and electronic food voucher systems in Zambia. WFP continues to support governments in terms of capacity-building with a view to more effective responses to food insecurity, and maintaining and expanding social assistance programmes.

WFP's Changing Role

6. In 2009 WFP faced major challenges in:
- scaling up new initiatives in support of the Strategic Plan (2008–2013);
 - increasing resources to meet the needs of greater numbers of hungry people; and
 - revising security arrangements to improve protection for staff working in insecure regions so that WFP's support for vulnerable populations is maintained.

New Initiatives

7. The Strategic Plan (2008–2013) shifted WFP's focus from delivering food aid to providing hunger solutions that are not limited to food aid and other direct food transfers. The Strategic Plan implied that WFP would no longer start with the food aid tool and determine how to use it to support humanitarian and development objectives. Instead, WFP would begin with the problem – hunger – and identify the most appropriate tools to address it in each context. In 2009, three new initiatives reflected the new approach:
- improved approaches to addressing malnutrition;
 - operationalizing Purchase for Progress (P4P) to improve market opportunities for small-scale farmers; and
 - use of cash transfers and vouchers to address food needs while supporting markets.
8. WFP's rules and procedures must be adjusted to enable the shift in the Strategic Plan: in particular, resourcing and funding procedures need to de-link contributions and expenditures from the rate per tonne of food. In many cases, future WFP actions may focus on providing technical and advisory services that cannot be budgeted on a cost-per-tonne basis.

Nutrition Responses to Food Security

9. A new and improved approach to maximize nutrition benefits through effective and better targeted food-based approaches was developed in 2009 to translate the nutrition implications of the Strategic Plan into reality. Recognizing that hunger and undernutrition are major determinants of health, economic growth and prosperity, future WFP food assistance programmes will ensure that nutritional benefits are achieved in all activities supported. This entails greater emphasis on the prevention and treatment of undernutrition: changes include considering the nutritional content of WFP rations rather than caloric requirements only, and using new nutritionally enhanced products.
10. New nutritionally enhanced products such as ready-to-use supplementary foods and micronutrient powders enable WFP to target the nutritional requirements of different groups of beneficiaries safely and cost-effectively. They provide a new opportunity to break the inter-generational cycle of hunger by focusing preventive interventions on pregnant and lactating women and children under 2. New food products may also be more effective for adult nutrition rehabilitation, which is an important component of anti-retroviral therapy (ART) and tuberculosis (TB) programmes.
11. Needs assessments should therefore include data on the nutritional status of individuals in households and of households as a whole, including access to an

adequate quantity of good quality food to meet nutritional requirements. New data collection methods include anthropometric indicators for designing nutrition responses. Assessment of access to age-appropriate foods by infants and young children should become a standard element of comprehensive food security and vulnerability analyses (CFSVAs) and emergency food security assessments (EFSAs). With this in view, WFP started piloting the infant and young child feeding module developed by the World Health Organization (WHO) in 2009.

Purchase for Progress

12. The five-year P4P programme, which was launched in late 2008, uses new procurement modalities to help to improve the economic situation of smallholders through local food purchases. This helps two distinct population groups with the same project expenditure: small-scale farmers, who benefit from improved market opportunities, and project beneficiaries, who consume the WFP-supplied food. WFP provides the demand for food grown by small farmers, but P4P relies on a range of partners. Governments, United Nations agencies, international organizations (IOs), non-governmental organizations (NGOs), microfinance institutions, research entities and private-sector actors provide technical expertise in agricultural production techniques and post-harvest handling; they also facilitate access to farming inputs and credit, provide capacity-building and enhance farmers' organizations and warehouse operators.
13. A major objective of P4P is to share with partners in the 21 pilot countries lessons in linking low-income farmers, most of whom are women, with markets. WFP is experimenting with new procurement modalities such as direct and forward contracting, tendering for limited quantities from farmers' organizations and small traders, linking smallholders with processing opportunities and private-sector buyers and purchasing through warehouse receipt systems and food exchanges. Purchases under P4P in the pilot countries will account for roughly 10 percent of WFP overall procurement.
14. After the first full year of the pilot, the lessons learned include the following:
 - Challenges remain in securing timely cash contributions for food purchases.
 - Increased access to credit to finance aggregation and crop purchases would increase the ability of farmers' organizations to market their produce. Little credit is available for small farmers; what is available is subject to high interest. WFP relies on partners to facilitate access to credit.
 - A major challenge is raising the quality of the food that farmers' organizations provide to meet national and WFP standards. This requires investment in all processes, from improving seeds to planting to post-harvest processing and handling.
 - Farmers' organizations need improved business management skills and more experience in handling to deliver in time and over distances. Many organizations require assistance to improve management, business planning and record-keeping. High post-harvest losses will decrease with improved storage facilities and post-harvest handling equipment.
 - It has proved to be difficult to translate WFP's gender targets into actions for the advancement of women farmers in targeted organizations and to ensure that women receive more of the economic benefits. Women account for an estimated 70 percent of smallholders in sub-Saharan Africa, but constitute only 20 percent of the membership of farmers' organizations and 10 percent of leadership positions.

Use of Cash Transfers and Vouchers

15. WFP's use of vouchers and cash transfers increased from 9 pilot activities in 2008 to 20 in 2009, reflecting the shift to providing more flexible food assistance. Current interventions target 2.5 million beneficiaries. The use of vouchers and cash transfers also offered new opportunities to support governments in introducing and expanding social safety-net systems, with an aim towards eventual hand-over.
16. In Bangladesh,⁵ WFP introduced a cash-for-work activity to create employment opportunities for 62,000 agricultural labourers who had been affected by cyclone Sidr in 2008. Most participants received a daily cash wage equivalent to US\$2.20; those in underdeveloped market areas received food and cash. Local NGOs selected participants, identified activities, supervised implementation and distributed the wages according to the cash-transfer guidelines. There was evidence of significant improvement in the food consumption of participants: the percentage of households in the "acceptable" category rose by 31 percentage points compared with the normal season. A combination of cash and food, however, had more impact than cash alone. WFP's procedures for cash transfers also posed a major challenge: the efficiency of the programme improved after delays in transferring cash from WFP through implementing NGOs to beneficiaries had been addressed.
17. In Burkino Faso,⁶ WFP distributed 1.8 million food coupons in 2009. A mid-term evaluation showed that WFP assistance prevented targeted households from falling into destitution and enabled them to restore their food intake to the level it was at before the food price crisis. The vouchers gave beneficiaries freedom to choose when and where to receive assistance and the types and quantities of food to buy.
18. In Malawi,⁷ WFP experimented with a mixture of cash only, food only and mixed cash-and-food transfers to construct community assets as part of disaster prevention and preparedness in the vulnerable districts of Chikwawa and Machinga, where food insecurity is mainly caused by problems of access rather than non-availability of food. There were several unforeseen problems related largely to breaks in the cash and food pipelines; implementation was also hindered by the lack of corporate guidance on the new roles of the finance and programme units at the country office, regional bureau and Headquarters levels. As a result, failure to deliver the expected transfers on time resulted in beneficiaries resorting to non-productive coping strategies; moneylenders and traders employed predatory pricing techniques that in many cases eroded the value of cash transfers. These problems were exacerbated by the fact that many rural participants had little banking experience and were unaccustomed to financial management. Education and empowerment of participants are essential elements in effective management and use of cash transfers.
19. In the Occupied Palestinian Territory,⁸ WFP launched an urban voucher programme in the West Bank in response to the impact of high global food prices. The activity allocated monthly vouchers with a fixed cash value be redeemed

⁵ Emergency operation (EMOP) 107880: Emergency Safety Net for Vulnerable Groups Affected by High Food Prices and Natural Disasters in Bangladesh

⁶ EMOP 107730 Emergency Response to High Food Prices in Burkino Faso Main Cities

⁷ Protracted relief and recovery operation (PRRO) 105860: Assistance to Food Insecure People Suffering from the Effects of Natural Disasters and HIV and AIDS

⁸ EMOP 107740: Emergency Response to High Food Prices in the West Bank and Gaza Strip

against locally produced foods in selected shops. The operation stimulated the local economy by promoting businesses such as bakeries and dairy factories. Beneficiaries stated a clear preference for the voucher programme because it gave a wider choice of traditional foods. WFP is exploring the option of an electronic voucher system to facilitate financial reconciliations.

20. Other country-specific lessons learned are detailed in Part II and Part III in this report.

Weather-Related Disaster Initiatives

Increased climate shocks are a global challenge to which the United Nations Secretary-General has responded with a call for concerted efforts. In 2009 WFP increased its collaborations with the United Nations Environment Programme (UNEP), the International Federation of the Red Cross (IFRC), the Office for the Coordination of Humanitarian Affairs (OCHA), the United Nations Development Programme (UNDP), the World Meteorological Organization (WMO), the Inter-Agency Standing Committee (IASC), the UNDP Global Environment Facility (GEF), the Africa Federation (AF), the World Bank, the African Development Bank (AfDB), the Council of Europe Development Bank (CEB), the African Union (AU) and private businesses such as Nyala Insurance and SwissRe. The aim was to develop innovative pilot projects and initiatives to enhance government and community capacities to respond to the impact of climate change and disasters: these include follow-up to the weather index based insurance pilot in China and Ethiopia and feasibility assessments in China, Ethiopia, Kenya and Mali. To increase complementarities with providers of information and analysis on climate and weather-related disasters, WFP signed a memorandum of understanding (MOU) with WMO, and endorsed its Global Framework; a similar MOU is being developed with UNEP.

Meeting the Needs of the Increased Numbers of Hungry People

21. In an attempt to secure resources to address the growing number of hungry people worldwide, WFP deployed a four-pronged approach for resource mobilization in 2009:
- Continued strengthening of support from the current base of donors, including accessing new funding channels they offer;
 - Increased cooperation with emerging and new donors;
 - Increased utilization of thematic and multi-donor Trust Funds; and
 - Expanding contributions from Host and Recipient Governments
22. Partnerships with the private sector were also very strong. Despite the slowdown tempered by the general economic climate, WFP's long-term partnerships have remained stable; key partnerships were set for renewal, and the organization signed on a new partner with LG Electronics, the first Asian multinational to support WFP internationally.
23. Total confirmed contributions to WFP in 2009 reached US\$4 billion. Some 15 countries provided their highest amount ever, and WFP received funding from new channels in Organisation for Economic Co-operation and Development (OECD) donors and thematic and multi-donor trust funds, such as the Global Food Response Program (GFRP) of the World Bank, and signed up new donors on a multi-year basis.
24. The record level of donor support in the economic climate of 2009 is a notable achievement and strong signal of appreciation for WFP's work and confidence in its life-saving mission. Nonetheless, the growth of assessed needs continues to outpace the trend in increased funding.

25. Beneficiary numbers reached 101.8 million, a slight decrease from last year's record of 102.1 million. Gains made in the cost effectiveness of WFP's operations, for example through local and regional procurement, as well as making use of advance financing and forward purchasing for timely procurement, further enhanced WFP's capacity to ensure effective use of donor funds.

Improving Staff Security

26. Addressing the root causes of hunger through new approaches is challenging enough in itself – but attacks on WFP and other United Nations and humanitarian workers makes it even more difficult. This became evident in October 2009 when a suicide bomber killed five WFP staff members and seriously injured four others at WFP's Islamabad office. Truck drivers delivering WFP food to insecure regions were also vulnerable: five were killed in Afghanistan, the Occupied Palestinian Territory and the Sudan. Altogether, nine staff members and six contractors were killed in acts of violence in 2009. For WFP staff security is paramount. Despite the threats many WFP staff risk their lives each day to ensure that assistance reaches the most vulnerable people.
27. As a front-line humanitarian agency with responsibility for the lives of millions of victims of war and civil unrest, WFP has adopted as far as possible a "how to stay" staff security culture to ensure that hunger needs anywhere in the world can be addressed. The need for coherent security risk management and the identification of "acceptable risk" are integral to this principle.
28. Before the Islamabad attack, the emphasis was on protecting WFP buildings from attack by vehicle bombs; the attack by a suicide bomber showed the need to re-think security strategies. WFP already had a proactive approach to the problem of bomb blast: 30 premises had been assessed since November 2008, with nine projects completed, and country office buildings were chosen for their ability to withstand bomb blast; earlier in 2009, US\$300,000 was spent on improvements such as security barriers, wall reinforcements and blast-resistant film. These measures helped to limit loss of life in Islamabad.
29. WFP also sought ways to improve the safety of truck drivers through training and systems such as satellite tracking and monitoring to safeguard their movements. WFP security officers were involved in negotiating the release and recovery of drivers and stolen vehicles, and have assumed a family liaison role to keep families informed when drivers are abducted.
30. Despite the extreme security threats in Afghanistan and Pakistan, monthly food deliveries to 3 million beneficiaries and food stock pre-positioning were completed by positioning 50 small hubs and two logistics corridors in North-West Frontier Province (NWFP).
31. In view of its extensive experience in emergencies and as global emergency telecommunications cluster (ETC) lead, WFP is the designated focal point for security telecommunications, advising the security management network on policy, implementation, standards and services. WFP completed a major ETC preparedness initiative that identified gaps in inter-agency telecommunications in 27 countries relative to minimum operating security standards (MOSS). The objective was to help the humanitarian community to improve field coordination and upgrade ETC facilities when necessary, and to enhance staff security.



PART II: PERFORMANCE RESULTS BY STRATEGIC OBJECTIVE

Overview and Methodology

32. Part II of the 2009 APR reports the achievements of WFP operations against each Strategic Objective in the WFP Strategic Plan (2008–2013). As requested by the Board, WFP has started to report against the 29 corporate indicators in the Strategic Results Framework (SRF), which was endorsed by the Board in February 2009. The process of aligning projects with SRF, which involves adjusting country-level partnerships and monitoring systems to collect and analyse the data needed to monitor outcomes remains a work in progress.
33. In 2009, WFP began the process of aligning new projects and re-aligning projects with an end date beyond 2009 with SRF indicators. Of the 189 active projects⁹ in 2009, 143 – 76 percent – were aligned; the remaining 46, which ended during calendar year 2009, did not adopt the new indicators.¹⁰ The aligned projects are the basis for performance results reporting.
34. In aligning their projects, country offices chose from among the 29 SRF outcome indicators to monitor results against the Strategic Objectives.¹¹ Information was reported against all corporate indicators. In view of the newness of some of the indicators and because of limited capacity to collect and analyse the data, only seven corporate indicators were reported against by more than ten projects in 2009, as summarized in the table shown below.

Table 1: Outcome Trends for Corporate Indicators where more than Ten Projects Provided Comparable Data-Sets

Indicator	Actual no. of projects reporting on indicator	Total no. of comparable data-sets	Result trends showing improvement or stabilization (%)
Prevalence of acute malnutrition among children under 5 ¹²	19	19	47
Household food consumption score ¹³	54	31	88
Enrolment: average annual rate of change in number of boys and girls enrolled	16	13	84
Attendance rate	46	70	77
Gender ratio	45	40	80
Prevalence of iron deficiency anaemia in women and children	11	8	100
Prevalence of underweight among targeted children under 5 (weight-for-age as%)	20	12	75

⁹ 52 country programmes/development projects; 35 emergency operations; 66 protracted relief and recovery operations and 36 special operations

¹⁰ The results reported by these projects are included in the Overview of Outcome Reporting (see Annex III A for non-aligned projects), but they have not been included in this section.

¹¹ Reasons for the lack of reporting are varied. Some projects only started towards end 2009, hence outcome results will be collected in future reporting cycles. In some cases, partner organizations (NGOs, Government counterparts and United Nations partners) did not provide the necessary data. In other cases, WFP country offices may have lacked the capacity to collect the data.

¹² In line with standard practice, this indicator is based on anthropometric survey and random sampling within broader geographic area served by WFP; therefore it does not attribute directly to children assisted by WFP.

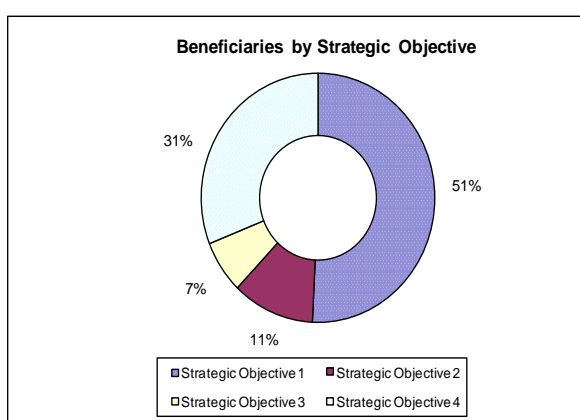
¹³ Result trends reflect household food consumption reported as an indicator against Strategic Objectives 1, 2, 3, and 4, with different targets and context reflecting the differing levels of severity.

35. From projects aligned with the SRF, a sub-set of projects (see Annex III B) was identified to report project-specific trends, experiences and lessons learned in collating and measuring outcome indicators.

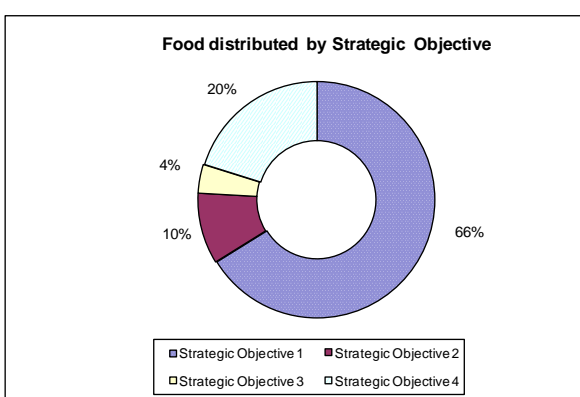
Outputs by Strategic Objective

36. The values for beneficiaries, food distribution and direct expenses are based on annual percentage estimates by Strategic Objective collected at the country office level. Some country offices that are retro-fitting projects to align them with the Strategic Objectives and SRF require additional support in determining which objectives and goals apply in which contexts. After the realignment process and the financial framework discussion, further refinements of the ways in which the Strategic Objectives and corresponding activities are reflected in operations and data collection methods will continue in 2010.

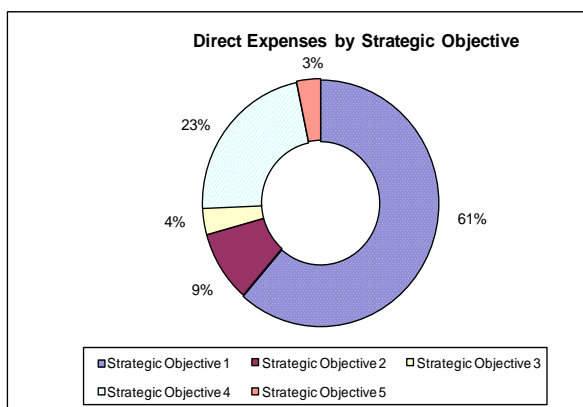
37. In 2009, three quarters of WFP’s beneficiaries were assisted through the 143 projects analysed that were aligned with SRF. Of these, half were assisted through Strategic Objective 1, affirming the prominence of WFP’s role in saving lives and protecting livelihoods. Of the beneficiaries under Strategic Objective 1, 86 percent were assisted through general food distributions (GFDs). Of the remainder, 31 percent were assisted under Strategic Objective 4, 11 percent under Strategic Objective 2 and 7 percent under Strategic Objective 3. The high proportion of beneficiaries attributed to some Strategic Objectives – Strategic Objective 4 is an example – reflects interventions that reach a large number of beneficiaries but provide only part of their food requirements.



38. Analysed projects accounted for 87 percent of WFP food distributed in 2009; 66 percent of the food was channelled through activities related to Strategic Objective 1, mainly GFDs. The high proportion of food distributed under Strategic Objective 1 reflects the types of intervention used in relief and early recovery programming: in these contexts, WFP typically meets almost all of beneficiaries’ food requirements, which results in higher tonnages, whereas in other types of intervention WFP assistance is normally intended to meet only a portion of beneficiaries’ food needs.



39. Strategic Objective 1 accounts for the largest share of direct expenses. The decline in the proportion of food distributed under Strategic Objective 1 compared with direct expenses is related to the lower cost of relief food: a relief food basket, for example, usually includes a significant percentage of bulk cereals; direct expenses under Strategic Objective 4 reflect more expensive foods such as blended food distributed through nutrition interventions.
40. For the first time, this APR reports on direct expenses for Strategic Objective 5. In 2009, these activities accounted for 3 percent of direct expenses in projects, mainly related to capacity-building.



Outcomes by Strategic Objective

Strategic Objective 1 – Save lives and protect livelihoods in emergencies

Table 2: Strategic Objective 1 – Goals and Indicators

Goals

1. To save lives in emergencies and reduce acute malnutrition caused by shocks to below emergency levels
2. To protect livelihoods and enhance self-reliance in emergencies and early recovery
3. To reach refugees, internally displaced persons (IDPs), and other vulnerable groups and communities whose food and nutrition security has been adversely affected by shocks

Indicators

- 1.1.1 Prevalence of acute malnutrition among children under 5
- 1.1.2 Prevalence of low mid-upper arm circumference
- 1.2.1 Crude mortality rate
- 1.2.2 Age-specific mortality rate for children under 5
- 1.3.1 Household food consumption score

Results Overview

41. WFP interventions under Strategic Objective 1 take place in dynamic contexts where factors beyond WFP’s control such as conflicts or the extended impact of shocks impede progress and prolong the suffering of beneficiaries. Such interventions should therefore be seen as enabling people to meet their nutritional needs with dignity and protecting people’s capacity to address their food security.
42. Of the comparable data-sets related to Strategic Objective 1, two indicators were reported in more than ten projects – “prevalence of acute malnutrition among children under 5” and “household food consumption score”.

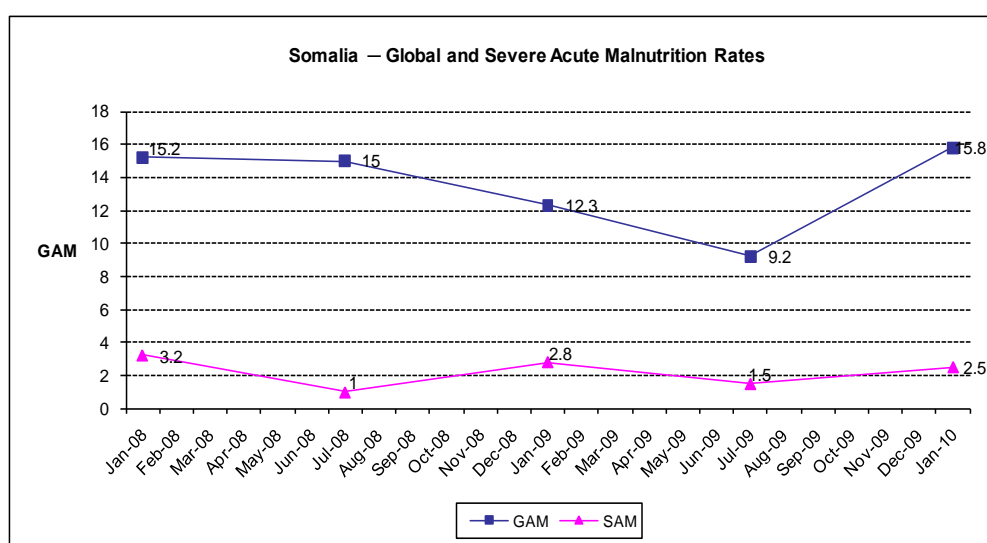
Outcome Performance Results

***Prevalence of acute malnutrition among children under 5
(weight-for-height as %)***

43. Acute malnutrition is a matter of growth failure as a result of rapid weight loss or failure to gain weight. Global acute malnutrition (GAM) is the proportion of moderately and severely malnourished children plus those with oedema, the excessive accumulation of extra-cellular fluid. The international community views a 10 percent acute malnutrition prevalence among children aged 6 to 59 months without aggravating factors as a benchmark above which the nutritional situation is considered serious. GAM prevalence of 10 percent and above with aggravating factors such as elevated crude and/or under-5 mortality rates or of 15 percent and above is considered to be above the emergency threshold. In countries or situations where rates of acute malnutrition above 15 percent persist throughout the year, an annual 10 percent decrease is an acceptable target.
44. Addressing acute malnutrition normally requires a response combining food assistance with blended foods or lipid-based supplements and health, water and sanitation interventions linked to training and community mobilization. WFP

normally partners with ministries of health, the United Nations Children's Fund (UNICEF), the Office of the United Nations High Commissioner for Refugees (UNHCR) and WHO members of United Nations country teams and NGOs in a holistic approach to addressing acute malnutrition.

45. Of the 19 data-sets that reported trends on this indicator, 47 percent reported an improvement in 2009, compared with 2008 when 62 percent reported an improvement. Of the 15 projects that set targets for this indicator, 7 projects met them.
46. In Burundi,¹⁴ WFP assistance in 2009 focused on pregnant women and children under 5 in northern areas, where malnutrition rates were the most worrying. Although rates of admission to nutrition centres rose throughout the country in 2009, acute malnutrition rates among children under 5 fell from 8.4 percent in August 2008 to 6.9 percent in December 2009 in areas that received WFP assistance.
47. In Somalia¹⁵ there was a consistent drop in malnutrition levels among IDPs in the Shabelle region, in part because of sustained GFDs. In July 2009 a reduction in the resources for the Somalia operation resulted in WFP revising its targeting and allocation strategy to maintain household food security. The cut in rations may have caused an increase in malnutrition rates in January 2010.

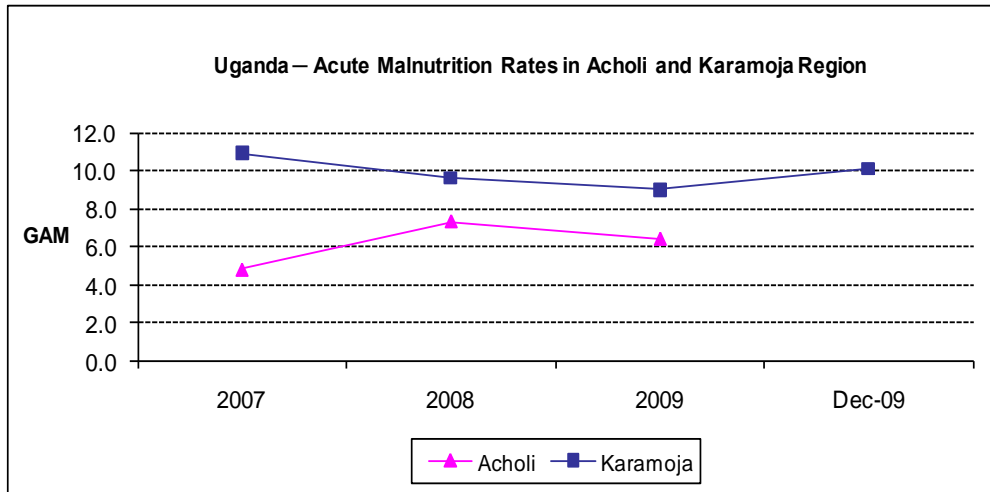


48. In Uganda¹⁶ the prevalence of acute malnutrition among children under 5 in Karamoja and Acholi regions has improved since 2007, in part because of nutrition and food security interventions by WFP and partner agencies. Drought from April to November 2009 exacerbated by continued insecurity caused by cattle rustling led to a deterioration in the nutrition situation in Karamoja.

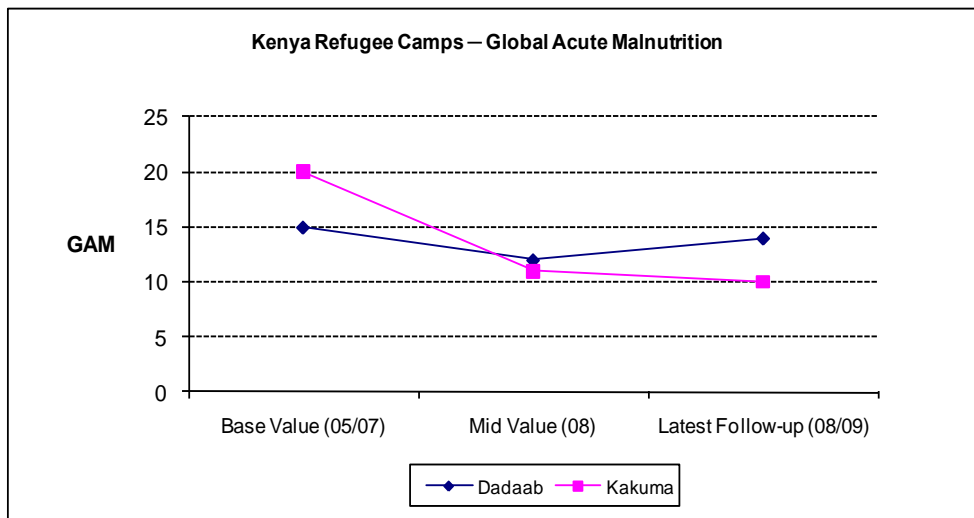
¹⁴ PRRO 105281: Support for Stabilization and Recovery: Protecting and Creating Livelihoods and Improving the Nutritional Status of the Most Vulnerable

¹⁵ EMOP 108120: Food Aid for Emergency Relief and Protection of Livelihoods

¹⁶ PRRO 101213: Targeted Food Assistance for Relief and Recovery of Refugees, Displaced Persons and Other Vulnerable Groups in Uganda; EMOP 108111: Emergency Assistance to Communities Affected by the 2008 Drought in Karamoja, North-Eastern Uganda



49. Malnutrition levels have fallen in Kakuma refugee camp in Kenya¹⁷ since 2007 in association with an improvement in the package of preventive and curative assistance measures and the ability to maintain food rations through WFP’s interventions. But a large influx of Somali refugees in 2009, many of whom were in poor nutritional condition, resulted in an increase in malnutrition levels in Dadaab refugee camp.



Prevalence of low mid-upper-arm circumference

50. In children, mid-upper arm circumference (MUAC) measured at the mid-point between the tip of the shoulder and the tip of the elbow is one method for assessing acute malnutrition and is a good predictor for mortality. In 2009 WFP started to pilot the use of MUAC to assess nutritional status among children under 5. Four projects reported on trends in this indicator.

¹⁷ PRRO 102583: Food Assistance to Somali and Sudanese Refugees

Learning from Implementation: Mid-Upper Arm Circumference

In Somalia,¹⁸ where the prevention of mortality is WFP's primary goal, mortality rates have been assessed through cross-sectional nutrition surveys. But these are secondary indicators and factors affecting their reliability include the fact that: i) the sample and survey are not designed for calculating mortality, but for assessing the prevalence of acute malnutrition; and ii) the method – 90 days recall interview – has proved to be unreliable. As a result, wide variations in under-5 mortality rates were recorded over different periods and it was difficult to assign causes affecting mortality rates such as conflict, displacement, disease and malnutrition or to assess the impact of different interventions such as food distributions, health access, vaccination, water, sanitation and hygiene programmes.

In 2009 WFP began using MUAC, which gave a better indication of the risk of mortality than weight-for-height. Nutrition partners in Somalia also use MUAC as the admission criteria in therapeutic and supplementary feeding programmes. But the nutrition cluster in Somalia decided that to be consistent with international standards MUAC would not be the official indicator for reporting national malnutrition levels. The relationship between prevalence based on MUAC and on weight-for-height is poorly understood, particularly since the shift to the new WHO growth standards.

In Pakistan,¹⁹ MUAC helped to improve the targeting of assistance for malnourished children and pregnant and lactating women and to measure the impact of the intervention. National data on nutrition-related issues in Pakistan is scarce, and conducting a comprehensive anthropometric survey would have been a lengthy process. MUAC was found to be relatively straightforward to measure and required little in the way of special equipment or technical expertise; health workers required minimal training. Initial screening helped establish baseline data for future comparative analysis, but follow-up studies were impossible during 2009 because of insecurity.

Crude Mortality Rate and Age-Specific Mortality Rate for Children under 5

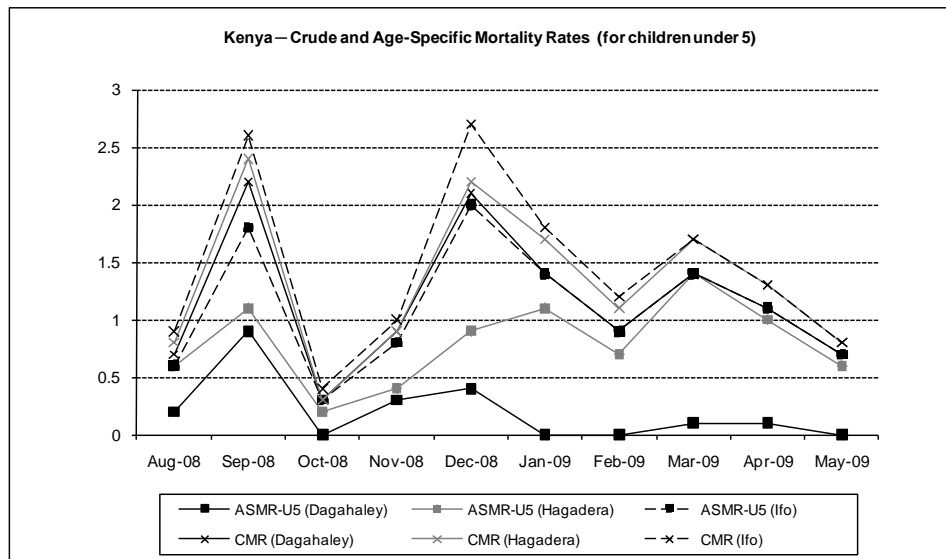
51. The crude mortality rate (CMR), also known as the crude death rate, is defined as the number of people of all ages and both sexes who die in a given period divided by the total population at the mid-point of that period. In acute emergencies, CMR is often expressed as deaths per 10,000 people per day. WFP accepts that targets are project-specific, though the international community views more than one death per 10,000 per day as a serious situation; two deaths per 10,000 per day represent an “emergency out of control”.
52. The age-specific mortality rate for children under 5 (ASMR-U5) is the number of children under 5 who die in a given period divided by the number of children under 5. In acute emergencies it is often expressed as child deaths per 10,000 under 5s per day. Targets are project-specific, but two deaths per 10,000 per day is seen as serious and four deaths per 10,000 per day represents an “emergency out of control”.
53. Three projects reported trends in 2009 against CMR or ASMR-U5 including Kenya,²⁰ where CMRs were particularly high in Samburu in the eastern pastoral zone in 2006, following severe stress resulting from drought. With the provision of food aid, CMRs have since fallen below one death per 10,000 per day, with the

¹⁸ EMOP 108120: Food Aid for Emergency Relief and Protection of Livelihoods

¹⁹ EMOP 108280: Food Assistance to Internally Displaced and Conflict Affected Persons in Pakistan's North-West Frontier Province and Federally Administered Tribal Areas

²⁰ PRRO 106660: Protecting and Rebuilding Livelihoods in the Arid and Semi-Arid Areas of Kenya

exception of Tana River and the northern pastoral zone. CMR was also high in Mandera and Wajir in early 2009. Lack of access to clean water at the household level coupled with poor childcare and feeding practices and limited access to health services continued to contribute to rising CMR. These issues are being addressed by other partners. In the three settlements that comprise Dadaab refugee camp – Dagahaley, Ifo and Hagadera – CMRs remained within acceptable levels from August 2008 to July 2009. The leading causes of under-5 mortality were respiratory infections, diarrhoea and malaria.



Household Food Consumption Score

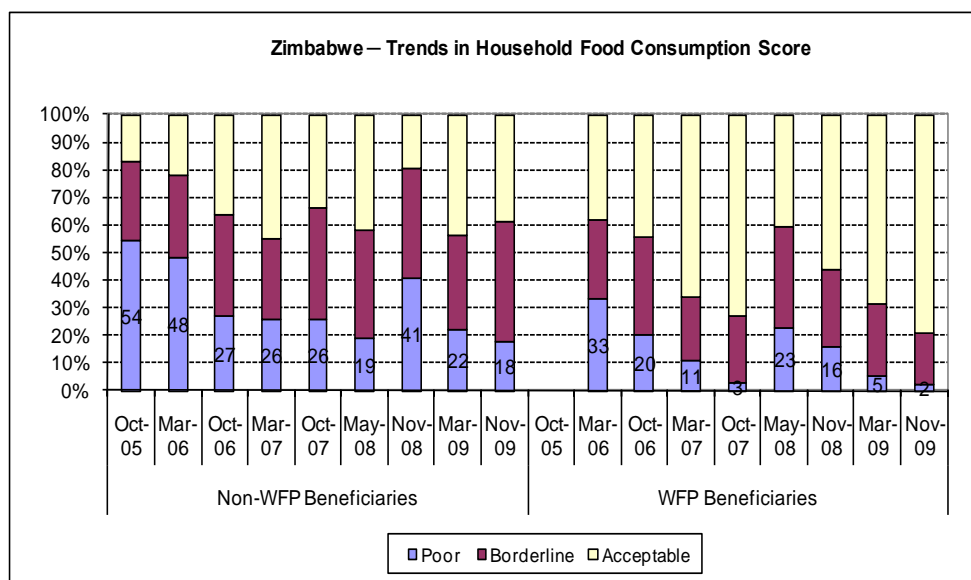
54. The household food consumption score (FCS) measures the frequency with which different food groups are consumed over seven days. A higher score indicates better food consumption; a lower score reflects poor food consumption in terms of quantity, measured as kilocalorie intake, and quality, measured as nutrient intake. The scores are arranged under the headings: i) poor food consumption; ii) borderline food consumption; and iii) acceptable food consumption. Of 32 projects reporting on this indicator under Strategic Objective 1 in 2009, 14 reported comparable data of which 12 reported improvements; one of these was Afghanistan,²¹ where FCS showed that most households in the “poor” category had moved up to the “borderline” category, and that most households in the “borderline” category had moved up to the “acceptable” category.

Table 3: Household Food Consumption Score in Afghanistan

Indicator	Baseline Value (December 2007)	Follow-Up Value (December 2009)
% of households with poor FCS	65.2	2.5
% of households with borderline FCS	34.2	63.2
% of households with acceptable FCS	0.6	34.3

²¹ PRRO 104270: Post-Conflict Relief and Rehabilitation in Islamic Republic of Afghanistan

55. In Zimbabwe,²² the FCS method confirmed that WFP's intervention was effective in improving household food consumption. As shown below, a greater proportion of WFP beneficiaries were in the "acceptable" category than non-WFP beneficiaries in each sampling period, and a much smaller proportion of WFP beneficiaries was in the "poor" category. The proportion of WFP beneficiaries in the "poor" category declined between 2006 and 2009; for non-WFP beneficiaries the proportion fluctuated and usually remained above 20 percent of respondents.



Learning from Implementation: Household Food Consumption Score

In Afghanistan,²³ FCS was a useful tool for seeing the immediate effects of GFDs. Data was easily collected by local monitors and implementing partners, though some minor adjustments to forms and reinforcement training were needed. The government adopted FCS as one of the standard indicators for the national risk and vulnerability assessment survey applied at the national level and statistically representative at the provincial level. This allowed the calculation of FCS for food-insecure populations and the general population, which provides a useful control group.

In southern Africa, FCS is one of the main indicators for evaluating food security as part of WFP's Community and Household Surveillance post-distribution monitoring (CHS/PDM),²⁴ which is conducted twice a year in the lean and harvest seasons. This widespread use enabled comparisons between southern African countries. FCS was adopted because it is simple to use, collects straightforward information and does not require technical expertise in interviewers or interviewees. Challenges remain, however, in terms of quantifying food consumption or indicating whether nutritional requirements are being met. It was difficult at times to undertake the quantitative analysis required to derive the index.

²² PRRO 105950: Protracted Relief for Vulnerable Groups

²³ PRRO 104270: Post-Conflict Relief and Rehabilitation in the Islamic Republic of Afghanistan

²⁴ CHS is a regional initiative in operation since 2003 covering Lesotho, Malawi, Mozambique, Swaziland, Zambia and Zimbabwe. WFP's primary objective is to use CHS to measure the outcome of WFP food aid interventions, looking at short-term and medium-term effects on WFP beneficiary households and non-WFP beneficiary households and trends in livelihoods and food security. CHS has value as a management tool, and has proved useful for WFP in operational decisions on food aid interventions.

Initiatives in Support of Strategic Objective 1

56. In 2009, WFP's Protection Project trained staff, partners and government counterparts with a view to increasing capacity to engage in emergencies. The training included elements such as international law, humanitarian principles, context analysis, sexual exploitation and abuse prevention, the "do-no-harm" approach and humanitarian negotiations.
57. In 2008, there were reports of food being stolen, stampedes and assaults on beneficiaries at WFP food distribution sites in the north-eastern region of Karamoja in Uganda.²⁵ To make food distributions safer, the country office analysed the risks that food distributions posed to beneficiaries and communities and introduced new approaches in 2009 such as:
- recruitment of independent international NGOs as implementing partners;
 - regional registration and verification;
 - sensitization at distribution sites;
 - greater involvement of local leaders in food distributions;
 - exclusion of the army and police from food distributions; and
 - training WFP and partner staff in protection awareness.

As a result of these changes, food distributions in Karamoja have become safer, fairer, more transparent and better organized. Mistrust in communities and local leaders has declined, and they ensure that food distribution does not contribute to the existing social unrest in Karamoja.

Output Performance Results

Table 4: Strategic Objective 1 – Output Performance Indicators						
Number of Beneficiaries (000)						
Women	Girls	Men	Boys	Total		
10 444	13 241	8 646	12 819	45 150		
Beneficiaries, Tonnages and Expenses by Main Activities						
Activity types	Beneficiaries (000)	% of beneficiaries	Food distributed (000 mt)	% of food distributed	Estimated direct expenses (US\$ million)	% of direct expenses
Cash transfers and vouchers	429	1.0	-	-	15	0.8
Emergency school feeding	2 613	5.8	59	2.2	37	1.9
GFD*	38 924	86.2	2 451	92.7	1 701	89.1
Micronutrient supplementation	1	0.0	0.0	0.0	0.0	0.0
Supplementary feeding	3 183	7.0	132	5.0	97	5.6
SO**					49	2.6
TOTAL	45 150	100.0	2 644	100.0	1 908	100.0

* General food distribution

** Special operations

²⁵ EMOP 108111: Emergency Assistance to Communities Affected by the 2008 Drought in Karamoja, North-Eastern Uganda

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

Table 5: Strategic Objective 2 – Reporting and Results

Goals

1. To support and strengthen capacities of governments to prepare for, assess and respond to acute hunger arising from disasters
2. To support and strengthen resiliency of communities to shocks through safety nets or asset creation, including adaptation to climate change

Indicators

- 2.1.1 Disaster preparedness index
- 2.2.1 Household food consumption score
- 2.3.1 Household asset score
- 2.3.2 Community asset score

Results Overview

58. In 2009, 35 aligned projects reported activities under Strategic Objective 2,²⁶ of which 18 – 51 percent – reported on the corporate outcome indicators. One indicator “household food consumption score” was reported in more than ten projects.

Outcome Performance Results

Disaster preparedness index

59. The disaster preparedness index (DPI) measures the degree to which a government, with the support of WFP, is committed to and has the capacity to develop and regularly update contingency plans at the national and sub-national levels and owns and manages food security monitoring systems (FSMS) and early-warning systems. The index focuses on sustainability in terms of government ownership rather than quality. The score consists of four categories: extremely low (0–1); low (2–4); medium (5–7); and high (8–9). One project reported on this new indicator in 2009.
60. Afghanistan²⁷ calculated DPI in 2009 in consultation with the National Disaster Preparedness Committee of government institutions, United Nations agencies, humanitarian organizations, NGOs and donors. High security risks and the resulting absence of several stakeholders at the time of data collection prevented a consultative meeting, so one-to-one discussions were held to explain the purpose and nature of DPI, after which respondents were requested to complete a form and grade each item. To create a baseline and follow-up, the form included “one year ago” and “this year” cells. The DPI score showed that Afghanistan was in the medium category, with scores improved from 5.2 in 2008 to 5.7 at the end of 2009.

²⁶ In a further two projects, activities had not commenced because of a combination of lack of funds, limited capacity of cooperating partners or security constraints.

²⁷ PRRO 104270: Post-Conflict Relief and Rehabilitation in the Islamic Republic of Afghanistan

Household food consumption score

61. Twelve projects reported on this indicator – which is explained under Strategic Objective 1 – in 2009 under Strategic Objective 2. In Afghanistan,²⁸ FCS showed that the voucher programme helped to improve household food consumption, with a significant improvement in the number of “poor” households moving up to the “borderline” category. The proportion in the “acceptable” category also increased.

Table 6: Household Food Consumption Score in Afghanistan

Indicator	Baseline Value (December 2007)	Follow-Up Value (December 2009)
% of households with poor FCS	40.8	8.1
% of households with borderline FCS	55.9	60.7
% of households with acceptable FCS	3.3	31.1

Household asset score

62. Household asset score (HAS) measures the increase in functioning assets that enable households to be more resilient to shocks. Such “resilience-based assets” are either owned by the household or shared with groups of households such as neighbours. Examples include private woodlots, fuel-efficient stoves, fruit trees, beekeeping equipment, agricultural tools and improved seed storage facilities. By defining the proportion of households that are asset poor or rich a fairly accurate indication of the ability of households to cope with any shock can be obtained: households with a higher asset score are better equipped for a shock or period of food insecurity. One project, in Kenya, reported on this indicator in 2009 as a base value, which will allow measurement of future trends.

Learning from Implementation: Household Asset Score

Use of HAS in Malawi²⁹ in 2009 showed that information on the indicator can only be collected through large-scale surveys if a statistically significant sample is to be obtained. In a small-scale project, this could account for 10 percent of the funding available for distribution and monitoring. The categorization of assets as productive and non-productive varies significantly among countries: in Malawi, for example, a bicycle can be a productive asset in that bicycle taxis are a common source of income and could be the difference between the responses of households to a food shortage. The acceptance of bicycles as productive assets needs to be revisited.

In Kenya,³⁰ an HAS baseline survey was conducted in December 2009 to measure the impact of recovery activities. The indicator has enhanced WFP’s ability to assess food insecurity, and collection of HAS data is now part of the monitoring process.

²⁸ Ibid.

²⁹ PRRO 105860: Assistance to Food Insecure People Suffering from the Effects of Natural Disasters and HIV and AIDS

³⁰ PRRO 102583: Food Assistance to Somali and Sudanese Refugees

Community asset score

63. Community asset score (CAS) measures the increase in assets that make a community and the households in it more resilient to shocks. Such “resilience-based assets” are used by most households and are managed and maintained by the community. Examples of such assets include all-weather roads or dykes that prevent rivers from flooding. CAS should be used to evaluate trends: a higher score at the end of a project indicates an increase in community resilience to shocks. Four projects reported on this indicator in 2009.

Learning from Implementation: Community Asset Score

In Bangladesh³¹ a primary focus of WFP assistance is building community assets such as roads and embankments and elevating community ground above flood levels. In 2009 WFP used CAS to survey all 112 communities participating in the activity and found that the indicator had increased for 95 percent of the targeted communities, well above the target of 80 percent. Infrastructures were adversely affected by monsoon floods in only 5 percent of communities. The involvement of communities from the outset in identifying and implementing the assets they wanted to build was a major reason for these remarkable results.

In Bangladesh³² CAS was a useful indicator for tracking outcomes; the simplicity of the data-collection tool was also an advantage. But the Bangladesh experience suggested that modifications to the approach could enhance the indicator: for example, questions such as the number of households who benefited or the area of agricultural land protected from flooding would help to indicate the level of benefit from new assets. Similarly, the test of the functionality of new infrastructure is how well it responds in a disaster; by default, CAS had to rely on the assumptions of informants as to how they expected the infrastructure to respond.

Afghanistan³³ also tested the effectiveness of CAS in 2009 and showed that despite the simplicity of the tool a major challenge was the training required by WFP and partner staff. But the exercise showed that CAS was relevant in measuring the impact of asset creation.

Initiatives in Support of Strategic Objective 2

Disaster Insurance

64. WFP and IFAD jointly established the Weather Risk Management Facility to reduce smallholder farmers’ vulnerability to extreme weather through index insurance schemes. In 2009 a project was launched in Ethiopia with support from the Bill and Melinda Gates Foundation and the World Bank. As a result of extreme weather in the Horn of Africa in 2009, the project delivered US\$25,000 in insurance pay-outs to 137 small farmers in Ethiopia, which was 50 percent of the total insured on estimated average future yields. WFP’s partnership with the World Bank and the Government of Ethiopia facilitated the development of a national risk-financing mechanism for droughts and floods that can trigger contingency funds of up to US\$180 million over five years.

³¹ Country programme (CP) 104100 Bangladesh (2007–2010)

³² Ibid.

³³ PRRO 104270: Post-Conflict Relief and Rehabilitation in the Islamic Republic of Afghanistan

Impact on environment and human security

65. Repeated failure to address the issue of access to firewood and alternative energy in humanitarian settings has had devastating implications for personal security – especially that of women and girls – and for the environment. In 2009 WFP committed itself to addressing security, social protection and the environmental risks associated with displacement, and the declining availability of firewood in disaster situations.
66. In the Sudan,³⁴ hundreds of thousands of refugees and women in arid areas have to walk further and further into the bush to collect firewood. They uproot bushes and cut down trees, harming an already fragile ecosystem. They are also vulnerable to rape or assault. In 2009 WFP started to scale up the distribution of fuel-efficient mud stoves for 100,000 women in North Darfur; the stoves burn less firewood and so women will be exposed to fewer risks in gathering fuel. The new stoves also reduce health risks associated with smoke.

Output Performance Results

Table 7: Strategic Objective 2 – Output Performance Indicators						
Number of Beneficiaries (000)						
Women	Girls	Men	Boys	Total		
2 108	2 956	1 930	3 124	10 117		
Beneficiaries, Tonnages and Expenses by Main Activities						
Activity types	Beneficiaries (000)	% of beneficiaries	Food distributed (000 mt)	% of food distributed	Estimated direct expenses (US\$ million)	% of direct expenses
FFA*/FFW**	8 708	86.1	326	84.0	233	80.3
FFT***	222	2.2	7	1.9	9	3.0
GFD	1 187	11.7	55	14.0	45	15.4
Capacity development (disaster/emergency preparedness)	-	-	-	-	1	0.2
SO	-	-	-	-	3	1.1
TOTAL	10 117	100.0	388	100.0	291	100.0

* Food for assets ** Food for work *** Food for training

³⁴ EMOP 107600: Food Assistance to Conflict-Affected Populations in Sudan

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

Table 8: Strategic Objective 3 – Goals and Indicators

Goals

1. To support the return of refugees and IDPs through food and nutrition assistance
2. To support the re-establishment of livelihoods and food and nutrition security of communities and families affected by shocks

Indicators

- 3.1.1 Household food consumption score
- 3.1.2 Coping strategy index
- 3.2.1 Community asset score
- 3.3.1 Retention rate

Results Overview

67. In 2009, 38 aligned projects reported activities related to Strategic Objective 3. There was, however, no Strategic Objective 3 indicator for which more than ten projects reported results, although the results from household food consumption scores have been included in Table 1 with those of the same indicator reported against Strategic Objectives 1, 2 and 4.

Outcome Performance Indicators

Household food consumption score

68. Four projects reported on this indicator in 2009 against Strategic Objective 3. One of these was Georgia,³⁵ where WFP aimed to maintain adequate food consumption among IDPs, newly resettled populations and vulnerable food-insecure groups. A follow-up food security assessment in October 2009 showed considerable improvement in food consumption among the beneficiaries as a result of the WFP cereal-based rations. Allocation of kitchen garden plots to most of the IDPs in settlements allowed them to start their own food production: in combination with FFW and FFA incentives, this provided additional income to improve dietary diversity.

Table 9: Household Food Consumption Score in Georgia

Indicator	Baseline Value (September 2008)	Mid value (March 2009)	Follow-up Value (October 2009)
% of households with poor FCS	11	16	0
% of households with borderline FCS	80	74	32
% of households with acceptable FCS	9	10	68

³⁵ PRRO 107870: Relief and Recovery Assistance to Conflict-Affected Population and Other Vulnerable Groups in Georgia

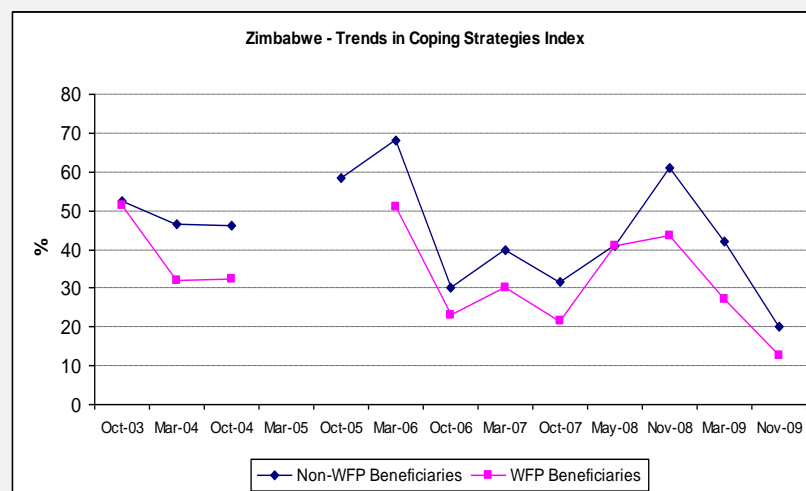
Coping strategy index

69. The coping strategy index (CSI) combines the frequency and severity of coping strategies adopted by households facing food shortages. Typical strategies include changing to cheaper foods, reducing meal sizes and reducing the number of meals, and selling assets, migration or removing children from school. Four projects reported on this indicator in 2009.

Learning from Implementation: Coping Strategy Index

Use of the CSI in Southern Africa in the WFP Community and Household Surveillance System/Post-Distribution Monitoring found that the index was relatively simple to use, in that it collected straightforward information and did not require extensive technical expertise on the part of either the interviewer or the interviewee. However a major challenge for the use of the CSI was to determine the applied standard country-specific threshold. Currently the region is exploring the possibility of establishing a threshold for the region as a whole, building upon the collection of regional data since 2003 and the seasonal alignments identified.

In Zimbabwe,³⁶ coping strategies such as limiting the number of meals and cutting down on portion sizes have become the norm as a result of chronic food insecurity dating back a number of years. Over prolonged periods of time, these behaviours may no longer be regarded as “coping strategies”. Thus the apparent improvement in the CSI recorded in Zimbabwe (see graph) may not reflect a real improvement in the food security situation for sampled households such as a return to pre-crisis levels of food consumption, but a long-term adaptation to a prolonged crisis.



Community asset score

70. Two projects reported on this indicator in 2009 against Strategic Objective 3. One of these was Afghanistan,³⁷ where 740,000 people participated in WFP asset creation in 2009. Security concerns limited the sampling of projects, but data was collected from 284 – 39 percent – of the 728 projects. The forms included in the analysis showed positive results from the WFP interventions: 84 percent of the communities had an increased asset score and the average CAS increased from 1.08 to 2.7.

³⁶ PRRO 105950 Protracted Relief for Vulnerable Groups

³⁷ PRRO 104270: Post-Conflict Relief and Rehabilitation in the Islamic Republic of Afghanistan

Retention rate

71. The retention rate shows whether a student enrolled at the beginning of a school year remains in school. It is an indicator of the ability of school feeding to keep children in school in a crisis, post-crisis or transition situation. One project reported on this new indicator under Strategic Objective 3 in 2009.
72. The retention rate in Liberia³⁸ was 78 percent for the 2008/09 school year – 79 percent for boys and 77 percent for girls; this was below the target of 90 percent for boys and girls in post-crisis situations.

Learning from Implementation: Retention Rate

Liberia's experience³⁹ with the retention rate indicator in 2009 identified the following challenges:

- Lack of reliable data. The country office relied on data from the Ministry of Education on attendance, dropout and enrolment numbers. There was inconsistency in planned national beneficiary figures compared with actual numbers.
- Lack of baseline data. No database existed to show trends in retention rates.
- Determination of the dropout rate. Students often leave school for extended periods, but they may not have dropped out permanently.
- Attribution. It may be difficult to determine the role of food aid among the factors that contribute to retaining children in school.

Initiatives in Support of Strategic Objective 3

73. Gender-based violence against women is a major concern for WFP. Surveys in Afghanistan⁴⁰ found that violence against women affects all levels of society; in 90 percent of reported cases, the abusers are husbands, fathers, brothers and even sons. There are many factors underlying domestic violence, but advocates of women's rights say poverty and hunger are predominant. WFP's assistance to women is not designed to reduce domestic violence, but by helping to ease the economic burden of poor families it often has a positive impact. Most experts agree that increased financial independence for women often encourages them to seek help if they are subjected to abuse.

³⁸ PRRO 108210: Food Assistance in the Transition from Recovery to Sustainable Development in Liberia

³⁹ Ibid.

⁴⁰ PRRO 104270: Post-Conflict Relief and Rehabilitation in the Islamic Republic of Afghanistan

Output Performance Results

Table 10: Strategic Objective 3 – Output Performance Indicators						
Number of Beneficiaries (000)						
Women	Girls	Men	Boys	Total		
1 224	1 861	1 095	1 923	6 108		
Beneficiaries, Tonnes and Direct Expenses by Main Activities						
Activity types	Beneficiaries (000)	% of beneficiaries	Food distributed (000 mt)	% of food distributed	Estimated direct expenses (US\$ million)	% of direct expenses
Cash transfers and/or vouchers	77	1.3	-	-	1	1.2
FFA/FFW	3 969	65.0	105	66.9	51	45.6
FFT	457	7.5	13	8.1	11	9.3
GFD	44	0.7	4	2.3	1	0.7
School feeding	1 556	25.5	36	22.7	31	27.8
SO					17	15.4
TOTAL	6 108	100.0	157	100.0	112	100.0

Strategic Objective 4 – Reduce chronic hunger and undernutrition

Table 11: Strategic Objective 4 – Goals and Indicators

Goals

1. To help countries to bring undernutrition below critical levels and break the intergenerational cycle of chronic hunger.
2. To increase levels of education and basic nutrition and health through food and nutrition assistance and food and nutrition security tools.
3. To meet the food and nutrition needs of those affected by HIV and AIDS, tuberculosis and other pandemics.

Indicators

- 4.1.1 % of increase in production of fortified foods including complementary foods and special nutritional products
- 4.1.2 Household food consumption score
- 4.2.1 Enrolment rate⁴¹
- 4.2.2 Attendance rate
- 4.2.3 Gender ratio
- 4.2.4 Pass rate
- 4.2.5 Enrolment rate for OVC^{42*}
- 4.2.6 Attendance rate for OVC
- 4.3.1 Prevalence of stunting among targeted children under 2 (height-for-age as %)
- 4.3.2 Prevalence of iron deficiency anaemia in women and children
- 4.3.3 Prevalence of underweight among targeted children under 5 (weight-for-age as %)
- 4.4.1 % of TB cases registered in DOTS** in a given year who have successfully completed treatment
- 4.5.1 % of adults and children with HIV known to be on treatment 6 and 12 months after initiation of ART

* Orphans and other vulnerable children

** Directly observed treatment short course

Results Overview

74. In 2009, 66 aligned projects reported against education-related indicators and 56 projects against nutrition indicators under Strategic Objective 4. Of these, 59 school feeding projects – 98 percent – and 32 nutrition projects⁴³ – 58 percent – reported on at least one corporate outcome indicator. This higher number of projects reporting against corporate indicators compared with other Strategic Objectives reflects: i) the greater ease of collecting monitoring data in stable contexts; and ii) WFP's investments over the years in establishing country-level systems and partnerships to track progress against nutrition and school feeding indicators.
75. Of 209 comparable school feeding data-sets under Strategic Objective 4, 74 percent showed an improved or stabilized situation; 26 nutrition data-sets were considered comparable.⁴⁴ The percentage of nutrition-related corporate outcome indicators showing improvement in nutritional status increased from 71 percent in

⁴¹ Includes data on absolute enrolment, rates of change in absolute enrolment and net enrolment rates.

⁴² Includes data on increase in OVC enrolment and percentage of OVC enrolled among beneficiary households.

⁴³ Three projects were of less than 6 months duration, and so were not required to report on corporate indicators.

⁴⁴ Comparability was defined as data coming from sufficiently similar sources and applying compatible methods.

2008 to 85 percent in 2009. There was more reporting against HIV and TB indicators: 83 percent of HIV-related and TB-related interventions reporting on corporate indicators showed an improvement or stabilization.

Outcome Performance Indicators

Percentage increase in production of fortified foods, including complementary foods and special nutritional products

76. Food fortification means increasing the content of vitamins and minerals during processing to improve nutritional quality and so provide a public health benefit. Targets for food fortification are country-specific: they take into account production capacity and work done to increase capacity by governments, the private sector, cooperatives, WFP and partners. Four projects reported trends for this indicator in 2009, all of which reported improvement.
77. WFP supports the flour fortification programme in Egypt,⁴⁵ which aims to ensure that flour used in *baladi* bread, a staple food, is fortified with iron and folic acid as a preventive measure against micronutrient deficiencies, especially anaemia. In 2009 this work ensured that 70 percent of wheat flour was fortified; 500 millers from 106 mills were trained in fortification techniques, quality control and nutrition awareness. The targets for the production of fortified flour were exceeded, and an assessment of the impact of the programme in terms of improved iron levels will be completed in 2010.
78. Local production of blended foods in the Democratic People's Republic of Korea⁴⁶ started in 1999, when WFP imported and installed a corn-soya milk (CSM) processing line in a food factory. The number of factories was gradually expanded and 13 were operational by 2009, but output of fortified blended food was still below requirements. The only solution was to repair worn-out equipment in existing processing lines: WFP therefore engaged experts from the United Kingdom to collaborate with local technicians in modernizing the equipment to increase productivity. The Government's capacity to produce fortified foods increased by 114 percent from 2007 to 2008; production increased by an additional 50 percent from 2008 to 2009.

Innovation: Containerized Food Production Units

In 2009, WFP started to develop containerized food production units – 6-metre shipping containers into which production lines are installed to produce blended food to WFP specifications. These standardized transportable units can be established almost anywhere and are provided with “services” to facilitate rapid installation; they aim to produce blended foods from local supplies within six weeks of arrival. The units will be stored in United Nations Humanitarian Response Depots (UNHRDs) from which they can be transported by sea, accompanied by a stock of ingredients to be processed in the first weeks of a crisis. It is proposed that units be installed in Afghanistan and Iraq during 2010.

⁴⁵ CP 104500 Egypt (2007–2011)

⁴⁶ EMOP 107570: Emergency Assistance to Population Groups Affected by Floods and Rising Food and Fuel Prices

Household food consumption score

79. Six projects reported on this indicator under Strategic Objective 4 in 2009; all projects reported improvement.
80. In Colombia,⁴⁷ WFP aims to improve the nutritional situation of 170,000 women and children displaced by internal conflict and insecurity. In 2007, 51 percent of IDPs and vulnerable households were in the “poor” or “borderline” categories with low levels of dietary diversity and limited frequency of consumption; by 2009 only 10 percent of households were still in these categories. With WFP assistance, households improved their consumption of milk, fruit, vegetables and meat; children increased their consumption of vegetables by 20 percent. But food consumption is only one element of the many causes of nutritional insecurity in Colombia: it must be complemented by health, sanitation, environmental and psychological interventions.

Enrolment: average annual rate of change in numbers of girls and boys

81. In the past, WFP measured absolute enrolment. The new corporate indicator for enrolment marks the average annual rate of change in numbers of boys and girls enrolled at WFP-assisted schools. WFP has set a global target to increase enrolment by 6 percent annually.
82. Of the aligned projects, 44 reported on enrolment rates under Strategic Objective 4. 16 projects reported on changed enrolment rates, the corporate indicator. Of these, 11 projects – 69 percent – showed improvement and two showed a decrease in enrolment rates.⁴⁸
83. In 2009 the reduction in resources for the country programme in Burkina Faso⁴⁹ required WFP to prioritize its activities. Priority in the country programme was given to school feeding, in consultation with the Government, to ensure that targeted primary schools continued to receive assistance. But take-home rations and the morning snacks were reduced between February and April, and support for literacy training was reduced significantly. In 2009 school enrolment fell from the high rates of 2007 because of the disruption of school meals and a change in government policy to enrol children biennially instead of annually in multi-grade schools.

Table 12: Enrolment in WFP-Assisted Schools in Burkina Faso

Indicator	2005	2007	2009
Enrolment: average annual rate of change in numbers of boys and girls (%)	35	49	41

⁴⁷ PRRO 105880: Food Assistance to Internally Displaced Persons and Other Highly Food-Insecure Groups affected by Violence

⁴⁸ Three projects showed only one value, which prevents comparison.

⁴⁹ CP 103990 Burkina Faso (2006–2010)

84. School feeding in Kanem and Guerra regions in Chad⁵⁰ helped to increase and maintain primary-school enrolment despite volatile security conditions and pipeline breaks. The analysis of 337 schools assisted since 2006 showed that despite the improvement significant challenges remain in terms of improving girls' enrolment, which reached only half the rate of increase among boys.

Table 13: Enrolment in WFP-Assisted Schools in Chad

Indicator	2006/07	2007/08	2008/09
Absolute enrolment: number of boys and girls in WFP-assisted primary schools	67 208	72 116	74 412
Enrolment: average annual rate of change (%) in number of boys and girls	n/a	7.3	3.2

85. In south Sudan,⁵¹ WFP's support for school feeding in 2009 was impeded by increased insecurity that contributed to a 20 percent decline in enrolment between 2008 and 2009. As a result of a shortfall, some food stocks originally planned for school feeding were utilized to fill gaps in the emergency response to assist 250,000 people affected by drought, ethnic conflict and high cereal prices.

Table 14: Enrolment in WFP-Assisted Schools in the Sudan

Indicator	2008	2009
Absolute enrolment: number of boys and girls in WFP-assisted primary schools	421 000	338 642
Enrolment: average annual rate of change (%) in number of boys and girls	n/a	-19.6

Attendance rate: number of schooldays in which boys and girls attend classes as % of total schooldays

86. Attendance measures whether a girl or boy enrolled at the beginning of a school year attends classes regularly. For schools assisted under Strategic Objective 4, WFP has a global target of 90 percent attendance.
87. In 2009, 46 aligned projects reported attendance rates under Strategic Objective 4; some reported disaggregated data. Of the 81 data-sets reported, 70 were comparable: of these, 77 percent showed improvement or stabilization during 2009.
88. In Bangladesh,⁵² school feeding assists 500,000 children in highly food-insecure areas. Average attendance has increased by 7 percentage points since 2006, but the rate of improvement declined towards the end of the period, reflecting the increasing difficulty of attracting hard-to-reach groups.
89. In Tanzania,⁵³ WFP assists 214,000 primary schoolchildren with a view to improving enrolment and attendance rates. Attendance rates at WFP-supported schools increased from 83 percent in 2007 to 88 percent in 2009. A 2008 impact

⁵⁰ CP 104780 Chad (2007–2010)

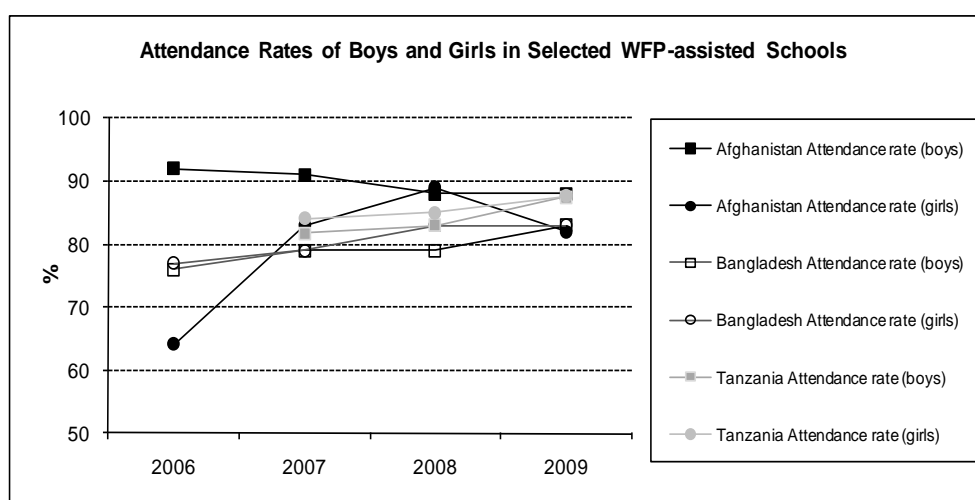
⁵¹ EMOP 107600: Food Assistance to Conflict-Affected Populations in Sudan

⁵² CP 104100 Bangladesh (2007–2010)

⁵³ CP 104370 Tanzania (2007–2010)

assessment found that in middle grades Standard 4 and Standard 5 the gap between WFP supported and non-WFP supported schools was as much as 7 percent. Pupils in these middle grades are often removed from school to assist in homes and farms, but in WFP-supported schools attendance rates actually rose in these grades.

90. In Afghanistan,⁵⁴ WFP provides food assistance to address short-term hunger and provide incentives for enrolment and attendance, with emphasis on girls. Attendance rates for boys and girls in WFP-assisted schools have increased in the last three years. Provision of school meals has encouraged more households to send children to school, particularly in rural areas where schools are too far away for children to return home for lunch. Increasing insecurity has prevented girls from attending school, and numbers declined in 2009.



Gender ratio

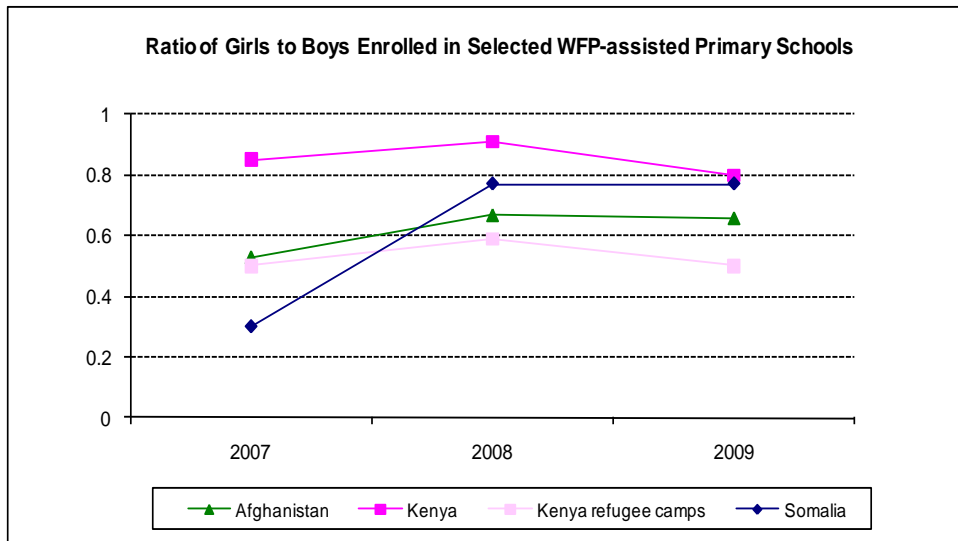
91. Gender ratio measures the difference between the numbers of girls and boys from the same population group recorded in a school register at the beginning of a school year, regardless of age. For schools assisted under Strategic Objective 4, the global target for the ratio of girls and boys enrolled in WFP-assisted schools is 1:1.
92. In 2009, 45 aligned projects reported against this outcome indicator under Strategic Objective 4. Of these, 31 projects – 70 percent – reported improved or stable gender ratios in WFP-assisted schools. In areas where cultural values continue to impede girls' participation in basic education, more advocacy is needed.
93. In Afghanistan, more families sent girls to school in 2009 and kept them there as a result of the oil incentives for girls, with the result that the ratio of girls to boys has increased by 25 percent since 2007. But the adverse security situation, which has a greater impact on girls, is a major challenge in terms of maintaining this achievement and increasing girls' enrolment and attendance.
94. In Somalia,⁵⁵ the ratio of girls to boys enrolled in WFP-assisted primary schools increased from 0.66 in 2007 to 0.71 in 2008 and 0.77 in 2009. This can be

⁵⁴ PRRO 104270: Post-Conflict Relief and Rehabilitation in the Islamic Republic of Afghanistan

⁵⁵ PRRO 101911: Food Aid for Relief and Protection of Livelihoods

attributed to the sustained provision of the girls' take-home ration, which has given families an incentive to send them to school.

95. The ratio of girls to boys enrolled in schools in the Kenya refugee camps⁵⁶ improved between 2006 and 2008, but declined in 2009. This was mainly a result of the large influx of new refugees and increasing congestion in schools. As schools became unable to absorb more pupils, households had to decide which children to educate and usually opted to send boys. To address this, WFP introduced monthly take-home rations of 500 g of sugar for girls who attend school for at least 80 percent of a term.



Pass rate for girls and boys

96. The pass rate – whether a student passes the final examination at the end of an education cycle – is a measure of the effectiveness of the education programme. Passing final examinations is a condition for proceeding to the next level of education. For schools assisted under Strategic Objective 4, WFP has a global target of a 50 percent pass rate. Fewer than ten projects reported on trends against this indicator in 2009.

Enguike Primary School in Tanzania

In 2003 WFP began providing morning snacks and a cooked lunch for every pupil in Enguike primary school in Tanzania. In 2004 the first students graduated into secondary school when half of the class of 18 passed their examinations; in 2009, the pass rate reached 95 percent, with 36 students graduating to secondary school. This result is impressive given that in 2009 the Enguike area was affected by drought. For many students the school meal became the main food of the day.

⁵⁶ PRRO 102583: Food Assistance to Somali and Sudanese Refugees

Learning from Implementation: Pass Rate for Girls and Boys

In the Lao People's Democratic Republic⁵⁷ WFP experimented with the pass rate indicator in 2009. Daily mid-morning snacks were intended to improve students' concentration, and the pass rate is a useful indicator of their ability to focus on school work because it added an objective dimension to the previous indicator "teacher's perception of student performance". The collection of data for this indicator required less time and labour. But a student's performance depends on a range of factors, of which school feeding is only one: it was therefore difficult to draw a direct correlation between school meals and satisfactory grades. Increased enrolment, an intended effect of school feeding activities, may also serve to reduce the overall "pass rate" average.

In Ghana⁵⁸ the "pass rate" indicator was used to measure the effectiveness of the take-home ration component of support for basic education, whose goal is to improve attendance and completion rates for girls in Primary 4 to Junior High School 3. WFP was requesting this type of data for the first time in 2009 and trying to retrieve similar data for 2005 and 2007 to identify trends, so a considerable amount of time had to be spent collating district-level data. In future, additional information on the quality of education should be collected to support adequate interpretation of the pass rate indicator.

Enrolment and attendance rate: number of school days on which girls and boys attend classes as % of total for orphans and other vulnerable children

97. Analysis of enrolment rates for OVC provides an estimate of the effectiveness of take-home rations in terms of attracting them to school; change in attendance rates provides a proxy of the extent to which the rations help to keep OVC in school. In 2009 three projects reported on these indicators, one of which was Ethiopia,⁵⁹ where WFP provides food assistance to encourage school enrolment and attendance among OVC. Most of these children live with host families; others live with guardians and some live in households headed by children. WFP has 100 NGO and community-based organization (CBO) partners that provide complementary services such as psycho-social support, school materials, payment of school fees and purchase of school uniforms.
98. Annual surveys of school attendance and enrolment between 2006 and 2009 found that virtually all OVC in WFP-assisted households were reported as enrolled in 2009, an improvement from 80 percent in 2006.
99. The cut-off point for regular attendance is 80 percent of required school days. On this basis the level of regular school attendance improved from 31 percent of orphans in full attendance in 2006 to 51 percent in 2009. The proportion unable to attend school on at least 80 percent of days fell from 9 percent in 2006 to 2.7 percent in 2009.

⁵⁷ Development project (DEV) 100781: Primary Education for Girls and Boys in Remote Areas of the Lao People's Democratic Republic

⁵⁸ CP 104180 Ghana (2006–2010)

⁵⁹ PRRO 106650: Responding to Humanitarian Crises and Enhancing Resilience to Food Insecurity

Table 15: Enrolment and Attendance Rates in Ethiopia

Indicator	2006	2007	2008	2009
% of OVC attending school on all schooldays	31	58	55	51
% of OVC unable to attend school on 80% of schooldays	9	2	1	3
% of OVC enrolled in schools among households receiving food	80	n/a	98.8	99.6

Prevalence of stunting among targeted children under 2 (height-for-age as %)

100. The prevalence of stunting is an indicator of chronic malnutrition. It gives the proportion of children with height-for-age below -2 z-scores (standard deviations) from the reference median, reflecting skeletal or linear growth deficits. WFP considers a 10 percent reduction per year in prevalence of stunting as a reasonable target. Two comparable data-sets reported on this indicator in 2009.
101. One project that aimed to show trends in stunting outcomes was Honduras,⁶⁰ where the impact of the global economic crisis has been substantial. By the end of 2009 domestic rice prices were 30 percent above pre-crisis levels, family remittances, a major factor in the economy, had decreased by 11 percent and average per-capita daily incomes had fallen to less than US\$0.65 as a result of lower wages and fewer job opportunities. In June 2009, a food security and nutritional survey of 35 drought-affected municipalities in southern Honduras found that 18 percent of households were facing severe food insecurity: up to 95 percent of household income was spent on food, 80 percent of households had reduced their food consumption and 24 percent had a poor or limited diet.
102. Among WFP beneficiaries, prevalence of stunting (height-for-age as %) among children under 2 increased from 21 percent in December 2007 to 23 percent in December 2009. An expanded WFP caseload may partly account for the slight increase.

Learning from Implementation: Reporting on Stunting

Stunting is a direct measure of chronic undernutrition, one of the primary concerns of Strategic Objective 4. WFP's nutrition improvement approach calls for a focus on adequate nutrition, particularly during pregnancy and the first two years of life. Intervening at this stage can prevent the irreversible life-long consequences of a poor diet during the early years of life. It is hoped that roll-out of the nutrition improvement approach will increase awareness of the issue and lead to improved use of this indicator.

⁶⁰ CP 105380 Honduras (2008–2011)

Prevalence of iron deficiency anaemia in women and children

103. Anaemia is defined by low haemoglobin levels, the most common cause of which is iron deficiency. Haemoglobin concentration may therefore be used as a proxy for iron-deficiency anaemia, to which the following cut-offs apply: less than 11.0 g/dL for children aged 6–59 months and pregnant women, and less than 12.0 g/dL for lactating and adult women. A target of 10–15 percent reduction per year in prevalence of anaemia is considered reasonable where food products fortified with iron are provided; examples include corn-soya blend plus and micronutrient powders (MNPs). In 2009, eight data-sets reported trends on this indicator, all of which reported improvement.
104. Anaemia rates among children in the refugee camps in Kenya⁶¹ have fallen since 2007. A steady decline was observed in Kakuma camp, but anaemia levels fluctuated in Dadaab camp. Anaemia among non-pregnant women declined continuously in Kakuma, where WFP distributed MNP in 2009 on a pilot basis. But anaemia among non-pregnant women in Dadaab, where no MNPs were distributed, increased before stabilizing at an elevated level.
105. Two thirds of displaced children under 2 in Colombia⁶² suffered from anaemia in 2007, as did 50 percent of children aged 2–5. Anaemia among children under 5 declined from 48 percent to 29 percent after WFP's distribution of locally produced fortified wheat-soya blend, or *Bienestarina*, as part of the mother-and-child health and nutrition (MCHN) activity.

Learning from Implementation: Experience with Micronutrient Powder

MNP, which contains the vitamins and minerals essential for bodily functions, growth, immunity and reproduction, is added to foods just before consumption. In 2009, WFP used MNP in Bangladesh and Nepal, and in Kenya, where evaluations found that anaemia prevalence fell by 15 percent to 50 percent when MNP was used: this level of impact exceeds what could be achieved with other types of food products.

A major challenge is to design a communication and marketing strategy to ensure that MNP is consumed by targeted beneficiary groups, because such products and the practice of fortifying a meal just before consumption are new to most beneficiaries. It is vital to print clear instructions on MNP sachets and boxes as the main channel of communication with beneficiaries. Social marketing campaigns are needed to ensure that beneficiaries understand the benefits of MNPs and use them correctly.

Prevalence of underweight among targeted children under 5 (weight-for-age as %)

106. Underweight among children under 5 refers to weight-for-age below -2 z-scores (standard deviations) from the reference median for sex and age. It reflects acute malnutrition (wasting), chronic malnutrition (stunting) or a combination of the two. WFP has a target of 10 percent reduction per year in prevalence of underweight. In 2009, 12 data-sets reported trends in this indicator, of which nine reported improvement.

⁶¹ PRRO 102583: Food Assistance to Somali and Sudanese Refugees

⁶² PRRO 105880: Food Assistance to Internally Displaced Persons and Other Highly Food-Insecure Groups affected by Violence

107. In Honduras⁶³ irregular rainfall during 2009 affected maize and bean crops, which were 50 percent down on four out of five farms. National nutritional surveys found that levels of wasting (weight-for-age as %) among children under 5 had increased from 2.3 percent in November 2008 to 9.6 percent in June 2009, which may have been a seasonal effect. Among WFP beneficiaries, prevalence of underweight declined from 18 percent in December 2007 to 14.6 percent in November 2009. In view of the declining food security and nutrition situation, WFP will scale up its programmes to meet the increased needs.

Percentage of TB cases registered in DOTS programmes in a given year that have successfully completed treatment

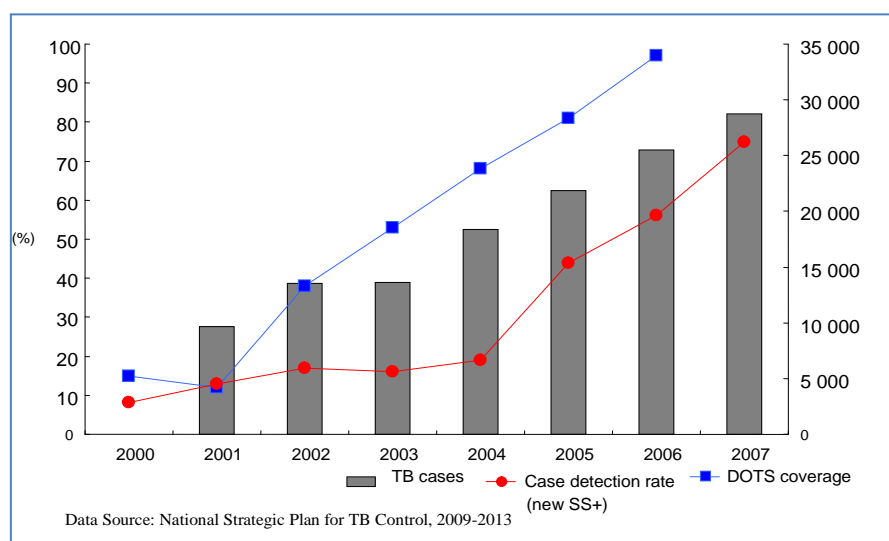
108. Food assistance encourages patients to attend health centres for TB diagnosis and to complete the treatment. Patients notified by centres providing DOTS are included in this indicator. The success of treatment is measured as “the percentage of new smear-positive clients who are cured (negative on sputum smear examination), plus the percentage that complete a course of treatment, without bacteriological confirmation of cure”.⁶⁴ WHO has a target of 85 percent success. WFP has set a global target of at least 65 percent of projects achieving an 85 percent success rate for TB treatment.
109. In 2009, eight projects reported on this indicator, one of which was Afghanistan, where WFP has been providing food assistance for TB patients since 2003. Over the past three years, the TB treatment success rate in Afghanistan has been consistently high, continuing at 90 percent in 2009 compared with 88.5 percent in 2007.⁶⁵
110. The WFP food incentive had a significant impact on TB patients’ compliance with DOTS: the WHO office in Faizabad reported that the defaulter rate has declined from 24 percent to 1 percent since the start of food assistance.

⁶³ CP 105380 Honduras (2008–2011)

⁶⁴ A patient who completes DOTS may be unable to obtain bacteriological confirmation of sputum status.

⁶⁵ The Ministry of Public Health defines the TB success rate as the number of patients diagnosed with sputum smear pulmonary TB (SS+) who are declared cured or who have completed DOTS.

111. There was also a dramatic increase in the detection rate when WFP provided food assistance as an incentive to attend clinics, as shown by the graph below.



Percentage of adults and children with HIV known to be undergoing treatment 6–12 months after initiation of ART

112. This indicator refers to the survival rate of adults and children who have received food and/or nutritional support at 6 and 12 months of ART treatment. Individuals may not be fully compliant, but as long as they are undergoing treatment they are included in the indicator.
113. In 2009, nine projects reported on this indicator: five reported the proportion of patients known to be in treatment at the 6-month or 12-month mark at 95 percent or higher; eight achieved 79 percent retention of patients or more, exceeding the WFP target that 80 percent of projects have at least 79 percent of patients known to be in ART 6 months after initiation.⁶⁶
114. In Tanzania⁶⁷ WFP supports home-based care for food-insecure households affected by HIV and AIDS, prevention of mother-to-child transmission (PMTCT) and ART programmes. WFP assistance has improved compliance with the ART and PMTCT programmes. Reduction of the stigma of HIV and AIDS encouraged more patients to continue with ART.

Table 16: Proportion of Adults and Children with HIV on ART in Tanzania

Indicator	December 2007	December 2008	December 2009
% of adults and children with HIV known to be in treatment 6 and 12 months after initiation of ART	15	50	60

⁶⁶ The small number of projects reporting on this indicator out of 42 projects with ART suggests that WFP may not have been so successful overall.

⁶⁷ CP 104370 Tanzania (2007–2010).

Learning from Implementation: HIV and AIDS programming

The indicator “percentage of adults and children with HIV known to be in treatment 6 and 12 months after initiation of ART” contains two different corporate thresholds: the 6-month mark and the 12-month mark. WFP requires only one value to be reported. When comparing results between projects it is not always clear which projects are reporting a 6-month value and which a 12-month value. Given the focus on nutrition support for people living with HIV (PLHIV) undergoing ART, further work is required to develop more valid indicators to reflect outcomes.

Learning from Implementation: Cash and Vouchers

In Pakistan⁶⁸ food stamps or vouchers were provided instead of food as a wage compensation or an incentive for poor rural communities to create assets. The use of food stamps reduced the high government transport costs of direct food transfers from 30 percent to 5 percent. Serializing the vouchers made it possible to monitor their use, thereby improving accountability, the monitoring of consumption patterns and market functionality.

In Zambia⁶⁹ WFP implemented a food voucher programme for moderately malnourished children and their households in early 2009, which was later broadened to include HIV/AIDS and TB patients. The country office introduced electronic vouchers in place of the more usual paper vouchers. The use of vouchers instead of food distribution reduced congestion at clinics and enabled staff to focus on core functions. Retail outlets observed an increase in profits as a result of the voucher programme. Vouchers were cost-effective, reducing WFP transaction costs by up to 30 percent.

⁶⁸ CP 102690 Pakistan (2005–2009)

⁶⁹ PRRO105940: Assistance to Flood Victims in Zambia

Output Performance Results

Table 17: Strategic Objective 4 – Output Performance Indicators						
Number of Beneficiaries (000)						
Women	Girls	Men	Boys	Total		
4 839	9 695	3 258	9 776	27 568		
Beneficiaries, Tonnages and Direct Expenses by Main Activities						
Activity types	Beneficiaries (000)	% of beneficiaries	Food distributed (000 mt)	% of food distributed	Estimated direct expenses (US\$ million)	% of direct expenses
Care and treatment (ART, TB and PMTCT)	1 094	4.0	83	10.3	64	9.2
Cash transfers and/or vouchers	33	0.1	-	-	1	0.1
FFA/FFW	141	0.5	4	0.5	4	0.5
FFT	1 121	4.1	33	4.1	23	3.3
Micronutrient supplementation	38	0.1	1	0.2	1	0.1
Mitigation/safety nets (AIDS-affected households and OVC)	1 431	5.2	130	16.1	88	12.7
MCHN	5 162	18.7	159	19.7	119	17.1
School feeding	18 547	67.3	396	49.1	397	57.0
TOTAL	27 568	100.0	806	100.0	697	100.0

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

Table 18: Strategic Objective 5 – Goals and Indicators

Goals

1. To use purchasing power to support the sustainable development of food and nutrition security systems, and transform food and nutrition assistance into a productive investment in local communities
2. To develop clear hand-over strategies to enhance nationally owned hunger solutions
3. To strengthen the capacities of countries to design, manage and implement tools, policies and programmes to predict and reduce hunger

Indicators

- 5.1.1 Food purchased locally, as % of food distributed in country
- 5.2.1 Hand-over strategy developed and implemented
- 5.3.1 % increase in governments' funding for hunger solution tools in national plans of action

Results Overview

115. Corporate indicators related to Strategic Objective 5 were included in the logframes of 31 aligned projects in 2009. However, no single Strategic Objective 5 indicator was reported in more than ten projects.

Food purchased locally, as % of food distributed in-country

116. Local purchase refers to food that originates in the recipient country. Country offices have targets for the percentages to be purchased locally depending on factors such as harvests and levels of cash contributions. The targets are intended to increase local purchases as a percentage of the food distributed annually. In 2009, WFP's local purchases amounted to US\$364 million.
117. In Indonesia⁷⁰ all food distributed by WFP in 2009 was purchased locally, as in 2008. The main advantages of this were timely availability, reduced handling costs and losses, and the availability of food that was more readily accepted by beneficiaries. Local purchases also helped to develop capacity to manufacture fortified foods.

Hand-over strategy developed and implemented

118. A hand-over strategy involves the responsibility of local, national and regional institutions to implement sustainable hunger solutions with the knowledge, skills, programming and resources to ensure success. The goal is that countries manage their own hunger solutions and are fully accountable to the people vulnerable to hunger. Outcome is measured on a scale of 1 (low) to 3 (high).
119. The India country programme⁷¹ was one of four projects that reported on this indicator in 2009, scoring a 3 or "achieved". Capacity development in India

⁷⁰ PRR0 100692: Nutritional Rehabilitation in Indonesia

⁷¹ CP 105730 India (2008–2012)

involved assistance for enhanced implementation of government food-based schemes, which included HIV and AIDS interventions. The integration of nutrition in care and treatment of PLHIV focused on integrating nutrition into the programmes, which are being replicated in several states by the Government.

Percentage increase in government funding for hunger solution tools in national plans of action

120. National plans of action include legislation, policy or development planning documents with specific reference to hunger solutions. Hunger solution tools are WFP activities that are incorporated into national systems for continued implementation: these include school feeding, needs assessments, targeting methods, management, transport and storage of food, market analysis, food security, nutritional information management, gender analysis, tendering processes and food safety nets such as school feeding and mother-and-child nutrition. The target includes gradual disbursement of government funds for implementation until a government takes full ownership. The indicator shows whether or not disbursements were increased, not the amount actually disbursed.
121. WFP assisted the Ministry of Social Solidarity in Egypt⁷² in increasing its capacity to improve targeting and cost-effectiveness in the national food subsidy programme. The ministry requested WFP to conduct a study of supply chain management for subsidized *baladi* bread and an analysis of the profiles and behaviour patterns of recipients of subsidized food. The studies are guiding revision of the safety-net programme. The Government's commitment to this activity resulted in increased budget allocations to improve the food subsidy system.

Table 19: National Budget for Hunger Solutions in Egypt

Indicator	2005	2008	2009
Percentage increase in government funding for hunger solution tools in national plans of action (%)	0.7	1.3	1.8

Initiatives in Support of Strategic Objective 5

122. WFP grants and trust funds were an important source of funding for its role in enhancing the capacity of governments to prepare for and respond to emergencies and to pilot new initiatives. The Latin America and Caribbean Emergency Response Network (LACERN) reduced response times from seven days to between one and three days in countries where WFP did not have a presence. Emergency preparedness and response capacities in countries in the Middle East where WFP did not have a presence were increased through capacity-building and partnerships with United Nations agencies, local governments and regional networks.

⁷² CP 104500 Egypt (2007–2011)

123. WFP has been working with governments in Latin America and the Caribbean⁷³ to increase commitment and capacity to reduce hunger through food-based social protection programmes. The projects aim to improve the effectiveness of hunger solutions using the knowledge and capacity of the countries in the region. WFP provides technical cooperation, particularly in nutrition.
124. An important initiative was the establishment of a partnership of 200 professionals from 50 national institutions to study social safety nets in Central America and the Dominican Republic and their effectiveness in addressing nutrition issues. Best practices were identified for integrating nutritional components into social protection programmes to re-orient their priorities and scale them up. The Dominican Republic subsequently requested WFP technical support in designing the nutrition component of the largest national conditional cash-transfer programme *Solidaridad*.
125. As a result of WFP support, eight countries had developed national micronutrient plans and programmes by the end of 2009 – Ecuador, Honduras and Peru did so in 2009 – and 17 partnership agreements between WFP and stakeholders were in operation to address micronutrient deficiencies. Government funding to address micronutrient deficiencies increased by 100 percent in Guatemala and 20 percent in Panama.

Output Performance Results

Table 20: Strategic Objective 5 – Output Performance Indicators						
Beneficiaries, Tonnages and Direct Expenses by Main Activities						
Activity types	Beneficiaries (000)	% of beneficiaries	Food distributed (000 mt)	% of food distributed	Estimated direct expenses (US\$ million)	% of direct expenses
Capacity development (local procurement/ hand-over/advocacy)	-	-	-	-	20	19.6
SO	-	-	-	-	82	80.4
TOTAL					102	100.0

⁷³ DEV 104110: Capacity-Building and Technical Assistance in Support of Food-based Social Protection Programmes; and DEV 104210: Capacity-Building of Integrated Micronutrient Programmes in the Central American Region.

Lessons Learned: 2009 Reporting

126. There was an improvement in the reporting of corporate project outcomes: the reporting rate was 62 percent in 2009 compared with 54 percent in 2008. The number of reported indicators also increased in 2009 by 25 percent on the basis of the number of indicators included in project logframes. Of the new indicators, the most frequently reported was the “household food consumption score”.
127. Of the 46 aligned projects reporting nutrition activities under Strategic Objective 1 in 2009, 27 reported corporate indicators;⁷⁴ of these indicators the most reported were “prevalence of acute malnutrition” at 70 percent and “prevalence of low MUAC” at 22 percent. Project-specific indicators were reported by 17 projects, of which the most common were “supplementary feeding recovery rate” at 28 percent and “supplementary feeding defaulter rate” at 26 percent.
128. The new indicators under Strategic Objective 2 and Strategic Objective 3 will be reviewed in 2010 to help country offices to become familiar with them while continuing to use the old indicator “proportion of household income devoted to food”. For the 75 aligned projects reporting school feeding activities under Strategic Objective 4, most reported against “attendance rate” and “gender ratio” – indicators that were relatively easy to collect and with which WFP staff were familiar.
129. In 2009, 57 percent of the 56 nutrition and MCHN activities under Strategic Objective 4 reported on corporate outcome indicators; 60 percent did so in 2008.
130. The number of countries reporting outcomes related to HIV and TB increased steadily from 12 in 2006 to 24 in 2009. In 2009, 21 aligned projects reported corporate indicators related to HIV or TB.
131. This section introduced integrated performance reporting by Strategic Objective on the basis of SRF to highlight the collective performance of WFP country offices. Many of the challenges are also addressed under specific corporate outcome indicators. Reporting on targets will remain a challenge in terms of measuring results.

⁷⁴ Three projects were of less than six months duration, and so were not required to report on these indicators.



PART III: ORGANIZATIONAL PERFORMANCE BY MANAGEMENT RESULT DIMENSION

Overview

132. The measurement of management performance is a central element of WFP's corporate performance management and accountability. In 2009, WFP developed five management result dimensions to enable managers to identify and respond to challenges in a more structured way and to measure the effectiveness of organizational management and financial structures in supporting the Strategic Objectives. Whereas strategic results focus on what WFP does, management results focus on how the strategic results are to be achieved.
133. The management result dimensions are:
- **Securing Resources:** ensuring WFP's efficiency and effectiveness in acquiring the resources such as money, food, non-food items and people to implement its strategy.
 - **Stewardship:** managing WFP's resources in terms of minimizing losses, ensuring food quality and safety, ensuring the safety and well-being of employees, managing facilities and managing WFP's brand and reputation.
 - **Learning and Innovation:** building a culture of learning and innovation to underpin WFP's work through knowledge management, staff development and research capabilities.
 - **Internal Business Processes:** providing efficient support services – procurement, accounting, internal and external information sharing, information and communications technology (ICT) support and travel management – for the continuity of WFP operations.
 - **Operational Efficiency:** implementing WFP-supported programmes efficiently through project design based on situation analysis and the involvement of partners and stakeholders, and implementing projects with efficient fund management, monitoring and reporting, transport, delivery, distribution and pipeline management.
134. This section of the APR reports on 2009 achievements under each management result dimension. As this is the first time WFP is reporting on these dimensions, they will be further developed and refined in 2010.
135. Some indicators will remain unchanged from those reported under the previous Strategic Plan: these are reported below along with new performance indicators to allow comparison of management achievements in recent years. Future APRs will be fully aligned with the new Management Results Framework.

Management Result Dimension 1 – Securing Resources

136. Securing resources refers to all issues relating to WFP's ability to acquire the resources necessary to meet growing demands for assistance – cash, food, non-food items and people.

Table 21: Management Result Dimension 1			
Performance Indicators	2007	2008	2009
<i>Revenue - resources raised</i>			
Total revenue (US\$ billion)	3.0 ⁷⁵	5.1	4.4
% funding received against planned (contribution revenue against final budget)	n/a	89.0	65.0
Total value of contributions (US\$ billion)	2.7	5.0	4.0
% multilateral contributions	9.5	18	8.0
% unrestricted ⁷⁶ contributions	5.8	16.3	6.5
% of top 20 donors with increased contributions year on year of >10 percent ⁷⁷	30.0	95.0	15.0
Cash contributions, as percentage of total contributions (%)	57.6	60.5	58.6
Total value of private-sector donations to WFP (US\$ million)	95.3	194.3	145.3
Value of in-kind contributions received through stand-by partner agreements (US\$ million)	5.5	6.3	7.8
<i>Human resources</i>			
% of WFP employees with contracts of one year or more	90.6	91.0	92.0
Percentage of staff in WFP with contracts of one year or more who are women (%)	29.5	30.0	29.0
Percentage of nationals from developing countries in the international professional staff category (%)	40.8	41.0	42.0

Note: Contributions are based on data drawn from the Resource Mobilization System (RMS) and WINGS II for the donor contribution year 2009, and are therefore not fully comparable with the contribution revenue shown in the Financial Statement.

Revenue – Resources Raised

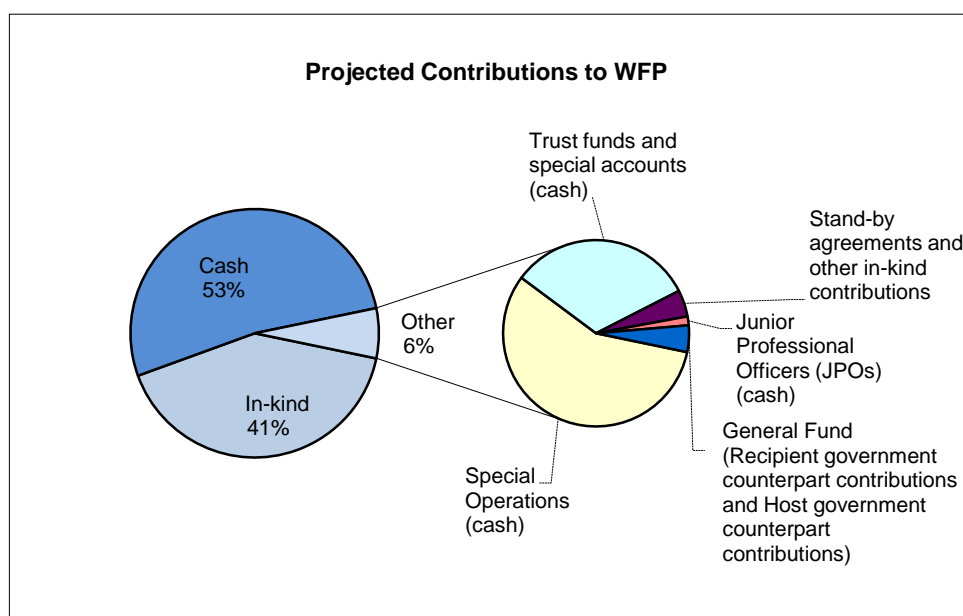
137. In spite of the financial crisis, revenue from contributions in 2009 totalled US\$4.2 billion, US\$833 million (17 percent) less than the record high of US\$5.1 billion received in 2008. Contributions came from 79 donors. WFP contribution resources comprised US\$3.4 billion in cash – 79 percent – and US\$760 million in kind – 17 percent.

⁷⁵ 2007 revenue and expenses are not comparable with 2008/09 figures prepared in line with IPSAS.

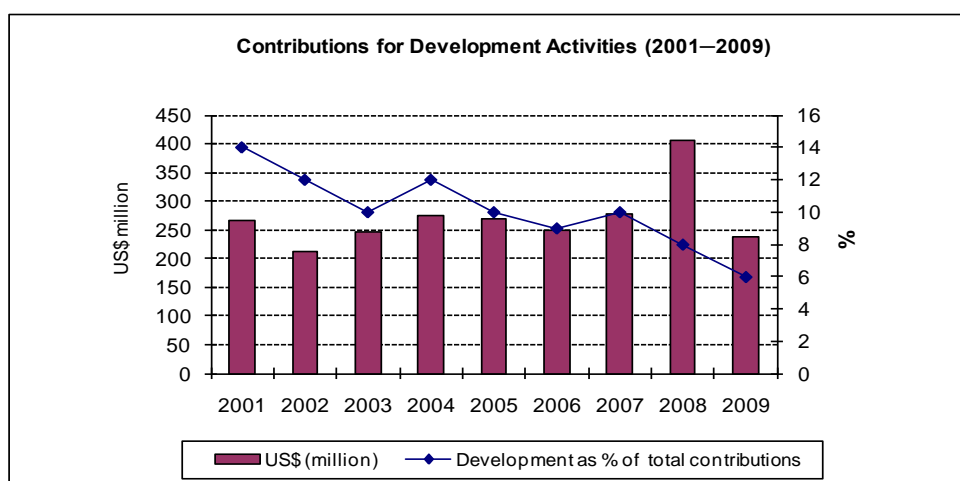
⁷⁶ Unrestricted contributions are defined as multilateral cash contributions to food-based operations without procurement restrictions.

⁷⁷ The top 20 donors are defined in the year prior to reporting.

138. Contribution revenue covered 65 percent of WFP's estimated needs of US\$6.5 billion in 2009.



139. EMOPs, SOs, PRROs and the Immediate Response Account (IRA) accounted for 86 percent of contributions. Contributions to development activities were US\$238 million, the lowest level since 2002, accounting for 6 percent of total contributions, the lowest proportion ever.



140. Total contributions received in 2009 were US\$1.5 billion above the average level for 2005–2007. Actual contribution revenue for the 2008–2009 biennium was US\$9.2 billion, 10 percent higher than the US\$8.4 billion forecast in the 2008–2009 Management Plan. WFP received record amounts (see Annex VII) from Belgium, Brazil, Finland, Germany, Japan, the Russian Federation, Spain and Qatar. Other donors increased or maintained a high level of contributions: Australia, Canada, the European Commission, Sweden, Switzerland, the United Kingdom and the United States of America. Forty-nine countries that are not part of the Organisation for Economic Co-operation and Development (OECD)

contributed in 2009, down from 66 in 2008. Three donor governments – Kazakhstan, Oman and Ukraine – supported WFP for the first time in 2009.⁷⁸

141. New funding channels were opened with donors from OECD and with thematic and multi-donor trust funds such as Global Food Response Programme of the World Bank, the Spanish Millennium Development Goal Achievement Fund (MDG-F), Germany's *Kreditanstalt für Wiederaufbau* (KfW), the European Union Food Facility and the Food Security Thematic Programme managed by EuropeAid.
142. In 2009, a ground-breaking partnership was finalized with Australia for fully flexible multilateral funding over four years; this includes support for WFP's school meals programmes. Eight donors have signed multi-year funding agreements with WFP valued at US\$800 million for 2007–2014.
143. Host governments Bangladesh, Burkina Faso, Burundi, Cambodia, Egypt, Jordan, Kenya, Madagascar, Malawi, Pakistan and the Philippines have expanded their support through cash and in-kind contributions. WFP also benefited from favourable purchasing arrangements in a number of countries: India, for example, provided WFP with cereals at 33 percent of market prices.
144. In 2009, WFP received 181,633 mt of in-kind food, mainly grain, from eight governments under twinning arrangements. These in-kind contributions were matched with US\$35.6 million of cash donations from 14 donors to cover costs in line with the full-cost recovery principle. If the cash had been used for international or local purchases instead of being twinned, the food equivalent would have been a maximum of 75,000 mt at full-cost recovery: this allowed WFP to provide additional food assistance for more people with less delay. A twinning arrangement with Brazil and Spain for 25,000 mt of rice, for example, helped WFP to assist 3.8 million people in Haiti and Honduras.
145. Pooled funding totalling US\$217 million was the fourth largest revenue source in 2009; the Central Emergency Response Fund (CERF) accounted for 70 percent – US\$152 million – of these resources. WFP received 36 percent of all CERF disbursements, including the largest single allocation to any agency – a US\$25 million contribution to operations in Somalia. Contributions from pooled funds were particularly important for under-funded emergencies and SOs such as the United Nations Humanitarian Air Service (UNHAS); US\$15.5 million – 10 percent – of CERF allocations to WFP were for SOs. Of pooled funding, 7 percent went into country-specific and general trust funds: the former are operational funds usually provided by host governments; the latter contribute to institutional capacity-building.

⁷⁸ Donors that contributed to WFP before 2002 and again in 2009 are considered new donors.

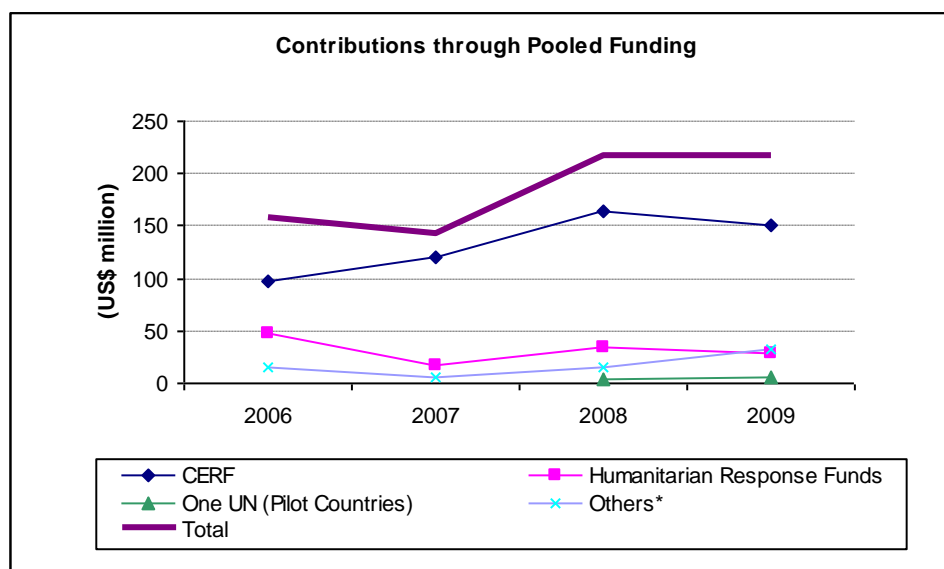


Table 22: Contributions through Pooled Funding (%)

	2006	2007	2008	2009
CERF	61	84	75	70
Humanitarian response funds	30	12	16	13
One UN pilot countries	0	0	2	2
Others*	9	4	7	15
Total	100	100	100	100

*Joint programming with other United Nations agencies

146. In 2009, resources received through joint programming with other United Nations agencies more than doubled from US\$15.7 million in 2008 to US\$32.3 million in 2009. This was because of the increasing importance of joint programmes, the central role of consolidated inter-agency appeals and common humanitarian action plans, and the delegation of more authority to donors' field offices.
147. Recognition at the L'Aquila G8 meeting of the need for a global solution to food insecurity and hunger launched work on country-led, comprehensive planning frameworks such as the Comprehensive Africa Agriculture Development Programme (CAADP) and United Nations Development Assistance Frameworks (UNDAFs) with a view to bringing all players into an initiative fostering a renewed and collaborative investment approach to addressing food insecurity and hunger. This is an opportunity for WFP as an implementing partner and supplier of technical advice to work with others and maximize its comparative advantage.

Private-Sector Partnerships

148. In 2009, private-sector fundraising (see Annex VII) reached US\$104 million in cash and US\$40 million in gifts in kind, well above the annual target of US\$80 million. Despite the global economic down turn, WFP's long-term partnerships with the private sector remained stable. Yum! Brands continued its

World Hunger Relief campaign, the largest consumer campaign in the world dedicated to increasing hunger awareness: in the process it raised US\$10 million in untied funds for WFP. Yum! Brands is committed to continuing the campaign until at least 2015.

149. Private partners continued to be strong supporters of WFP's nutrition improvement strategy, providing cash and expertise. WFP launched Project Laser Beam⁷⁹ in 2009 to produce a scalable and replicable model for preventing child malnutrition in Bangladesh and Indonesia, combining WFP and private-sector expertise in nutrition, food security and hygiene; under the project, WFP initiated corporate partnerships with Heinz and Kraft and expanded its relationship with the Global Alliance for Improved Nutrition (GAIN). Specialists from the Netherlands-based global life sciences corporation Royal DSM N.V. worked in Egypt to improve the nutritional quality of WFP's date-bar snack and in Kenya to develop new ways of supplying micronutrients for beneficiaries. The private sector also paid for six nutritionists to work on WFP projects as needed.
150. The private sector also reinforced WFP's capacity to respond to crises: US\$1 million was raised in a few weeks for the flooding EMOP in the Philippines, and corporate partner TNT dispatched two flights to the disaster zone with high-energy biscuits. During the Padang earthquake in Indonesia, rapid response teams trained with support from Vodafone and United Nations foundations helped to establish ICT and logistics support.
151. LG Electronics became the first Asian multinational company to support WFP internationally, contributing to climate-related hunger programmes in the Horn of Africa.

Accessing Carbon Credits for WFP Beneficiaries

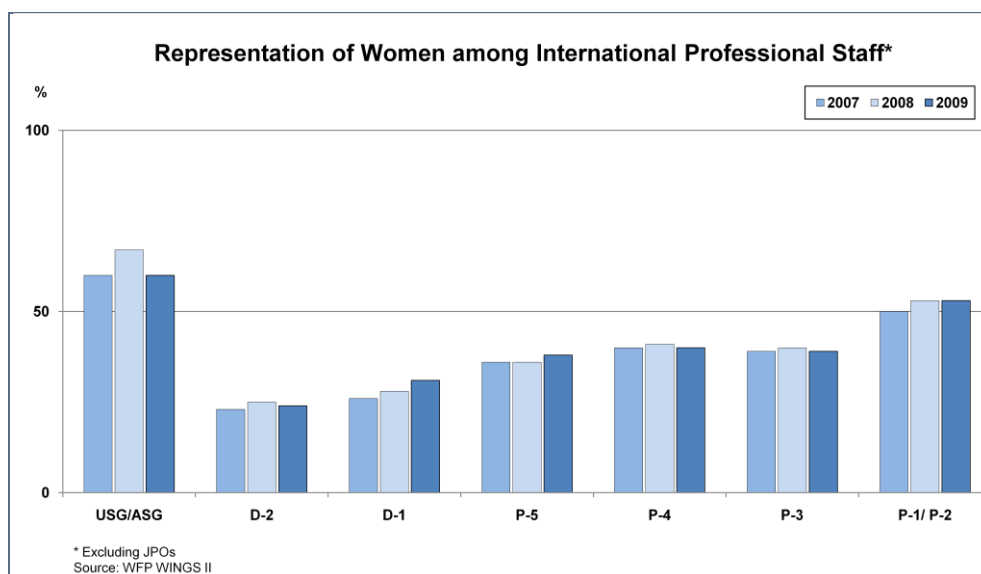
Through private-sector partnerships, WFP used trust funds to connect WFP-assisted beneficiaries carrying out reforestation and school feeding in environmentally degraded areas of Africa with the Carbon Credit market. The Copenhagen summit in December 2009 prioritized the reduction of deforestation as one of the most cost-efficient strategies to address climate change. The WFP initiative will help to address climate change and ensure that WFP-assisted community-based interventions bring additional benefits.

152. Online fundraising reached US\$2 million, down from US\$2.75 million in 2008, but the number of online supporters grew from 72,000 to 90,000.
153. In 2009, WFP's operations were augmented with 106 deployments of personnel provided by stand-by partners. These deployments – estimated value US\$7.8 million – came from international NGOs, governments and commercial organizations and included qualified personnel for the Occupied Palestinian Territory operation in January, the Philippines in September in response to tropical storm Ketsana and WFP's relief operations in the Sudan and the Democratic Republic of the Congo. Several of WFP's stand-by partners deploy full-service packages of staff and equipment, one of which – trucks equipped with fleet management staff and maintenance support – was deployed to eastern Congo.

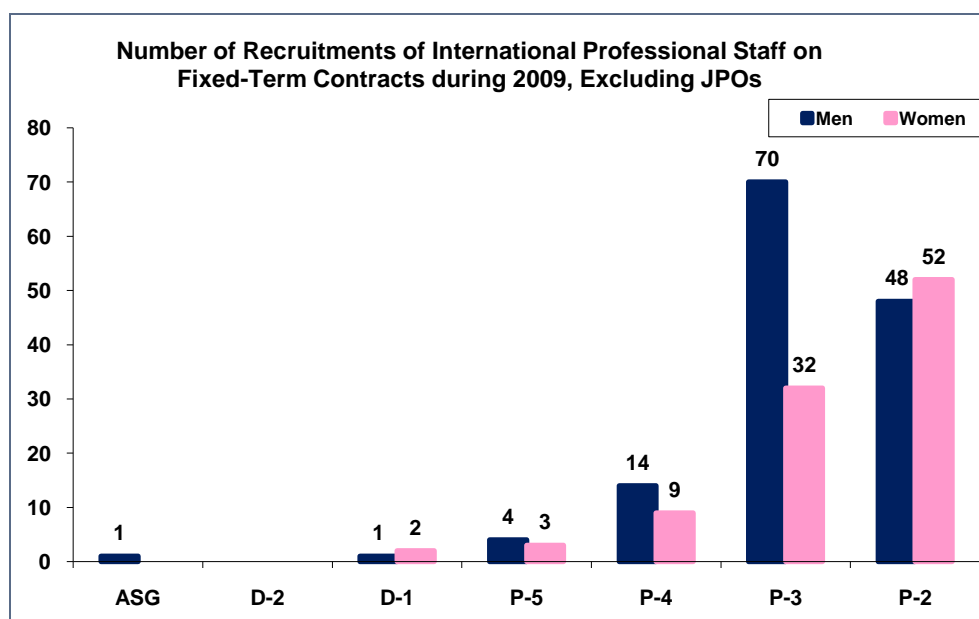
⁷⁹ A ground-breaking programme that harnesses the power of multinational companies and focuses it on ending hunger and malnutrition among children in the developing world.

Human Resources

154. At 31 December 2009, 92 percent of WFP employees with contracts of at least one year were based in the field (see Annex IV). The percentage of women in WFP with contracts of one year or more was 29 percent in 2009, slightly down from 30 percent in 2008. In the professional category, women accounted for 40 percent of posts in 2009, the same as in 2008. Women are still under-represented at the higher grades, but the number of women country directors increased by 30 percent from 15 in 2008 to 20 in 2009; the proportion of women deputy country directors also rose, from 13 percent in 2002 to 41 percent in 2009. This will have a positive impact on the readiness of women staff to take on country director positions in the future.



155. In terms of recruitment, achieving gender parities in the international professional staff category remained a challenge. At the P2 level more women than men were recruited.



Source: WFP WINGS II via Business Object

156. Nationals of developing countries accounted for 42 percent of international professional staff, which is above the 40 percent target, and 28 percent of posts at senior management level, as in 2008. The number of country director positions held by nationals of developing countries rose from 18 in 2008 to 23 in 2009.
157. The Management Development Centre (MDC) of the Rome-based agencies offers staff an opportunity to devise learning plans for their development. Over the past five years since 2004, 50 percent of participants have been women and 60 percent have been nationals of developing countries.

Management Result Dimension 2 – Stewardship

158. Stewardship measures whether WFP manages efficiently the assets entrusted to its care. It encompasses all issues related to management of resources, particularly maximizing returns on resources provided, sound management of facilities, minimizing resource losses, ensuring the safety and well-being of employees and safeguarding WFP's brand and reputation.

Table 23: Management Result Dimension 2

Performance Indicators	2007	2008	2009
<i>Financial performance</i>			
Total expenses (US\$ billion)	3.0	3.7	4.2
Final budget (US\$ billion)	n/a	5.6	6.5
Contribution revenue (US\$ billion)	2.7	5.0	4.2
Budget utilization (US\$ billion)	n/a	4.4	3.8
Total value of WFP fixed assets (US\$ million)	2.7	21.7	57.3⁸⁰
<i>Accountability</i>			
Value of total losses from fraud or misappropriation (US\$ thousand)	210.0	853.0	1 350.0
Number of outstanding audit recommendations at the end of the year	1 859.0	1 357.0	811.0⁸¹
Number of security incidents involving employees and families	484.0	657.0	620.0
<i>Brand and reputation</i>			
Number of news clips making reference to WFP (thousand)	45.0	120.0	100.0
Number links to <i>wfp.org</i> from other sites (thousand)	n/a	287.0	596.0
Number of stories published on WFP website	456.0	131.0	368.0

Financial Performance

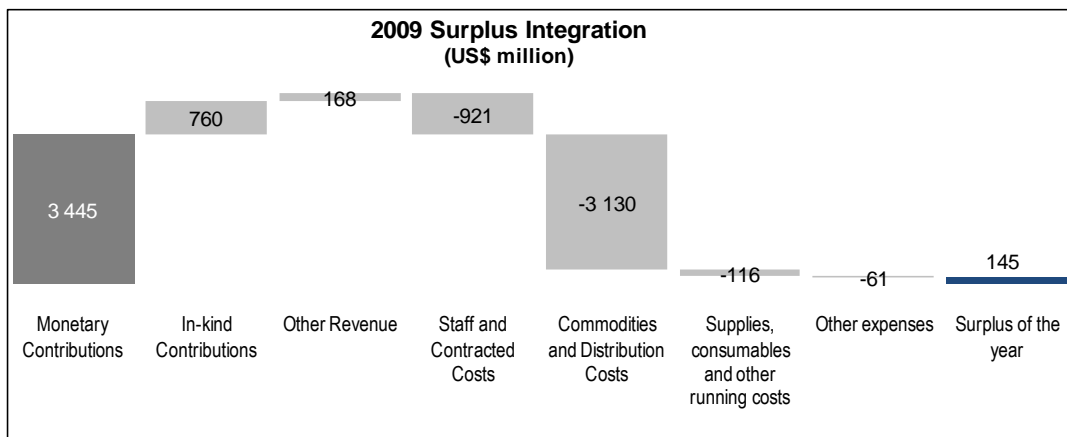
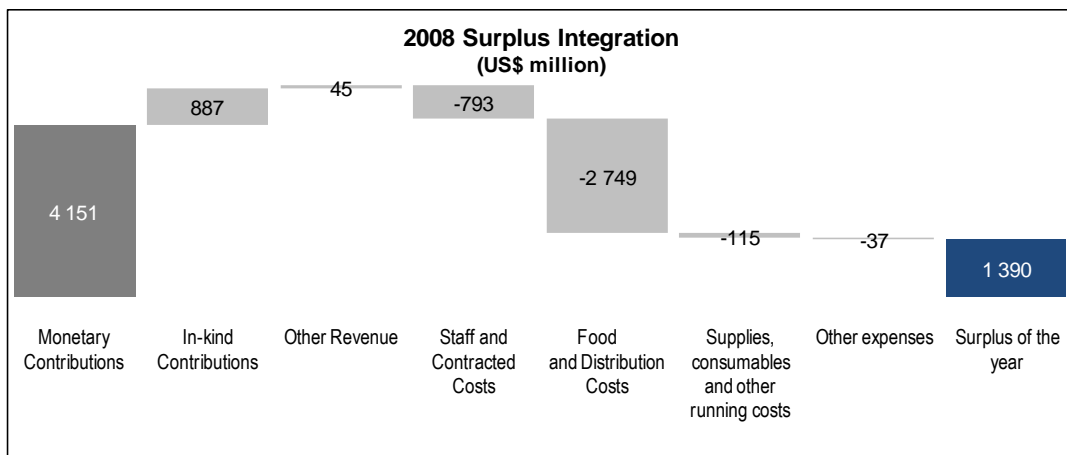
159. Total revenue in 2009 was US\$4.4 billion, 14 percent – US\$709.9 million – less than the record high of US\$5.1 billion in 2008, which comprised: i) contribution revenue: monetary US\$3.4 billion (79 percent) and in-kind US\$760 million (17 percent); and ii) currency exchange differences: US\$44 million (1 percent), return on investments US\$39 million (1 percent) and other revenue US\$85 million (2 percent).

⁸⁰ 2009 value is based on an opening balance of US\$21.7 million in fixed assets as defined by IPSAS, which WFP adopted in 2008.

⁸¹ Decreased absolute number in 2009 as a result of closing the backlog of outstanding recommendations.

Expenditures⁸²

160. Food delivered to cooperating partners in 2009 amounted to 4.8 million mt, 23 percent more than in 2008 as a result of natural disasters, climate change and conflict, particularly civil strife. Total 2009 expenses were US\$4.2 billion, 14 percent – US\$535 million – more than 2008. The increase in spending reflected the increased operational activity in 2009.
161. The surplus of revenue over expenses was US\$145.2 million in 2009, less than the record US\$1.4 billion in 2008 because contribution revenue fell by US\$833 million and spending rose by US\$535 million.



162. The graphs above show that the surplus for 2008 reached US\$1.4 billion, ten times the 2009 surplus of US\$145 million. This difference can be explained primarily by a decrease in revenue of US\$706 million and an increase of US\$381 million in food and distribution costs.

⁸² In accordance with IPSAS, revenue is recognized when contributions are confirmed in writing, expenses when services or goods are received or food is distributed. There is therefore an inherent time lapse between recognition of revenue and recognition of expenses: this is the time from the moment WFP receives confirmation of a contribution to the moment the food is distributed.

163. Table 24 indicates the impact of the surplus of 2008, which enabled WFP to:

- increase its inventories to US\$506 million, of which US\$283 million was distributed in 2009;
- increase its contributions receivable to US\$787 million in 2008, of which US\$330 million was collected in 2009 as shown in the Cash and Investments line; and
- reduce its liabilities to US\$128 million in 2008.

Table 24: WFP Surplus (US\$ million)

	2009	2008
Inventories	-283	506
Cash and Investments	330	220
Contributions Receivables	15	787
Property, Plant and Equipment	27	17
Liabilities	53	-128
Other items	4	-12
Total	145	1 390

164. At 31 December 2009, WFP had US\$4.1 billion in fund balances and reserves, of which US\$3.0 billion related to the programme category funds. The balance relates to the General Fund and special accounts, reserves, bilateral operations and trust funds.

165. Cash balances including, cash equivalents and short-term investments held to support WFP's requirements increased by US\$312 million – 22 percent – compared with 2008. Higher cash balances are consistent with the increased level of WFP operations.

Programme of work

166. The original 2009 budget released in October 2007 estimated total needs of US\$2.7 billion. During 2008 and 2009, the Programme of Work expanded to reflect changes in WFP's cost bases, particularly the 2008 increase in food and fuel prices. New and expanded operations, particularly those addressing conflict that resulted in large population displacements, resulted in additional project requirements. The final 2009 budget was US\$6.5 billion, an increase of 140 percent compared with the original programme of work for the year in the Management Plan (2008–2009).

Budget performance

167. Because WFP is a voluntarily funded organization, its ability to implement its Programme of Work is limited to the resources made available. Implementation rates are influenced by the long lead times required by some activities. As a result, actual budget consumption in 2009 was US\$3.8 billion, 58 percent of WFP's overall requirements.

168. The significant funding gap led WFP to reduce its in-country stocks by 16 percent in terms of tonnage, or 25 percent in terms of value. At the end of 2008, WFP's in-country stocks were 1.7 million mt, valued at US\$1 billion; at the end of 2009 these stock levels had declined to 1.4 million mt, valued at US\$721 million. Several large operations with low closing-stock levels at the end of 2008 and funding gaps in 2009, for example Bangladesh, DPRK and Uganda, were forced to decide where to cut rations or suspend food distributions.

169. Of 2009 contributions, 40 percent – 25 percent of overall requirements – were received in the first half of the year and 60 percent – 40 percent of overall requirements – during the second half of the year. Because of the time lapse – the average five months between confirmation of a contribution and its utilization – a large proportion of the resources confirmed during the second half of the year were carried forward to 2010.

Table 25: Statement V – Comparison of Budget and Actual Amounts for the Year Ended 31 December 2009 (US\$ million)

	Budget Amount		Actual amounts on comparable basis ⁱ	Difference: Final budget and Actual
	Original	Final		
Cost components				
Food	1 142.2	3 104.9	1 676.8	1 428.1
External transport	276.6	687.4	254.4	433.0
LTSH ⁱⁱ	675.5	1 298.9	903.8	395.1
ODOC ⁱⁱⁱ	128.4	444.5	272.8	171.7
DSC ^{iv}	288.3	662.8	410.9	251.9
Sub-total: direct costs	2 511.0	6 198.5	3 518.7	2 679.8
Regular PSA	183.4	238.8	226.0	12.8
Capital and capacity funds	13.3	55.8	39.1	16.7
Sub-total: indirect costs	196.7	294.6	265.1	29.5
TOTAL	2 707.7	6 493.1	3 783.8	2 709.3

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

ⁱⁱ Landside transport, storage and handling

ⁱⁱⁱ Other direct operational costs

^{iv} Direct support costs

Infrastructure and Facility Management

170. The introduction of IPSAS and updating of the accounting system has resulted in WFP having greater control over its assets by using two systems – WINGS II and the Asset Management Database. The latter contains 300,000 assets, including leasehold improvements and intangible assets, valued at US\$104 million; 2,300 assets with a combined value of US\$51 million are fixed assets.
171. WFP is part of the United Nations climate neutral initiative, and for the first time in 2009 reported greenhouse gas emissions from buildings, travel and light vehicles. Initiatives started in 2009 to reduce WFP's carbon footprint included designs for setting up energy-saving technologies at Headquarters. In the field, solar panels were installed at various locations and some old WFP vehicles were replaced with hybrid and electric vehicles for city use.

Sky Sails Save Fuel

In 2009, WFP chartered two ships powered by sky sails to take cargoes from Europe to Asia. A sky sail is a giant kite that uses wind power to augment propulsion by a ship's engines, reducing power consumption and saving fuel. In ideal conditions, sky sails can reduce fuel consumption by 30 percent, which equates to 4.5 mt of fuel per day.

Savings through Administrative Collaboration

172. WFP, FAO and the International Fund for Agricultural Development (IFAD) increased their administrative collaboration in 2009. The Common Procurement Team was established to tender jointly for common goods, works and services at the three headquarters to generate savings through coordination, leverage and economies of scale. A joint tender on travel, for example, resulted in the agencies using the same travel agent to achieve substantial savings. The extension of the FAO mail distribution contract to WFP and IFAD resulted in savings of 25 percent for IFAD and 30 percent for WFP.

Accountability

173. The Inspector General has determined that WFP's governance, risk-management and control processes provided moderate assurance that WFP's objectives would be achieved in accordance with its rules and regulations; this means that a sufficient framework of controls was in place, but that it could be improved. No significant weaknesses were identified in 2009.
174. In 2009, WFP carried out 11 field audits, four Headquarters audits and seven audits of IT processes, rating each process as low-risk, medium-risk or high risk. The results show that in 2009 governance, operations and programme management, and resource mobilization had higher risks; financial management and reporting, support services and IT processes had medium risks.
175. The two food diversion cases, one valued at US\$825,000 and the other at US\$190,000, increase the total loss from cases investigated from US\$853,000 in 2008 to US\$1.35 million in 2009. Total recovery in 2009 was US\$84,000.

WFP Investigation of Food Diversions in Somalia

An internal WFP investigation into food diversions in Somalia led to changes in monitoring practices. The investigation recommended:

- development of alternative frameworks of operations to include needs assessment, project approval, distribution monitoring and beneficiary monitoring;
- review of the transport manual to enhance controls and clarify the provisions; and
- enhancement of public information and public relations.

176. The number of complaints submitted to the Office of Inspections and Investigations fell by 38 percent, from 174 in 2008 to 108 in 2009, but 59 percent of complaints were converted into full investigations in 2009 compared with 28 percent in 2008. The number of complaints concerning ICT issues doubled; the number concerning food diversions remained the same as in 2009. The number of complaints concerning harassment, sexual harassment and abuse of power fell from 31 in 2008 to 13 in 2009, largely as a result of the implementation of policy guidelines.

177. The Financial Disclosure Programme was implemented in 2009 to maintain and enhance public trust in the integrity of WFP: 540 staff were required to lodge full financial disclosures, particularly those with significant procurement authority. A compliance rate of 100 percent was achieved. An internal website was also launched in 2009 to disseminate WFP's ethical policies and procedures; two online training programmes in ethics were initiated.

Ensuring Food Quality and Safety

178. In 2009, WFP began a systematic upgrade of its food quality and safety management system in response to factors such as increased food purchases from small-scale producers and new types of food products and to ensure that food provided by WFP meets the required standards. Implementation of the new system will rely on scientific support from agencies such as FAO and the Natural Resource Institute and support from private partners, particularly Unilever.
179. In 2009, an e-learning tool on food quality and safety was developed for country directors and made available on the e-Learning Management System (e-LMS).

Guatemala's Blue Boxes

WFP developed the "Blue Box" in Guatemala to improve the quality of the maize purchased by WFP under P4P. The box is a set of tools for on-site quality-control checks; it includes a calibrated scale, a moisture meter, sieves and an aflatoxin measurement set. Field technicians use the boxes for on-site quality tests and for training in quality assurance. The boxes have had remarkable results in terms of improved maize quality and greater confidence among farmers, traders and other stakeholders.

Safety and Well-Being of Employees

180. The services of the Ombudsman office were utilized by 259 staff in 2009, including 12 groups. Most issues continued to involve working relations with supervisors, mainly with respect to performance management, feedback and communications, respect and trust, and frustration over career progression. The number of harassment issues remained constant, but in 2009 more groups came forward to complain. More issues related to WFP and its mission were raised in 2009 such as management, change management, communication, restructuring, policies, procedures and ethics.

Insecurity Disrupts Humanitarian Assistance to Somalia

Increasing threats and attacks on humanitarian workers and unacceptable demands by armed groups made it virtually impossible for WFP to continue its humanitarian assistance for 1 million women and children and other vulnerable groups in southern Somalia in 2009. Staff safety is a major concern, and the deteriorating security situation meant that WFP had to close six sub-offices temporarily and move staff, food supplies and equipment to safer areas.

Pandemic preparedness

181. With the declaration of a global influenza pandemic by WHO in June, WFP conducted logistics assessments and operational continuity planning. Country offices were requested to complete operational action plans. WFP also conducted pandemic awareness sessions to raise awareness among staff.

Brand and Reputation***Media exposure and pro bono advertising***

182. WFP obtained free media exposure worth millions of dollars on hunger issues and operations. The known value of TV spots and print advertising donated to WFP on a pro bono basis to raise awareness of hunger was US\$48.5 million in 2009 – US\$42.5 million for print advertisements and US\$6.0 million for TV spots; advertisements through the Japan Advertising Council were worth US\$38.5 million. The most successful advertisement featured Oscar winner Sean Penn on the global financial crisis, which ran internationally throughout 2009. Free placements of TV spots and print advertisements worldwide were valued at US\$5.6 million. The campaign was created in-house by WFP.
183. Nearly 100,000 news clips made reference to WFP in 2009, of which 52,600 highlighted activities in markets specifically monitored in Australia, Canada, Denmark, Finland, France, Germany, Ireland, Italy, Japan, Norway, Sweden, the Netherlands, the United Kingdom and the United States of America. News organizations, websites and other media used 62 video news releases, films, video stories and TV spots produced at low cost with WFP resources.

Corporate Website

184. To increase awareness of global hunger and WFP's work, the corporate website was transformed in 2009 into a central, cost-effective platform for news and information on hunger and fundraising. The aims of the new website were to:
- engage the public in humanitarian causes;
 - become the primary information resource for professionals fighting hunger;
 - nurture the next generation of professional information sources dedicated to overcoming hunger; and
 - create a platform to raise funds for hunger.
185. The transformation resulted in 60 percent more traffic from 140,000 monthly hits in 2008 to 224,000 in 2009. Links to wfp.org from other sites increased by 108 percent from 287,000 in 2008 to 596,000 in 2009. Three times more stories were published on the site in 2009 than in 2008. Four foreign language websites were created or expanded in French, Italian, Korean and Spanish; websites in other languages are under development.
186. The number of subscribers to WFP's YouTube channel, where WFP videos have a high profile, rose from 350 in 2008 to 2,845 in 2009. WFP Facebook members increased from 1,200 in 2008 to 40,000 in 2009; 12,000 Twitter followers were also established.

Fill the Cup Campaign

187. WFP's international fundraising and awareness campaign, which was launched in 2008 to benefit millions of hungry schoolchildren, gained momentum in 2009. The Fill the Cup campaign has become an integral part of WFP's online fundraising: in 2009, US\$1.5 million of the US\$1.9 million in online donations came in through Fill the Cup. Entertainers and celebrities from cinema, TV, sport and music donated their time, images and music for WFP TV spots and print advertisements featuring the Fill the Cup logo. Panasonic Toyota Racing Formula 1 drivers teamed with WFP to raise awareness among millions of fans during the second half of the 2009 Grand Prix season. Jarno Trulli and Timo Glock drove cars sporting the Fill the Cup logo and auctioned personal items to the public.

188. Other WFP ambassadors and celebrity partners who generously gave their time and images to hunger awareness campaigns included Oscar-winner Sean Penn; American actress and producer Drew Barrymore, five-time Grammy Award winner Christina Aguilera; Kenyan marathon recordman Paul Tergat; former President of Ghana John Kufuor, American philanthropist and environmentalist Howard G. Buffett; WFP Ambassador Against Hunger, Korean actor and singer Jang Dong Gun; Swiss pop artist Dj Bobo, Italian actress and producer Maria Grazia Cucinotta; legendary Chinese Olympic gymnast Li Ning, Filipina actress and TV personality Kristina Cassandra Concepcion, and the band Thievery Corporation.

Management Result Dimension 3 – Learning and Innovation

189. Learning and innovation measures how well WFP records its experiences, adapts to change and seeks better ways to accomplish goals; it includes knowledge management, staff development and research capabilities.

Table 26: Management Result Dimension 3

Performance Indicators	2007	2008	2009
Total grants/trust funds spent (US\$ million)	n/a	227.5	173
Number of managers (P5 and above) trained through the Leadership Development Programme			
- Leading Confidently module	n/a	n/a	280
- Leading Strategically module			150
WINGS II online e-guide self-tutoring material completed, in parallel with the launch of the system, available to all global users (yes/no)	n/a	n/a	Yes
ICT investment as % of total budget (%)	9.5	11	8.5

Grants and Trust Funds

190. In 2009 WFP spent US\$173 million in extra-budgetary funding for grants and trust funds,⁸³ a reduction of US\$54.5 million compared with 2008, to support quality improvement and capacity-development primarily at field level, including:
- development of new tools such as cash and vouchers and web applications, and new knowledge management, capacity-building, advocacy and hand-over procedures;
 - creation of new kinds of partnerships as in the United Nations reform process and the Paris Declaration on Aid Harmonization;
 - creation of government capacity in food issues and food security and nutrition needs;
 - assistance for governments and institutions in establishing technical, policy and legislative arrangements to prevent or respond to food-security crises and reduce vulnerability; and
 - work with partners to build institutional capacity to take over food-supported safety nets.
191. A 2009 joint review of the Institutional Strategy⁸⁴ determined that 73 percent of activities funded through grants had been mainstreamed into WFP and partners, and that products and toolkits had been developed and disseminated to enhance WFP's effectiveness and facilitate the transfer of WFP's knowledge and capacity to partners.

⁸³ The total amount of grants and trust funds represents one component of extra-budgetary funding.

⁸⁴ Joint Department of International Development (DFID)/WFP Institutional Strategy Report, 2009.

Leadership Development Programme

192. In support of the Strategic Plan (2008–2013), a pro bono skills gap analysis by the Boston Consulting Group (BCG) produced three training modules for managers at P-5 and above, implemented as follows:
- Leading Confidently – a communication and behavioural toolkit (March–October 2009, 280 participants).
 - Leading Strategically – strategic alignment and policy (September–October 2009, 150 participants).
 - Leading Operationally – organizational and management skills (March–May 2010, 170 participants).
193. An evaluation process was established to assess reactions and learning and the application and impact of training. An initial survey collects immediate reactions at the conclusion of each training session; three months after training, an online survey measures the application of skills and tools acquired; one-to-one interviews after six months and a year identify the impact of the training on the work of participants. Table 27 shows that the training was viewed positively by the participants.

Table 27: Leadership Development Programme – Evaluation Results

	Leading Confidently			Leading Strategically		
	Training survey (239 staff) after training	Application survey (86 staff) 3 months after training	Impact interview (40 staff) 6 months after training	Training survey (136 staff) after training	Application survey (151 staff) 3 months after training	Impact interview 6 months after training
Relevant to my work	4.7	4.4	4.8	4.2	3.8	n/a
Important to my own success	4.5	4.2	4.3	3.9	3.4	n/a
A source of new information	4.3	4.0	4.2	3.6	3.3	n/a
Useful for implementation of the Strategic Plan	4.0	3.8	4.2	3.8	3.4	n/a

Scale: 1=strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree

EPWeb

194. The Emergency Preparedness Web (EPWeb), WFP's online platform for operational information, was overhauled in 2009. Its decentralized system enables field staff to access documents online and manage content. Traffic on the site increased by 22 percent compared with 2008 to 18,000 visits. The store of 3,000 operational and analytical maps and 24,000 documents on EPWeb is a major component of WFP's institutional memory.

Launch of E-Vouchers

An electronic food voucher project, the first in the world to use mobile telephone technology, was launched by WFP in Syria in 2009 to assist 1,000 Iraqi refugee families. In-country mobile service provider MTN donated SIM cards for the project, enabling the refugees to receive a virtual text message voucher on their mobiles, to be used at government shops. The project partner, the General Establishment for Storing and Marketing Agriculture and Animal Products of the Syrian Ministry of Economy and Trade provides food through its stores in Damascus, where most refugees live. The use of e-vouchers has the potential for real-time monitoring of food collection and is a good proxy for beneficiary consumption patterns, which enable it to adapt in response to changing circumstances and to improve targeting and impact.

E-Guide Knowledge Repository

195. The e-Guide knowledge repository documents WFP's business processes, responsibilities and transactions. It is embedded in WINGS II. Its online self-tutoring system provides detailed documentation of WFP's business, including manual tasks and tasks supported by information systems. The guide helps staff to learn how to use business processes, tasks and systems and allows direct feedback during processes. The e-Guide is a valuable tool for future initiatives because it enables faster implementation of improvements, particularly major changes or changes over several areas.

Research**Research on Supplementary PlumpyNut in Ethiopia**

WFP is researching the effectiveness of a new nutrition product in Ethiopia, comparing fortified corn-soya blend (CSB) with a ready-to-use supplementary food known as Supplementary Plumpy® in collaboration with *Action contre la faim* (ACF), the University of Toronto and the Government of Ethiopia. The primary objective was to compare the effectiveness of the foods in treating moderate and acute malnutrition among children under 5. Data was collected on anthropometrics, programme performance indicators, caregiver-reported food sharing in households and child care practices.

Preliminary results show less food sharing in households with Supplementary Plumpy, probably because the main nutrition message to caregivers that Supplementary Plumpy can be a food and a medicine for ill children to highlight the importance of not sharing it with other family members.

Working with ACF brought many advantages: WFP can call on qualified, well-trained staff because most of the ACF staff have been working on supplementary feeding for several years and have good knowledge of the area. ACF also provided vehicles for data collection and allowed the use of their sites for pre-mixing and storing food.

Management Result Dimension 4 – Internal Business Processes

196. Internal Business Processes measures the efficiency of WFP’s business support processes, including items such as budgeting, procurement, accounting and information technology.

Table 28: Management Result Dimension 4

Performance Indicators	2007	2008	2009
Total food procured by WFP (US\$ million)	767	1 408	965
Percentage of total food procured by WFP:			
- in developing countries (%)	80	78	80
- of which procured locally (%)	45	40	38
Total non-food items procured (US\$ million)	xx	395.4	408
Transition to WINGS II completed (yes/no)	n/a	n/a	Yes
Changes and improvements incorporated into WINGS II and delivered as an integrated solution (yes/no)	n/a	n/a	Yes⁸⁵

Internal Financing Mechanisms

197. In 2009, 93 advance financing loans totalling US\$388.6 million were approved for 57 country offices through the Working Capital Fund, IRA and the DSC/ODOC Advance Facility. WFP’s advance financing mechanisms enabled country offices and regional bureaux to request funds in anticipation of confirmation of forecast income. By the end of 2009, 12 donors had given a blanket authorization for the use of the Working Capital Fund on the basis of forecast contributions, making the mechanism more flexible.

198. In 2009, 130,000 mt of food was purchased through the Forward Purchase Facility on the basis of aggregate forecast project needs rather than project-specific needs. Much of this food was for drought-affected beneficiaries in the Horn of Africa. Delivery times were cut from an average of 117 days before the introduction of Forward Purchase Facility in 2008 to an average of 30 days in 2009.

Procurement

199. In 2009, WFP purchased 2.6 million mt of food (see Annex VI) valued at US\$965 million in 92 countries, a fall of 8 percent in tonnage terms and 32 percent in value terms compared with 2008, when 2.8 million mt of food was procured valued at US\$1.4 billion. 80 percent of this food was purchased from 75 developing countries, injecting US\$772 million into their economies.

200. The food market environment in 2009 led to a significant decline in food prices relative to 2008, notably for rice, wheat, maize and fortified cooking oil. Wheat accounted for a third of the tonnage procured, which corresponded to the location of major emergencies; maize (19 percent), rice (13 percent) and blended food (10 percent) were the other main foods purchased.

⁸⁵ Including International Public Sector Accounting Standards (IPSAS) compliance and a single project-monitoring module.

201. WFP procured the highest volume of food in Asia; the second highest in terms of quantity was Europe, and the second highest in terms of value was Africa. Ukraine was the country where WFP purchased the largest tonnage – 440,000 mt valued at US\$83 million – and Pakistan the country where it purchased the highest value – US\$91 million for 267,000 mt.
202. Since 2000 WFP has assisted the governments of Egypt, Ethiopia and several countries in Latin America in procuring food for government-owned social welfare programmes through trust funds. In 2009 WFP purchased and transported 60,000 mt of wheat on behalf of the Government of Ethiopia.

Transition to WINGS II

203. In July 2009, WFP made the transition from WINGS I to WINGS II, which included a major re-engineering of WFP's main business processes to integrate them more closely with standard practices in other organizations.
204. Operational processes have been improved in procurement, tracking of food by value and management of stocks. These make consistent supply-chain information available quickly to users in all geographical areas. Integrated income forecasting and allocation tools provide better information for the granting of advances and improved capacity for analysing donor trends and preferences. Project planning has been improved with records of annual gross requirements; there is also a simpler advance repayment process that enables faster repayments once contributions are confirmed, resulting in greater availability of advance facilities.
205. IPSAS requirements have been embedded in day-to-day financial processes. Stock information is automatically captured through the integrated supply-chain system, and the evaluation of accrued employee liabilities has been improved. An integrated asset accounting system has also been implemented.
206. A common payroll system for locally recruited field employees, the Personal Action System Portal (PASport) has been developed and deployed in 15 country offices. A single global travel system has been implemented that enables improved monitoring of travel expenses and trend analysis to inform WFP's travel policy.

Internal Communications

207. Work was undertaken in 2009 to improve the quality and flow of information among country, field and liaison offices and with Headquarters to ensure that staff understand the scope, complexity and activities of WFP. A major element was the restructuring of WFP's global intranet, WFPgo, the primary information source for WFP employees worldwide. This work included the creation of a prominent section for news and organizational messaging, a real-time online discussion forum and mechanisms to foster the sharing of information and opinion. Daily visits have increased from about 6,000 in July, when the improved site was launched, to between 8,000 and 9,000 at the end of the year. Staff turned to WFPgo almost 1 million times during those six months, accessing 2.43 million page views.

Management Result Dimension 5 – Operational Efficiency

208. Operational efficiency measures the efficiency of WFP's achievement of desired results for beneficiaries with the available resources. The examples in this section highlight gains in operational efficiency.

Table 29: Management Result Dimension 5			
Performance Indicators	2007	2008	2009
Number of country strategies finalized and approved by the Strategic Review Committee	n/a	n/a	3 (Uganda, Sudan, Iraq)
% new project documents meeting RBM [†] criteria	75	83	85
Number of WFP projects ⁸⁶ conducted in collaboration with United Nations agencies and IOs	208	197	173
Joint programmes with United Nations agencies and IOs, as percentage of WFP projects during reporting period (%)	22	26	36
Number of NGOs and community-based organizations collaborating with WFP	2 815	2 837	2 398
% of WFP food distribution handled by NGOs (%)	54	48	54
Total food procured by WFP through P4P (million mt)	n/a	n/a	0.039
Average cost per mt distributed (US\$)	670	863	807⁸⁷
Volume of post-delivery losses, as percentage of food handled (thousand mt)	16.7	21.7	21.2
Number of passengers transported by UNHAS	322 321	361 000	323 713

[†] Results-based management

Strategy, Project Design and Project Implementation

Country Strategies

209. The country strategy process has a major role in determining WFP's programme of activities in each country. Three country strategies were completed in 2009 – Iraq, Sudan and Uganda. Experience in these countries suggests the following benefits of the process:

- improved focus and prioritization of WFP activities;
- better alignment of WFP activities with national and United Nations priorities;
- increased coherence among WFP programmes; and
- creation of strategic partnerships.

⁸⁶ For the purposes of inter-organizational partnership reporting, activities under CPs and regional projects are accounted as separate projects. The total number of WFP projects is therefore higher than the number quoted in previous sections of the APR.

⁸⁷ Global food prices fell slightly in 2009 but the related operational costs remain high, particularly in large operations. Poor infrastructure and costly security requirements also contributed to high operational support costs.

210. To streamline planning at the country level, WFP needs to improve staff capacities so that WFP can engage in policy dialogue and leverage its comparative advantages to address food security and hunger.

Results-Based Management: Consistency in Project Design

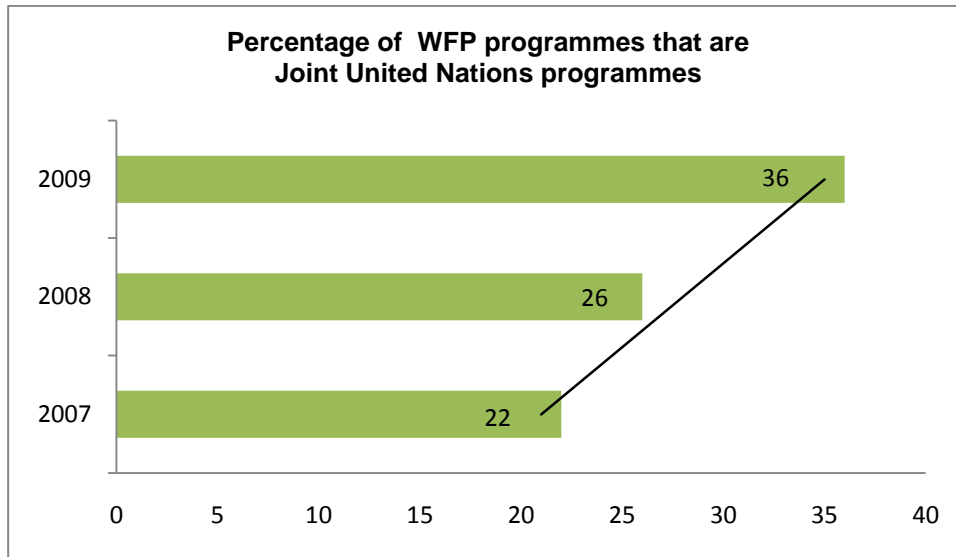
211. There has been progressive improvement in the proportion of new project documents designed following the RBM guidelines: of the 26 new project documents reviewed in 2009, 85 percent met RBM standards compared with 83 percent in 2008 and 75 percent in 2007.⁸⁸ All new projects, even short-term EMOPs, have a logframe defining results, but the appropriateness of indicators varied greatly. More projects – 42 percent – set targets against which outcome results could be measured than in previous years, but performance remained below the standards expected. The main reason why targets were not set was that baseline values were not available: only 27 percent of new projects planned a baseline study.

Strategic Partnerships

United Nations Agencies and International Organizations

212. Of the 208 WFP-supported projects worldwide in 2009, 173 – 83 percent – were conducted in partnership with United Nations agencies and IOs in 45 countries, a significant increase over the past three years. The number and proportion of joint projects increased from 55 – 22 percent – in 2007 to 74 – 36 percent – in 2009, which is attributable to WFP's participation in joint programming with the United Nations country team. UNICEF and FAO remained WFP's main partners in 2009: WFP collaborated in 138 projects with UNICEF and 93 projects with FAO. Other partners included UNDP, WHO, UNHCR, the United Nations Population Fund (UNFPA), the Joint United Nations Programme on HIV and AIDS (UNAIDS), the World Bank, the International Organization for Migration (IOM) and the International Labour Organization (ILO). In June 2009 WFP signed an MoU with WMO. The number of partnerships with IOs remained the same in 2009 with collaboration in 11 countries on 12 projects with the International Committee of the Red Cross (ICRC) and in eight countries on eight projects with IFRC.

⁸⁸ New project documents were reviewed against seven criteria; those meeting at least four were considered RBM-compliant. In line with the methods of previous years, this analysis excluded SOs, budget revisions and stand-alone P4P projects.



213. WFP worked through the United Nations Development Group (UNDG) to improve country-level coordination through the Resident Coordinator system, building on the achievements of the Delivering as One initiative by ensuring that UNDAFs were consistent with national priorities and designed to support governments in meeting the MDGs. In response to requests from United Nations country teams, the UNDG working group on programming issues streamlined UNDAF guidelines and reporting formats. The country office business operations group revised the common services training materials to encourage coordination at the country level. Common procurement guidelines were prepared under WFP's leadership and adopted by UNDG in 2009.

Providing Logistics Services for Partners in Somalia

Since 2008, WFP has been a vital provider of transport and storage services for 16 humanitarian agencies in Somalia. In 2009 WFP arranged the transport of 874 containers into Somalia on behalf of partners. But WFP's clients are often unfamiliar with logistics issues and underestimate the time required to move cargo. FAO, for example, asked WFP to move flood barriers to Somalia for an urgent flood prevention project: FAO had no trucks organized, the cargo was in Nairobi – eight hours' drive from the port – and customs clearance had not been processed. Nevertheless, the cargo was on the ship within 24 hours.

Non-Governmental Organizations

214. In 2009, 2.3 million mt of WFP food was distributed through NGO partners, 54 percent of the food handled by WFP; 90 percent of WFP country offices have operational partnerships with NGOs. World Vision International remained WFP's main NGO partner, collaborating in 38 projects in 27 countries. The other major NGO partners were Save the Children International (30 projects in 26 countries), the Cooperative for Assistance and Relief Everywhere (CARE) International (29 projects in 22 countries), Catholic Relief Services (18 projects in 14 countries) and ACF (20 projects in 13 countries).
215. WFP collaborated with 2,400 NGOs and community based organizations in 2009, compared with 2,840 in 2008. The main decline was in Colombia, where the number of NGO partners fell from 1,100 in 2008 to 666 in 2009, mainly because

WFP started transferring responsibilities to the Government. In Burundi the consolidation of reporting and logistics activities whereby local NGOs were registered under umbrella partnerships significantly reduced the time spent by WFP staff on reconciling data while maintaining full implementation requirements, but it also meant that the number of registered NGOs fell from 90 in 2008 to 20 in 2009.

216. In Somalia, the number of NGOs partnering with WFP increased from 145 in 2008 to 202 in 2009 as a result of the significant increase in food distributions, especially in Hargeisa where monthly distributions almost doubled. In Ethiopia, the expansion of the urban HIV and AIDS project from 14 to 20 towns resulted in WFP working with 99 NGO partners in 2009, up from 70 in 2008.
217. WFP had complementary relationships with NGOs in 86 projects in 46 countries. The sectors with the highest number of shared objectives and target groups were relief food assistance, mother-and-child health and education.
218. New areas of collaboration with NGOs reflected the shift from food aid to food assistance. In Zimbabwe, WFP and Concern Worldwide piloted a cash transfer based intervention to promote food security at the household level. In Bangladesh, cash transfer activities involved 18 NGOs – Islamic Relief Worldwide, Muslim Aid UK, Save the Children International and ACF and 14 local NGOs. In Nepal, Mercy Corps implemented a food crisis cash transfer project that included a cash-for-assets scheme. In the Occupied Palestinian Territory, urban food voucher projects were launched in the West Bank in partnership with *Accion Contra el Hambre* and Catholic Relief Services and in the Gaza Strip in partnership with Oxfam GB.

Emergency Preparedness Partnerships

219. Since 2007, WFP has established a network of partnerships with academic and scientific institutions to improve its mapping and to develop innovative forecasting and disaster impact analysis tools. The partnerships are ways in which WFP can access free expert knowledge, technology and data that it cannot acquire in-house. Significant partnerships include those with space agencies, universities such as the Centre for International Earth Sciences Information at Columbia University in New York, European civil protection agencies and global research centres such as the Dartmouth Flood Observatory in the United States. WFP also worked with the Information Technology for Humanitarian Assistance, Cooperation and Action institute at the *Politecnico* of Turin to obtain satellite imagery for analytical mapping for emergencies in Indonesia, the Philippines and Yemen. Mapping is a crucial part of WFP's humanitarian work: the maps produced by WFP have become the operational standard for the humanitarian community.
220. Four typhoons hit the Philippines in one month in 2009, creating an emergency affecting 1 million people. WFP produced daily updates on the movements of the first typhoon, Ketsana, delivering satellite imagery, meteorological data and landfall projections. Days before the second typhoon, Parma, WFP used satellite imagery and flood modelling data to produce maps showing areas likely to be flooded. By the time of the third typhoon, Lupit, satellite imagery showed that soils were so waterlogged that serious flooding was inevitable. This work allowed WFP teams to pre-position emergency food supplies: 142 mt of government relief including 50 mt of biscuits from WFP were transported to 12 evacuation centres two days before the expected arrival of Lupit.

221. WFP established the *Sistema de Alerta Temprana para Centro America* (SATCA) in El Salvador in 2009 as a “one-stop shop” for information on droughts, earthquakes, floods, hurricanes and volcanic eruptions. SATCA brings together information from a dozen scientific organizations, governments, donors and IOs; it translates technical jargon into accessible information and promotes common standards across the region to enable humanitarian agencies and national authorities to anticipate natural hazards. During the 2009 hurricane season in Haiti, WFP monitored the trajectory of hurricanes, enabling it to give a four-day warning to coordinate with governments and arrange the dispatch of food to affected areas immediately after the disaster.

Purchase for Progress

222. By the end of 2009, P4P was underway in 19 pilot countries: 40 farmers’ organizations in 13 pilot countries contracted to supply 39,000 mt of food to WFP. Purchasing from smallholders was carried out in line with WFP’s principles of quality and cost efficiency, saving US\$2.6 million compared with the cost of importing the food.

Smallholders and the Warehouse Receipts System

In Uganda, WFP is supporting a warehouse receipts system (WRS) through which smallholders can deposit food in a certified warehouse in return for a receipt that can be exchanged for cash at a financial institution. Food must meet quality standards to be accepted. The value of a receipt averages 60 percent of the market value of the deposited food. The difference is paid to smallholders once the food is sold. Through WRS smallholders can access cash at harvest time without having to sell their produce. The system provides a network of certified warehouses that guarantee adequate storage conditions that may be better than those of a farmers’ organization. WFP helps farmers to meet the standards required by WRS and buys from the certified warehouses.

Logistics

223. In 2009 WFP provided logistics services for humanitarian organizations in 40 countries, enhancing partnerships and coordination with partners and making more efficient use of WFP’s logistics capacity.
224. The WFP-led logistics cluster worked through its Global Logistics Cluster Support Cell at Headquarters to respond to emergencies in Benin, Indonesia, the Lao People’s Democratic Republic, the Occupied Palestinian Territory, Pakistan, the Philippines, Samoa and Zimbabwe. This provided a combined set of logistics assets, expertise and experience in emergency preparedness and response: 200 logistics experts from 30 organizations have been trained since 2006 to enhance preparedness and build capacity for coordinated responses.
225. The logistics cluster also supported communities in transition from post-conflict and post-disaster situations to long-term recovery through the rehabilitation of infrastructure. In the Democratic Republic of the Congo (DRC), for example, the logistics cluster worked with local government and humanitarian partners to repair roads in return areas.

Early Pre-Positioning is not Always Easy

In May 2009, WFP began dispatching food to areas of Afghanistan that would be cut off by snow in winter. The Afghan winter does not start until October, but it is vital to pre-position food early in areas such as Darwaz in the remote northeast, where it takes months to deliver even small amounts. Darwaz is cut off from the rest of Afghanistan by mountains and can only be reached by boat across the Amu Darya river from Tajikistan. An NGO took the food across the river in rubber boats, 1 mt at a time: 1,000 boat trips had to negotiate strong currents, frequent border closures and complex customs paperwork. When the food reached the Afghan side of the river it was loaded on to donkeys, which carried it up steep mountains to 70 final distribution points. Darwaz was just one of 200 districts where food was pre-positioned for winter.

The Benefits of Real-Time Tracking of WFP Containers

WFP moves 55,000 containers annually through 150 ports, assisted by 67 shipping lines. In 2009, WFP initiated a pilot system that allows it to track the movement of containers. Users can obtain detailed reports and updates from the system, and WFP hopes that it will soon be able to monitor 90 percent of its shipping traffic. The system has already shown its worth: a delay in the delivery of pulses to Port Sudan for relief operations in Darfur was identified while they were still in transit, and other stocks were redirected to fill the gap and maintain the pipeline.

WFP Aviation

226. In 2009 WFP Aviation transported 324,000 passengers and 12,400 mt of humanitarian cargo to 200 destinations in 14 country operations, using an average of 53 aircraft per month. UNHAS served 700 United Nations agencies, NGOs, IOs, donors, media organizations and diplomatic services. Even in the most insecure areas, WFP Aviation provided safe, rapid and cheap transport for United Nations agencies and NGOs to reach beneficiaries, conduct assessments and monitor projects and for the mobilization of resources through donor and media visits. The client list in Sudan alone included 25 United Nations agencies, 330 NGOs and IOs and 22 diplomatic missions.
227. Resource constraints affected most of the regular UNHAS operations: operations in Afghanistan, Chad, Ethiopia, Niger and coastal West Africa were all in danger of being curtailed because of lack of funds. A 2009 Joint Inspection Unit report⁸⁹ recommended the establishment of more sustainable funding mechanisms and an upgrade of United Nations aviation regulations for the use of chartered aircraft.

⁸⁹ WFP/EB.1/2009/13

Philippines Logistics Cluster

Torrential rains in 2009 caused widespread flooding and landslides in the Laguna de Bay area of the Philippines, affecting 10 million people. The principal focus of logistics cluster operations under WFP leadership was to assist the Philippines government in relief activities. WFP quickly established an UNHAS in Manila for the delivery of relief goods to otherwise inaccessible areas. WFP-contracted Mi-171 helicopters transported 410 mt of food and relief items for the Government and humanitarian community and 2,394 passengers, including medical and assessment teams. With private-sector partners TNT, Agility and UPS the logistics cluster transported 1,721 mt of humanitarian cargo.

The timely logistics cluster services provided by WFP and logistics emergency teams enabled participating organizations to support the people affected by the typhoons.

PART IV: LOOKING FORWARD

Building on the Experiences of 2009

Resourcing

228. To respond to the challenge of 1.02 billion hungry people in the world, WFP aims to reach the most destitute and vulnerable, who often have no other means of food security or support and who account for 10 percent of the hungry. WFP is committed to raising the resources to meet assessed needs.
229. Mobilizing funding on this scale, particularly at a time of economic downturn, has been a complex challenge. Between 2005 and 2007, the baseline before the food and financial crises, WFP received between 69 percent and 79 percent of the needs assessed in the Programme of Work. In 2009, for the first time in its recent history, WFP was not able to meet a high percentage of assessed needs, even though country offices were able to mitigate this by drawing on carry-overs from 2008.
230. Early provision of predictable cash or in-kind contributions enables WFP to plan and assist the vulnerable in the most efficient way. WFP will pursue further opportunities for multi-year funding agreements on the basis of this year's experience with Australia, Canada, Luxembourg, the Russian Federation and the United States of America.
231. The Principles and Good Practice of Humanitarian Donorship and the Paris Declaration on Aid Effectiveness, which highlight predictability and flexibility of funding, constitute the basis on which WFP will continue to cooperate with its donors and seek new and additional resources. Improved links with country processes such as CAADP, UNDAFs and PRSPs will enhance the effectiveness of WFP's use of its resources. WFP's financing policies and regulations are being reviewed to identify the optimum arrangements to enable WFP and its donors to respond to future challenges.

Emergency Response

232. To meet its responsibilities as lead agency of the logistics cluster, WFP will continue to maintain the Global Logistics Cluster Support Cell (GLCSC) in Headquarters. GLCSC supports field-level logistics cluster activations and drives initiatives that contribute to the logistics preparedness and response capacity of the humanitarian community.
233. To ensure that the emergency response capacity of the logistics cluster is maintained, WFP will continue to train logistics personnel from WFP, United Nations agencies and NGOs through the innovative logistics response team training with a view to facilitating expansion of its roster for deployment in inter-agency logistics response teams. The quality and availability of logistics preparedness information will be increased through the development of a digitized form of the current suite of logistics capacity assessments.

234. WFP will increase its capacity for working with governments and other organizations in responding to the frequent small emergencies in the Pacific region by positioning GLCSC staff in the area and using the new United Nations Humanitarian Response Depot in Subang in Malaysia.

Nutrition

235. WFP will continue to address the nutritional needs of various target groups. It aims to maximize donor resources so that its food assistance conveys the best possible nutritional benefit, with lasting gains to individuals and communities.
236. WFP's nutrition approach includes providing the right foods at the right times and to the right groups such as young children. WFP is rapidly expanding the number of children and pregnant and lactating women who receive new nutritionally enhanced food products such as micronutrient powders, fortified supplementary foods and improved fortified blended foods to meet their nutritional needs.
237. WFP is also focusing more on children under 2 with a view to preventing chronic malnutrition. In emergencies, WFP focuses on adequate food intake in terms of quantity and quality, including special foods for mothers and young children such as improved fortified blended foods and ready-to-use foods with the micronutrients that support growth and development.
238. WFP will explore further the linkages between HIV, food and nutrition. New nutritionally enhanced food products may provide benefits in the treatment and prevention elements of HIV nutrition support programmes. Innovative food assistance modalities such as cash transfers and vouchers will enable WFP to respond to government needs in the HIV social protection debate. WFP will increase its advocacy and continue to obtain evidence of the importance of nutrition in HIV treatment.
239. In view of concerns about the high iron content of standard micronutrient powder, WFP and its partners have developed a powder formula for areas where malaria is endemic that uses a sodium-iron compound in combination with a higher dosage of vitamin C: these enhance absorption of intrinsic iron from the food with which the micronutrient powder is mixed. The impact of this formulation on anaemia, iron status and iron absorption is being tested in Kenya.

School Feeding

240. WFP will increase its focus on national capacity development and technical support in line with its policy on school feeding. It will develop strategies for sustainable school feeding and test new tools and processes such as cost containment, analysis of needs rather than coverage and gaps, investment or return value, stakeholder workshops and assessment of quality standards. This will be done in WFP's work in Bangladesh, Côte d'Ivoire, Ghana, Haiti, Kenya, the Lao People's Democratic Republic, Malawi, Mali and Mozambique in partnership with the World Bank, New Partnership for Africa's Development (NEPAD), the Partnership for Child Development, BCG, the Global Child Nutrition Foundation and others.

Performance and Risk Management

241. WFP will reinforce results-based management under the Strategic Plan (2008–2013) on the basis of experience in 2009. Technical adjustments to the Indicator Compendium will continue in the light of experience and feedback. The outcome-measurement strategy developed in October 2009 will progressively improve WFP's measurement and reporting of outcome-level results by focusing on practical implementation issues. This work will improve the reporting of outcome results in future APRs.
242. The capacity of country offices to undertake performance management will be increased. Improvements in data collection will include training for government counterparts and implementing partners. Although 2009 showed an overall improvement in project reporting, it also highlighted gaps in current reporting that need to be addressed.
243. WFP will continue to develop the Management Results Framework and define the areas of management results and their corporate performance indicators. Performance indicators will be restricted to a limited number for each management result dimension to focus on the highest level of management results. There will be emphasis on quantitative performance measures, but these will be supplemented by qualitative analyses to develop understanding of issues in areas where the number of quantitative measures may be fewer. It is expected that the 2010 APR will report on a complete set of performance indicators related to the Management Results Framework.
244. An Enterprise Risk Management framework is being developed to improve WFP's ability to manage risks proactively; this includes a risk profile and a comprehensive risk register with a built-in risk-escalation system. The profile will communicate major risks affecting delivery of WFP's mandate; the register will identify mitigating actions and responsibilities for managing the risks. Risks and actions taken will be regularly reviewed by the Executive Risk Management Committee.⁹⁰ By the third quarter of 2010, WFP will have started a phased roll-out of the framework.

Responding to External Changes

Humanitarian Reform

245. A review of the impact of the humanitarian reform process in terms of the quality of the United Nations' collective response to humanitarian emergencies commenced in 2009; a number of challenges have already been identified.
246. Humanitarian reform focused on:
- improving response capacity and predictability through the cluster approach;
 - ensuring that humanitarian financing was timely, adequate and flexible; and
 - enhancing leadership and coordination through the appointment of qualified Humanitarian Coordinators.

⁹⁰ Formalizes the process of embedding risk management in WFP at the most senior level and responds to recommendation of the Audit Committee.

247. WFP engages with heads of state and government, the chief executives of regional economic communities, political leaders, civil society and the international community in advocating for the inclusion and prioritization of food and nutrition security in development agendas such as CAADP and plans developed after the L'Aquila and Copenhagen meetings. WFP will support governments and regional economic communities in designing and implementing sustainable hunger solutions.
248. WFP is a strong supporter of the cluster system, which has become the common mechanism of humanitarian response; it leads the logistics clusters and ETCs and provides logistics services for humanitarian organizations in 40 countries. In late 2009, WFP and FAO explored the possibility of a new global food security cluster that would: i) ensure more predictable and comprehensive humanitarian responses to food insecurity; and ii) provide a forum for developing guidance on emergency strategies and implementation plans at the country level, integrating measures to address issues of food availability, production, access and utilization in support of communities and national authorities.
249. WFP has been working with the IASC Humanitarian Financing Working Group to improve humanitarian funding mechanisms. Pooled funding mechanisms have helped WFP to harmonize responses, increase sectoral coverage of needs and improve field-level coordination with FAO, UNHCR, UNICEF and WHO. The challenge for WFP is to improve the predictability of funding at the agency level: WFP's internal financing mechanisms such as IRA and the working capital fund rely on income forecasting, a challenging task for funding received through common funds.
250. WFP has been engaged in shaping procedures for the Humanitarian Coordinator pool and identifying ways to improve the accountability of the role. Discussions with OCHA on building an effective model are essential in helping staff to acquire appropriate skills before assuming a Humanitarian Coordinator role.
251. The adoption of the World Food Summit Declaration in November 2009 involved commitment to a coherent and comprehensive country-level approach to food security. WFP is committed to engaging FAO and IFAD through the L'Aquila principles, the reformed committee on world food security to enhance coordination and governance for food security. Ensuring access to safe, adequate, nutritious and affordable food for all – especially vulnerable groups – through emergency food assistance and safety nets such as cash transfers and vouchers, and MCHN programmes will be critical to this approach.

Disaster Preparedness in Response to Climate Change

252. With support from the Rockefeller Foundation, WFP is developing *RiskView*, a software platform that quantifies weather-related food security risk in operational cost terms and translates real-time and historical weather data into current and potential food security needs. Such information will help to guide investment and policy decisions in WFP and the humanitarian community.
253. The process began with drought risk in sub-Saharan Africa and assessment of the food-security implications for vulnerable populations; this will be followed by flood and cyclone risk elements. The critical step is to estimate how many people could be affected by a weather-related emergency. Information from WFP's comprehensive food security and vulnerability analyses, surveys, operational records and current programmes is used to define the assumptions on which the system is based.

Safety and Security of Staff

254. In view of the increasing number of attacks on United Nations personnel, increasing the safety and security of WFP staff will continue to be a major challenge. Following the Brahimi Panel report on the 2006 attack in Algiers, WFP has been a core participant in United Nations work to change the security risk management framework.
255. A fundamental feature of the new approach is a shift in thinking from “when to leave” to “how to stay”, whereby the United Nations is developing a more sophisticated process for assessing the nature of risks and ways to address them. The new approach also recognizes that security costs must be embedded at the programme level to ensure adequate funding.
256. WFP will continue to work with United Nations organizations to refine and implement the new system during 2010.



ANNEXES

I.	End Notes	93
II.	Strategic Results Framework 2008–2013	94
III.	A – Outcome Reporting Overview	102
	B – List of Sub-Set Projects	105
IV.	WFP Employees with Contracts of One Year or Longer	107
V.	Global Food Aid Profile	108
VI.	WFP Food Procurement in 2009	109
VII.	Total Confirmed Contributions in 2009	113
VIII.	Expenses	116
	A – Direct Expenses by Region and Category (2006–2009)	116
	B – Direct Expenses by Country, Region, and Programme Category (2006–2009)	119
	C – Direct Expenses by Country Special Status Category and Region (2006–2009)	123
IX.	Partnerships with United Nations Agencies and Non-Governmental Organizations	124
	A – United Nations and International Organization Partnerships	124
	B – Non-Governmental Organizations per Sector of Collaboration	125
	Acronyms Used in the Document	126



ANNEX I – END NOTES

- Monetary values are in United States dollars (US\$), unless otherwise stated.
- One billion equals 1,000 million.
- Quantities of food are in metric tons (mt), unless otherwise specified.
- Direct expenditures include food, external transport, LTSH, DSC and ODOC components, but exclude indirect support costs (ISC) and programme support and administrative (PSA) costs.
- Totals reported in this document are rounded and so may not add up exactly.
- The acronym LIFDC refers to low-income, food-deficit (net food-importing) countries with per capita income below the World Bank eligibility threshold for International Development Association (IDA) assistance and for 20-year International Bank for Reconstruction and Development (IBRD) terms and to countries included in the World Bank categories I and II. The historical ceiling of per capita gross national income (GNI) for 2005, based on the World Bank Atlas method, is US\$1,675. In 2009, 82 countries were classified by FAO as LIFDCs.
- Three criteria, reviewed every three years, are used by the Economic and Social Council of the United Nations (ECOSOC) to identify least developed countries (LDCs): i) low income as measured by gross domestic product (GDP) per capita – under US\$745 for inclusion, above US\$900 for graduation; ii) weak human resources as measured by the Augmented Physical Quality of Life Index (APQLI) – life expectancy at birth, per capita calorie supply, combined primary and secondary school enrolment ratio and adult literacy rate; and iii) a low level of economic diversification as measured by the Economic Diversification Index (EDI) – share of manufacturing in GDP, share of the labour force in industry, annual per capita commercial energy consumption and the United Nations Conference on Trade and Development (UNCTAD) merchandise export concentration index. In 2009, 49 countries were categorized as LDCs.
- From 2007 WFP must meet the Board's requirement to allocate at least 90 percent of development multilateral funds to concentration countries, which are: i) least developed or have equally low income;¹ and ii) facing a problem of chronic malnutrition measured as greater than 25 percent stunting among children under 5.²
- This APR reports on 2007–2009 historical values on outcome results with a view to presenting a five-year trend analysis in the 2011 APR at EB.A/2012 in support of the Strategic Plan (2008–2013) mid-term review.

¹ Per capita GNI less than US\$975

² Statistics on nutrition in: UNICEF, 2009. *The State of the World's Children 2009*. New York



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

Please note: the framework pertains to all results obtained with WFP assistance and support for households, communities, governments and entities such as schools. Types of indicators at the outcome level are distinguished by text font as follows: i) regular text – internationally recognized indicators based on agreed standards and used by United Nations agencies; ii) **bold** – developed in cooperation with WFP's operational partners; and iii) *italic* – WFP-specific methodological standards.

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

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

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

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

⁴ This outcome is appropriate for large EMOPs.

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

STRATEGIC OBJECTIVE 1: SAVE LIVES AND PROTECT LIVELIHOODS IN EMERGENCIES			Contribution to MDGs 1 and 4
Goals			
1. To save lives in emergencies and reduce acute malnutrition caused by shocks to below emergency levels 2. To protect livelihoods and enhance self-reliance in emergencies and early recovery 3. To reach refugees, internally displaced persons (IDPs) and other vulnerable groups and communities whose food and nutrition security has been adversely affected by shocks			
Outcome	Indicator	Corporate target and performance measure¹	Project target and data source
Outcome 1.3: Improved food consumption over assistance period for targeted emergency-affected households ⁶	1.3.1 <i>Household food consumption score</i>	Score exceeds threshold for 80% of targeted households	Target: Food consumption score exceeds 21 or 28 ⁷ for targeted households Source: Annual survey data
Output	Indicator		
Output 1.1⁸: Food and non-food items distributed in sufficient quantity and quality to targeted women, men, girls and boys under secure conditions (to be used for Strategic Objectives 1–4)	1.1.1 Number of women, men, girls and boys receiving food and non-food items, by category and as % of planned figures 1.1.2 Tonnage of food distributed, by type, as % of planned distribution ⁹ 1.1.3(a) Quantity of fortified foods, complementary foods and special nutritional products distributed, by type, as % of planned distribution 1.1.3(b) Quantity of fortified foods, complementary foods and special nutritional products distributed, by type, as % of actual distribution 1.1.4 Quantity of non-food items distributed, by type, as % of planned distribution 1.1.5 Number of security incidents		



⁶ Results will be disaggregated by gender, age and group such as IDPs, refugees, conflict-affected people, disaster-affected people and OVC.

⁷ Threshold depends on local eating habits and diet composition.

⁸ This is the corporate output to be reported for all activities that include distribution of food and/or non-food items. Additional outputs are to be reported as they apply, by Strategic Objective.

⁹ Planned distribution includes quantity, quality and timeliness.

STRATEGIC OBJECTIVE 2: PREVENT ACUTE HUNGER AND INVEST IN DISASTER PREPAREDNESS AND MITIGATION MEASURES			Contribution to MDGs 1 and 7
Goals 1. To support and strengthen capacities of governments to prepare for, assess and respond to acute hunger arising from disasters 2. To support and strengthen resiliency of communities to shocks through safety nets or asset creation, including adaptation to climate change			
Outcome	Indicator	Corporate target and performance measure	Project target and data source
Outcome 2.1: Early-warning systems; contingency plans; ¹⁰ food security monitoring systems: in place and enhanced with WFP capacity development support	2.1.1 Disaster preparedness index	Government capacity strengthened as per plan for 80% of countries supported	Target: Disaster preparedness index equal to or greater than 7, indicating that government capacity in disaster preparedness and food security information management increased with WFP support Source: Annual monitoring and/or survey data
Outcome 2.2: Adequate food consumption over assistance period for targeted households at risk of falling into acute hunger	<i>2.2.1 Household food consumption score</i>	Score exceeds threshold for 80% of targeted households	Target: Food consumption score stabilized at or greater than 35/42 for targeted households Source: Annual survey data
Outcome 2.3: Hazard risk reduced at community level in targeted communities	<i>2.3.1 Household asset score¹¹</i>	Risk reduction and disaster mitigation assets increased for 80% of targeted households	Target: Asset score threshold set to capture increase (created or restored) in household disaster mitigation assets over base level Source: Survey data
	<i>2.3.2 Community asset score¹²</i>	Risk reduction and disaster mitigation assets increased for 80% of targeted communities	Target: Asset score threshold set to capture increase (created or restored) in community disaster mitigation assets over base level Source: Survey data
Output	Indicator		
(refer to Output 1.1 for distribution of food and/or non-food items)			
Output 2.1: Disaster mitigation measures in place with WFP capacity development support	2.1.1 Risk reduction and disaster preparedness and mitigation systems in place, by type (early-warning systems; contingency plans; food security monitoring systems, etc.)		
Output 2.3: Built or restored disaster mitigation assets by targeted communities	2.3.1 Risk-reduction and disaster-mitigation assets created or restored, by type and unit of measure (area protected/improved hectares; number of trees planted; dams constructed, etc.)		

¹⁰ Refers to government or inter-agency contingency plans.

¹¹ In the context of Strategic Objective 2, **household disaster mitigation assets** include both **natural** (e.g. water, fruit trees) and **physical** (e.g. plough, fishing gear) assets.

¹² In the context of Strategic Objective 2, **community disaster mitigation assets** include both **natural** (e.g. shelterbelts, trees planted) and **physical** (e.g. dykes, shock-resistant roads) assets.

STRATEGIC OBJECTIVE 3: RESTORE AND REBUILD LIVES AND LIVELIHOODS IN POST-CONFLICT, POST-DISASTER OR TRANSITION SITUATIONS			Contribution to MDGs 1 and 7
Goals <ol style="list-style-type: none"> To support the return of refugees and IDPs through food and nutrition assistance To support the re-establishment of the livelihoods and food and nutrition security of communities and families affected by shocks To assist in establishing or rebuilding food supply or delivery capacities of countries and communities affected by shocks and help to avoid the resumption of conflict 			
Outcome	Indicator	Corporate target and performance measure	Project target and data source
Outcome 3.1: Adequate food consumption over assistance period for targeted households, communities, IDPs and refugees ¹³	3.1.1 <i>Household food consumption score</i>	Score exceeds threshold for 80% of targeted households	Target: Food consumption score exceeds 35/42 Source: Annual monitoring and/or survey data
	3.1.2 Coping strategy index	Reliance on negative coping mechanisms decreased for 80% of targeted communities	Target: Coping strategy index ¹⁴ stabilized or decreased Source: Annual monitoring and/or survey data
Outcome 3.2: Targeted communities have increased access to assets in fragile, transition situations	3.2.1 <i>Community asset score</i> ¹⁵	Functioning, useful productive assets increased for 80% of targeted communities	Target: Asset score threshold set to capture increase (created or restored) in functioning productive community assets over base level Source: Survey data
Outcome 3.3: Enrolment of girls and boys, including IDPs and refugees, in assisted schools stabilized at pre-crisis levels	3.3.1 <i>Retention rate</i>	Retention rate met for 80% of sampled schools	Target: Retention rate equals 90% for girls and boys in post-crisis situations Source: Survey data from sampled schools
Output	Indicator		
Output 3.1: (see Output 1.1/1.2)			
Output 3.2: Developed, built or restored livelihood assets by targeted communities and individuals	3.2.1 Number of community assets created or restored by targeted communities and individuals 3.2.2 Number of women and men trained in livelihood-support thematic areas		
Output 3.3: School feeding coverage aligned with programme of work	3.3.1 Number of schools assisted by WFP		



¹³ Results will be disaggregated by group such as IDPs, refugees, conflict-affected people, disaster-affected people and households hosting OVC.

¹⁴ Index is based on productive/household assets, children in schools and level of indebtedness.

¹⁵ In the context of Strategic Objective 3, **community assets** include **natural** (e.g. ponds, springs), **physical** (e.g. dams, roads to markets) and **social infrastructure** (e.g. schools, health centres) assets.

STRATEGIC OBJECTIVE 4: REDUCE CHRONIC HUNGER AND UNDERNUTRITION			Contribution to MDGs 1, 2, 3, 4, 5 and 6
Goals 1. To help countries to bring undernutrition below critical levels and break the inter-generational cycle of chronic hunger 2. To increase levels of education and basic nutrition and health through food and nutrition assistance and food and nutrition security tools 3. To meet the food and nutrition needs of those affected by HIV and AIDS, tuberculosis (TB) and other pandemics			
Outcome	Indicator	Corporate target and performance measure	Project target and data source
Outcome 4.1(a): Increased production capacity for fortified foods, including complementary foods and special nutritional products, in countries supported by WFP Outcome 4.1(b): Adequate food consumption over assistance period for targeted households ¹⁶	4.1.1 % increase in production of fortified foods, including complementary foods and special nutritional products	Production target met for 80% of countries supported	Target: Target set for country to capture % increase in production over assistance period, by commodity type Source: Capacity assessment
	4.1.2 Household food consumption score	Score exceeds threshold for 80% of targeted households	Target: Food consumption score exceeds 35/42 in targeted households Source: Annual household survey or monitoring data
Outcome 4.1(c): Targeted households have increased access to productive and non-productive assets to break the inter-generational cycle of chronic hunger ¹⁷	4.1.3 Household human capital score ¹⁸	Human capital increased for 80% of targeted households	Target: Score threshold set to capture increase in human capital over base level Source: Survey data
Outcome 4.2(a): Increased access to education and human capital development in assisted schools	4.2.1 Enrolment: average ¹⁹ annual rate of change in number of girls and boys enrolled	Annual rate of increase of 6% met or exceeded for 80% of assisted schools	Target: Enrolment annual rate of increase equals 6% Source: Annual monitoring and/or survey data
	4.2.2 Attendance rate: number of schooldays on which girls and boys attend classes, as % of total number of schooldays	Attendance rate of 90% met or exceeded for 80% of assisted schools	Target: Attendance rate equals 90% Source: Annual monitoring and/or survey data
	4.2.3 Gender ratio: ratio of girls to boys enrolled	Gender ratio equals 1 for 95% of assisted schools	Target: Gender ratio equals 1 Source: Annual monitoring and/or survey data
	4.2.4 Pass rate for girls and boys	Pass rate of 50% met or exceeded for 80% of assisted schools	Target: Pass rate equals 50% Source: Survey data from sampled schools

¹⁶ Safety-net programmes for households affected by AIDS, including individual children, contribute to this outcome.

¹⁷ Includes people living with HIV and livelihood promotion

¹⁸ In the context of Strategic Objective 4, the score includes human capital (e.g. literacy/numeracy, knowledge about HIV transmission, small-scale business management skills). **This indicator will be used for reporting on outcome-level results from 2010 onwards.**

¹⁹ Average is calculated by taking the annual rate of change in all schools and dividing by the number of schools surveyed.

STRATEGIC OBJECTIVE 4: REDUCE CHRONIC HUNGER AND UNDERNUTRITION			Contribution to MDGs 1, 2, 3, 4, 5 and 6
Goals 1. To help countries to bring undernutrition below critical levels and break the inter-generational cycle of chronic hunger 2. To increase levels of education and basic nutrition and health through food and nutrition assistance and food and nutrition security tools 3. To meet the food and nutrition needs of those affected by HIV and AIDS, tuberculosis (TB) and other pandemics			
Outcome	Indicator	Corporate target and performance measure	Project target and data source
Outcome 4.2(b): Increased access to education and human capital development of orphans and other vulnerable children (OVC: girls and boys), assisted in formal schools and informal settings	4.2.5 Enrolment for OVC: average annual rate of change in number of OVC (girls and boys) enrolled	Annual rate of increase of 4% met or exceeded for 80% of assisted schools	Target: Enrolment annual rate of increase equals 4% Source: Annual monitoring and/or survey data
	4.2.6 Attendance rate for OVC (girls and boys): number of schooldays that OVC (girls and boys) attend classes, as % of total schooldays	Attendance rate of 80% met or exceeded for 80% of assisted schools	Target: Attendance rate equals 80% ²⁰ Source: Annual monitoring and/or survey data
Outcome 4.3: Improved nutritional status of targeted women, girls and boys	4.3.1 Prevalence of stunting among targeted children under 2 (height-for-age as %) ²¹	Nutritional target reached for 80% of projects	Target: 10% reduction ²² in stunting prevalence per year Source: Monitoring data and/or survey data
	4.3.2 Prevalence of iron deficiency anaemia in women and children ²³	Nutritional target reached for 80% of projects	Targets – 10% reduction in iron deficiency anaemia prevalence per year if fortified food is provided – 20% reduction in iron deficiency anaemia prevalence per year if multiple-micronutrient powder is provided Source: Monitoring data and/or survey data
	4.3.3 Prevalence of underweight among targeted children under 5 (weight-for-age as %) ²⁴	Nutritional target reached for 80% of projects	Target: 10% reduction in underweight prevalence per year Source: Monitoring data and/or survey data
Outcome 4.4: Increased success of TB treatment for targeted cases ²⁵	4.4.1 % of TB cases registered under DOTS programme in a given year, that have successfully completed treatment	Treatment success rate ²⁶ of 85% reached for 65% of projects	Target: 85% TB treatment success rate ²⁷ Source: Monitoring data and/or survey data

²⁰ 80% represents the minimum number of days a child should attend to pass exams to the next grade. OVC may not attend for such a period, however, because they may have additional duties such as caring for sick relatives; the rate could therefore be adjusted in line with the country context.

²¹ Prevalence of stunting among targeted children under 5 (height-for-age as %) should be used for projects of a 5-year duration (refer to Indicator Compendium: project-specific).

²² Indicates percent reduction, not a percentage point reduction.

²³ <110 g/l for pregnant women; <120 g/l for non-pregnant women; <110 g/l for children aged 6–59 months.

²⁴ The target group can also be children under 2 or under 3 years of age.

²⁵ Case of TB refers to a patient in whom tuberculosis has been confirmed by bacteriology or diagnosed by a clinician (WHO, 2007).

²⁶ TB treatment success rate is % of TB cases who are cured plus % of TB cases who have completed a course of treatment (WHO 2007).

²⁷ WHO's international target for patients going on TB treatment (WHO 2007); Global tuberculosis control: surveillance, planning, financing (WHO 2008).

STRATEGIC OBJECTIVE 4: REDUCE CHRONIC HUNGER AND UNDERNUTRITION			Contribution to MDGs 1, 2, 3, 4, 5 and 6
Goals 1. To help countries to bring undernutrition below critical levels and break the inter-generational cycle of chronic hunger 2. To increase levels of education and basic nutrition and health through food and nutrition assistance and food and nutrition security tools 3. To meet the food and nutrition needs of those affected by HIV and AIDS, tuberculosis (TB) and other pandemics			
Outcome	Indicator	Corporate target and performance measure	Project target and data source
Outcome 4.5: Increased survival of adults and children with HIV after 6 and 12 months ²⁸ of anti-retroviral treatment (ART)	4.5.1 % of adults and children with HIV known to be on treatment, 6–12 months after initiation of ART	Target met for adults and children for 80% of projects	Targets: – 75% of adults and children still on ART 12 months after starting – 79% of adults and children still on ART 6 months after starting Source: Monitoring data-every two years (UNGASS) ²⁹
Output	Indicator		
(refer to Output 1.1 for distribution of food and/or non-food items)			
Output 4.1(c): Developed, and/or enhanced human capital for targeted households	4.1.1(c) Number of targeted households with developed and/or enhanced human capital, by type		
Output 4.2: School feeding coverage aligned with programme of work	4.2.1(a) Number of schools assisted by WFP		



²⁸ Country offices are encouraged to measure survival at six and 12 months. The timing and duration of food and/or nutritional support may vary according to context and programme objectives.

²⁹ Adapted from the United Nations General Assembly Special Session on HIV/AIDS (UNGASS).

STRATEGIC OBJECTIVE 5: STRENGTHEN THE CAPACITIES OF COUNTRIES TO REDUCE HUNGER, INCLUDING THROUGH HAND-OVER STRATEGIES AND LOCAL PURCHASE			Contribution to MDGs 1 and 8
Goals 1. To use purchasing power to support the sustainable development of food and nutrition security systems, and transform food and nutrition assistance into a productive investment in local communities 2. To develop clear hand-over strategies to enhance nationally owned hunger solutions 3. To strengthen the capacities of countries to design, manage and implement tools, policies and programmes to predict and reduce hunger			
Outcome	Indicator	Corporate target and performance measure	Project target and data source
Outcome 5.1: Increased marketing opportunities at national level with cost-effective WFP local purchases	5.1.1 <i>Food purchased locally, as % of food distributed in-country</i>	Target met for food purchased locally in 80% of countries supported	Target: Set for country – % increase in food purchased locally and cost-effectively Source: Annual monitoring data and cost-effectiveness analysis
Outcome 5.2: Progress made towards nationally owned hunger solutions ³⁰	5.2.1 <i>Hand-over strategy developed and implemented</i>	Hand-over agreement implemented according to strategy for 50% of countries	Target: Hand-over strategy implemented as per milestones and time frame agreed by Government and WFP – ‘Yes’ or ‘No’ Source: Monitoring and/or survey data
Outcome 5.3: Broader national policy frameworks incorporated hunger solutions	5.3.1 <i>% increase in government’s funding for hunger solution tools in national plans of action</i> ³¹	Funding provided for 15% of countries	Target: In countries where WFP has done advocacy, funding has been provided for hunger solution tools in national plans of action – ‘Yes’ or ‘No’ (gradual increase in disbursement of funds is monitored) Source: Monitoring and/or survey data
Output	Indicator		
Output 5.1: Food purchased locally	5.1.1(a) Tonnage of food purchased locally, by type and country classification 5.1.1(b) Food purchased locally, as % of total food purchase		
Output 5.2: Agreed hand-over strategies in place	5.2.1 Number of hand-over strategies agreed to between WFP and national governments		
Output 5.3: Capacity and awareness developed through WFP-organized actions/training	5.3.1 Number of hunger solution tools being funded under national plans of action 5.3.2 Number of people trained in: needs assessments, targeting, food management in terms of quantity and quality, market analysis, information management, local tendering processes; disaggregated by gender and category (WFP, national government and partner staff) 5.3.3 (a) % of countries in which United Nations Development Assistance Framework (UNDAF) include hunger and food and nutrition security strategies ³² 5.3.4 (b) % of countries in which Poverty Reduction Strategy (PRS) include hunger and food and nutrition security strategies		

³⁰ Hunger solutions address food and nutrition security, including – but not restricted to – tools such as school feeding, needs assessments, targeting, food management in terms of quantity and quality, market analysis, information management, gender analysis and local tendering processes.

³¹ National plans of action refer to legislation, policy or development planning documents created by governments with specific reference to hunger and/or food and nutrition security.

³² Results will be disaggregated by hunger, food access, food availability and nutrition.

ANNEX III A – 2009 OVERVIEW OF OUTCOME REPORTING

ALIGNED PROJECTS (143)

INDICATORS	Actual no. of projects reported on indicators	Total no. of data- sets*	Results (absolute no.)		
			Improvement	Stabilization	1 value/non-comparable sources
Prevalence of acute malnutrition among children under 5 (weight-for-height as %)	19	36	9	0	17
Prevalence of low mid-upper arm circumference	6	9	1	1	5
Crude mortality rate	4	7	0	1	6
Age-specific mortality rate for children under 5	4	5	1	0	3
Household food consumption score	54	54	27	1	23
Disaster preparedness index	1	1	1	0	0
Household asset score	1	1	0	0	1
Community asset score	6	6	2	0	4
Coping strategy index	4	4	2	0	1
Retention rate	1	1	1	0	0
% increase in production of fortified foods including complementary foods and special nutritional products	4	4	4	0	0
Enrolment rate **	44	94	51	12	6
Attendance rate	46	81	41	21	11
Gender ratio	45	47	18	14	7
Pass rate	10	19	5	1	8
Enrolment rate for OVC***	2	2	2	0	0
Attendance rate for OVC	1	1	0	0	1
Prevalence of stunting among targeted children under 2 (height-for-age as %)	5	5	1	0	3
Prevalence of IDA in women and children	11	23	8	0	15
Prevalence of underweight among targeted children under 5 (weight-for-age as %)	20	20	9	0	8
% of TB cases registered under DOTS in a given year that have successfully completed treatment	8	8	4	2	2



ANNEX III A – 2009 OVERVIEW OF OUTCOME REPORTING

ALIGNED PROJECTS (143)

INDICATORS	Actual no. of projects reported on indicators	Total no. of data- sets*	Results (absolute no.)		
			Improvement	Stabilization	1 value/non-comparable sources
% of adults and children with HIV known to be on treatment 6 and 12 months after initiation of ART	9	9	3	3	3
Food purchased locally, as % of food distributed in-country	8	8	4****	1	2
Hand-over strategy developed and implemented	4	4	4*****	0	0
% increase in government's funding for hunger solution tools in national plans of action	1	1	1	0	0

* refers to the number of data sets as result of disaggregated reporting on selected indicators by gender, age, region etc.

** includes data on absolute enrolment, rates of change in absolute enrolment and net enrolment rates.

*** includes data on increase in OVC enrolment and percentage of OVC enrolled among beneficiary households.

**** includes projects that showed either improvement or maximum value (100 percent).

***** includes projects that reported partial and full implementation of hand-over strategies.



ANNEX III A – 2009 OVERVIEW OF OUTCOME REPORTING

NON-ALIGNED PROJECTS (46)

INDICATORS	Actual no. of projects reported on indicators	Total no. of data-sets*	Results (absolute no.)		
			Improve-ment	Stabili-zation	1 value/non-comparable sources
Prevalence of acute malnutrition among children under 5 (weight-for-height as %)	12	16	10	2	4
Crude mortality rate	4	5	3	2	0
Under 5 mortality rate	3	4	3	1	0
Proportion of household expenditures devoted to food	7	7	3	0	0
Under 5 chronic malnutrition stunting (height-for-age as %)	4	4	2	1	0
% anaemia among children under 5	2	3	1	0	1
Under 5 underweight (weight-for-age as %)	5	9	6	0	0
Incidence of low birth weight	2	2	0	1	1
Enrolment rate **	8	25	12	0	5
Attendance rate	11	18	7	6	1
Gender ratio	10	11	1	5	0
Percentage of ART patients adhering to treatment	5	5	1	2	1
Percentage of TB patients adhering to DOTS	1	1	0	1	0

* refers to the number of data-sets as result of disaggregated reporting on selected indicators by gender, age, region etc.

** includes data on absolute enrolment, rates of change in absolute enrolment and net enrolment rates.

ANNEX III B – LIST OF SUB-SET PROJECTS

Strategic Objective 1

Afghanistan PRRO 104270 Post-Conflict Relief and Rehabilitation in the Islamic Republic of Afghanistan

Burundi PRRO 105281 Support for Stabilization and Recovery: Protecting and Creating Livelihoods and Improving the Nutritional Status of the Most Vulnerable

Kenya PRRO102583 Food Assistance to Somali and Sudanese Refugees

Kenya PRRO 106660 Protecting and Rebuilding Livelihoods in the Arid and Semi-Arid Areas of Kenya

Pakistan EMOP 108280 Food Assistance to Internally Displaced and Conflict-Affected Persons in Pakistan's North-West Frontier Province and Federally Administered Tribal Areas

Somalia EMOP 108120 Food Aid for Emergency Relief and Protection of Livelihoods

Uganda PRRO 101213 Targeted Food Assistance for Relief and Recovery of Refugees, Displaced Persons and Other Vulnerable Groups in Uganda

Uganda EMOP 108111 Emergency Assistance to Communities Affected by the 2008 Drought in Karamoja, North-Eastern Uganda

Zimbabwe PRRO 105950 Protracted Relief for Vulnerable Groups

Strategic Objective 2

Afghanistan PRRO 104270 Post-Conflict Relief and Rehabilitation in the Islamic Republic of Afghanistan

Bangladesh CP 104100 (2007–2010)

Kenya PRRO102583 Food Assistance to Somali and Sudanese Refugees

Malawi PRRO 105860 Assistance to Food-Insecure People Suffering from the Effects of Natural Disasters and HIV and AIDS

Sudan EMOP 107600 Food Assistance to Conflict-Affected Populations in Sudan

Strategic Objective 3

Afghanistan PRRO 104270 Post-Conflict Relief and Rehabilitation in the Islamic Republic of Afghanistan

Bangladesh EMOP 107880 Emergency Safety Net for Vulnerable Groups Affected by High Food Prices and Natural Disasters in Bangladesh (included in Part I)

Georgia PRRO 107870 Relief and Recovery Assistance to Conflict-Affected Populations and Other Vulnerable Groups in Georgia

Liberia PRRO 108210 Food Assistance in the Transition from Recovery to Sustainable Development in Liberia

Malawi PRRO 105860 Assistance to Food-Insecure People Suffering from the Effects of Natural Disasters and HIV and AIDS (included in Part I)

Occupied Palestinian Territory EMOP 107740 Emergency Response to High Food Prices in the West Bank and Gaza Strip (included in Part I)

Zimbabwe PRRO 105950 Protracted Relief for Vulnerable Groups

ANNEX III B – LIST OF SUB-SET PROJECTS

Strategic Objective 4

Afghanistan PRRO 104270 Post-Conflict Relief and Rehabilitation in the Islamic Republic of Afghanistan

Bangladesh CP 104100 (2007–2010)

Burkina Faso CP 103990 (2006–2010)

Chad CP 104780 (2007–2010)

Colombia PRRO 105880 Food Assistance to Internally Displaced Persons and Other Highly Food-Insecure Groups affected by Violence

Democratic People's Republic of Korea EMOP 107570 Emergency Assistance to Population Groups Affected by Floods and Rising Food and Fuel Prices

Egypt CP 104500 (2007–2011)

Ethiopia PRRO 106650 Responding to Humanitarian Crises and Enhancing Resilience to Food Insecurity

Ghana CP 104180 (2006–2010)

Honduras CP 105380 (2008–2011)

Kenya CP 106680 (2009–2013)

Kenya PRRO102583 Food Assistance to Somali and Sudanese Refugees

Lao People's Democratic Republic DEV 100781 Primary Education for Girls and Boys in Remote Areas of Laos

Pakistan CP 102690 (2005–2009)

Somalia PRRO 101911 Food Aid for Relief and Protection of Livelihoods

Sudan EMOP 107600 Food Assistance to Conflict-Affected Population in Sudan

Tanzania CP 104370 (2007–2010)

Zambia PRRO 105940 Assistance to Flood Victims in Zambia

Strategic Objective 5

Egypt CP 104500 (2007–2011)

Indonesia PRRO 100692 Nutritional Rehabilitation in Indonesia

India CP 105730 (2008–2012)

Latin America and the Caribbean DEV 104110 Capacity-Building and Technical Assistance in Support of Food-Based Social Protection Programmes

Latin America and the Caribbean DEV 104210 Capacity-Building of Integrated Micronutrient Programmes in the Central American Region

ANNEX IV – WFP EMPLOYEES WITH CONTRACTS OF ONE YEAR OR LONGER⁽¹⁾

CATEGORY	TOTAL	NO. OF WOMEN	PERCENTAGE OF WOMEN (%)
Higher categories (D-2 and above)	46	13	28
International professionals (P-1 to D-1)	1 385	560	40
SUBTOTAL	1 431	573	40
Junior professional officers	42	28	67
United Nations volunteers	169	55	33
National professional officers	542	193	36
Service contracts	152	41	27
TOTAL PROFESSIONAL AND HIGHER CATEGORIES	2 336	890	38
General service	2 758	1 076	39
Service contracts	7 106	1 627	23
TOTAL GENERAL SERVICE CATEGORIES	9 864	2 703	27
TOTAL WFP EMPLOYEES ⁽²⁾	12 200	3 593	29

Notes:

- (1) Excludes temporary contracts of 11 months or less for short-term international professionals, consultants, short-term general service personnel, special service agreements, interns, author's contracts, fellowships, WFP volunteers and casual labourers.
- (2) Data extracted on 17 February 2010 from WINGS II with confirmation from field officer.

ANNEX V – GLOBAL FOOD AID PROFILE					
	2005	2006	2007	2008	2009*
Food aid deliveries (million mt)					
Global food aid deliveries	8.3	7.0	6.0	6.5	5.7
WFP share of total	4.5	3.8	3.1	4.0	3.8
Food aid delivered by type					
Cereals	7.1	5.9	5.2	5.5	4.9
Non-cereals	1.2	1.0	0.9	0.9	0.8
Global food aid deliveries (%)					
Procurement in developing countries	29	35	39	33	32
Deliveries by channel					
Bilateral	23	21	22	10	6
Multilateral	54	54	54	64	70
NGOs	23	25	24	26	24
Food aid deliveries by category					
Emergency	63	61	62	76	76
Project	23	24	23	19	20
Programme	14	15	15	5	4
Food aid deliveries by region					
Sub-Saharan Africa	56	57	53	64	64
Asia	30	20	29	23	23
Eastern Europe and CIS*	4	6	5	2	2
Latin America and the Caribbean	8	9	6	5	5
Middle East and North Africa	3	7	6	6	6
Deliveries to					
Developing countries	99.1	99.4	97.7	98.2	97.6
LDC	60.3	58.3	53.3	51.5	45.2
LIFDC	93.9	89.1	90.7	92.8	90.3
Total cereal food aid deliveries as % of					
World cereal production	0.3	0.3	0.2	0.2	0.2
World cereal imports**	2.5	2.0	1.7	1.8	1.6
Cereals food aid deliveries to LIFDCs as % of					
LIFDC cereal production	0.7	0.5	0.4	0.5	0.4
LIFDC cereal imports**	8.4	6.5	6.3	6.9	6.1
* 2009 data are provisional.					
** 2007, 2008 and 2009 cereal imports are estimates.					
Source: INTERFAIS, FAO/FAOSTAT March 2010					

* Commonwealth of Independent States

ANNEX VI – WFP FOOD PROCUREMENT IN 2009				
	Quantity (mt)	% of total	US\$ million	% of total
Developing countries				
Least developed	469 680	18	202.8	21
Other low-income	335 200	13	120.5	12
Lower middle-income	887 410	34	273.7	28
Upper middle-income	431 029	17	174.7	18
Sub-total	2 123 318	82	771.7	80
Developed countries				
Sub-total	482 093	18	193.5	20
TOTAL	2 605 412	100	965.2	100

Developing countries			
No.	Country	(mt)	US\$
1	Pakistan	267 088	91 431 178
2	Ukraine	440 186	82 604 164
3	India	253 360	61 556 992
4	South Africa	210 295	60 796 438
5	Turkey	120 329	50 805 727
6	Uganda	117 195	49 778 310
7	Malaysia	50 200	41 551 776
8	Ethiopia	73 591	40 431 278
9	Indonesia	41 511	33 835 542
10	Bangladesh	44 284	21 256 126
11	Myanmar	43 888	15 286 281
12	Viet Nam	30 059	13 689 227
13	Occupied Palestinian Territory	16 344	13 106 735
14	Kenya	27 126	10 770 600
15	Kazakhstan	37 864	10 492 849
16	Honduras	13 108	9 561 679
17	China	16 964	8 862 726
18	Malawi	19 633	8 574 055
19	Guatemala	12 219	7 195 568
20	Argentina	8 877	7 115 971
21	Thailand	14 739	7 100 431

ANNEX VI – WFP FOOD PROCUREMENT IN 2009			
<i>Developing countries</i>			
No.	Country	Quantity (mt)	US\$
22	Syria	12 543	7 038 360
23	Yemen	19 084	6 852 894
24	Burkina Faso	16 736	6 575 163
25	Philippines	12 751	6 470 264
26	Egypt	8 741	6 413 471
27	Tanzania, United Republic of	17 783	5 907 167
28	Mozambique	16 429	5 819 024
29	Lao PDR	14 989	5 626 326
30	Peru	3 869	5 609 539
31	Cambodia	14 207	5 269 089
32	Nepal	7 424	5 122 280
33	Zambia	14 404	5 083 604
34	Rwanda	9 524	4 727 261
35	El Salvador	4 984	4 573 926
36	Sri Lanka	8 360	4 260 746
37	Colombia	5 790	4 023 955
38	DRC	6 404	3 529 970
39	Bolivia (The Plurinational State of)	5 070	3 431 902
40	Ghana	4 950	2 691 441
41	Sudan	9 668	2 650 819
42	Nicaragua	4 652	2 539 624
43	Benin	4 627	2 174 608
44	Cameroon	4 525	2 115 577
45	Belarus	944	2 005 648
46	Mali	5 126	1 763 119
47	Djibouti	3 400	1 751 000
48	Lesotho	4 963	1 397 338
49	Zimbabwe	4 067	1 310 904
50	Algeria	2 496	1 201 166
51	Ecuador	786	930 661
52	Senegal	1 909	782 118
53	Brazil	1 074	708 195
54	Sierra Leone	1 232	677 253

ANNEX VI – WFP FOOD PROCUREMENT IN 2009				
<i>Developing countries</i>				
No.	Country	(mt)	US\$	
55	Haiti	566	675 192	
56	Mexico	410	523 641	
57	Uruguay	895	480 460	
58	Kyrgyzstan	1 042	404 900	
59	Namibia	3 077	385 546	
60	Burundi	811	370 290	
61	Georgia	574	332 999	
62	Dominican Republic	289	321 319	
63	Niger	474	267 412	
64	Madagascar	490	173 301	
65	Bhutan	536	158 385	
66	Liberia	236	157 968	
67	Côte d'Ivoire	223	155 397	
68	Iran (Islamic Republic of)	373	146 944	
69	Cuba	59	126 421	
70	Tajikistan	645	79 836	
71	Chile	68	51 435	
72	Armenia	92	40 559	
73	The Gambia	67	8 233	
74	Botswana	15	4 136	
75	Cape Verde	6	911	
Subtotal (80% in value terms)		2 123 318	771 703 352	

ANNEX VI – WFP FOOD PROCUREMENT IN 2009			
<i>Developed countries</i>			
No.	Country	(mt)	US\$
1	Belgium	76 323	39 068 928
2	France	92 824	29 367 200
3	Italy	71 742	28 619 940
4	Canada	56 049	23 429 887
5	Japan	38 734	21 598 690
6	Russian Federation	50 087	21 125 069
7	Bulgaria	65 205	12 103 156
8	United Arab Emirates	10 975	5 601 663
9	United States of America	6 893	5 034 619
10	Netherlands	5 329	3 141 394
11	Poland	624	1 232 400
12	Lithuania	5 118	1 151 550
13	Spain	846	843 244
14	Australia	702	424 892
15	Saudi Arabia	507	278 850
16	New Zealand	84	270 900
17	Ireland	52	197 600
Subtotal (20% in value terms)		482 093	193 489 981
Total		2 605 412	965 193 333

ANNEX VII – TOTAL CONFIRMED CONTRIBUTIONS¹ IN 2009 (US\$ thousand)							
DONOR	TOTAL	DEV	EMOP	IRA	PRRO	SO	OTHERS*
AFRICAN DEVELOPMENT BANK	1			1			
ANDORRA	40						40
ARGENTINA	3						3
AUSTRALIA	81 395	392	16 956		28 976	2 223	32 848
AUSTRIA	1 722		1 130		592		
BANGLADESH	5 194	5 194					
BELGIUM	39 111		6 115	1 361	27 203	3 072	1 361
BHUTAN	5						5
BOLIVIA (THE PLURINATIONAL STATE OF)	211	211					
BRAZIL	15 761	4 320	118		11 323		
BURKINA FASO	250	250					
BURUNDI	4 878				4 878		
CAMBODIA	4 371				4 371		
CANADA	225 343	47 995	60 255	8 678	100 265	4 835	3 316
CHILE	50						50
CHINA	3 059	2 500		0	467		91
COLOMBIA	20						20
CONGO, REPUBLIC OF	329				329		
CROATIA	64				50		14
CUBA	1 199		765		360		74
CYPRUS	814	200	200		414		
CZECH REPUBLIC	309			1	308		
DENMARK	41 885	14 605	10 530	282	15 200	256	1 012
ECUADOR	248						248
EGYPT	4 175	3 938	49				188
EUROPEAN COMMISSION	343 830	6 019	133 548		150 080	33 598	20 585
FAROE ISLANDS	132	132					
FINLAND	28 524	8 368	7 922	1 062	8 858		2 313
FRANCE	19 804	697	5 926	83	11 513		1 585
GERMANY	132 069	28 811	38 281	5 723	52 769	3 593	2 892

¹ All figures are based on data drawn from RMS and WINGS II for the donor contribution year 2009.

ANNEX VII – TOTAL CONFIRMED CONTRIBUTIONS IN 2009 (US\$ thousand)

DONOR	TOTAL	DEV	EMOP	IRA	PRRO	SO	OTHERS*
GREECE	6 028	262	2 038	4	3 715	9	
GUATEMALA	172						172
GUINEA	118	118					
HUNGARY	65						65
ICELAND	150				150		
INDIA	17 098	3 556			12 241		1 301
INDONESIA	1 000				1 000		
IRELAND	22 549	740	8 859	1 883	6 606	3 673	790
ISRAEL	30						30
ITALY	30 000	2 755	5 092	383	2 029	231	19 509
JAPAN	202 684	28 194	54 180	400	106 547	11 500	1 862
JORDAN	706		706				
KAZAKHSTAN	40		20		20		
KENYA	14 577				14 577		
KOREA, REPUBLIC OF	5 400	1 000	2 900		1 400		100
LIECHTENSTEIN	333			90	243		
LUXEMBOURG	13 625	1 526	2 141	659	4 134	132	5 033
MADAGASCAR	1 919	1 919					
MALAWI	1 957				1 957		
MEXICO	50		50				
NETHERLANDS	77 594	1 935	13 230	456	41 044	2 979	17 949
NEW ZEALAND	3 735	3 297		1	437		
NICARAGUA	24						24
NORWAY	40 410	1 073	10 164	12 222	8 360	1 673	6 916
OMAN	100						100
PAKISTAN	28 994		25 542		3 436		16
PANAMA	68						68
PHILIPPINES	102		102				
POLAND	535		30	5	500		
PORTUGAL	112	11					101

ANNEX VII – TOTAL CONFIRMED CONTRIBUTIONS IN 2009 (US\$ thousand)

DONOR	TOTAL	DEV	EMOP	IRA	PRRO	SO	OTHERS*
PRIVATE DONORS**	104 412	20 726	52 520		13 899	1 794	15 473
QATAR	10 217	217	10 000				
ROMANIA	75				75		
RUSSIAN FEDERATION	26 800	818	5 707		20 276		
SAUDI ARABIA	23 341	5 452	12 666	3	5 220		
SINGAPORE	30		20				10
SLOVENIA	108				108		
SOUTH AFRICA	672		327		345		
SPAIN	213 852	1 132	18 566	4 159	27 866	2 166	159 964
SWEDEN	72 487	50	26 012	3 930	37 389	4 889	217
SWITZERLAND	39 089	1 573	13 545	2 091	20 140	509	1 232
SYRIA	67	67					
THAILAND	97						97
TURKEY	2 432		1 200	7	1 225		
UKRAINE	580				580		
UNITED NATIONS CERF COMMON FUNDS AND AGENCIES	217 449	2 210	90 983		69 626	39 630	15 001
UNITED KINGDOM	127 624	128	23 435	488	97 801	5 772	
UNITED STATES OF AMERICA	1 757 330	35 859	822 623		856 413	29 316	13 119
WORLD BANK	653					332	321
GRAND TOTAL	4 022 285	238 250	1 484 451	43 970	1 777 317	152 181	326 116
<i>Bilateral contributions</i>							50 000

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

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

ANNEX VIII A – DIRECT EXPENSES¹ BY REGION AND CATEGORY (2006–2009)

	2006		2007		2008 ⁴		2009 ⁴	
	US\$ thousand	%	US\$ thousand	%	US\$ thousand	%	US\$ thousand	%
GRAND TOTAL	2 664 994	100	2 753 308	100	3 535 746	100	3 985 613	100
DEVELOPMENT	268 210	10	309 318	11	292 112	8	275 906	7
RELIEF	1 962 307	74	2 005 656	73	2 733 744	77	3 239 887	81
EMOP	729 025		716 411		944 581		1 418 385	
PRRO	1 233 282		1 289 245		1 789 163		1 821 502	
SO	236 336	9	166 244	6	200 252	6	176 364	4
BILATERALS, TRUST FUNDS and OTHERS ²	198 141	7	272 090	10	309 639	9	293 457	7
SUB-SAHARAN AFRICA	1 761 907	100	1 831 640	100	2 214 246	100	2 519 433	100
Percentage of all regions	66		67		63		63	
DEVELOPMENT	130 139	7	154 001	8	165 351	7	187 950	7
RELIEF	1 517 868	86	1 513 588	83	1 892 447	85	2 171 822	86
EMOP	635 785		645 048		719 838		927 054	
PRRO	882 083		868 540		1 172 609		1 244 768	
SO	112 399	6	134 782	7	141 532	6	130 703	5
BILATERALS and TRUST FUNDS ³	1 501	0	29 269	2	14 916	1	28 958	1
ASIA	474 125	100	484 657	100	690 747	100	763 435	100
Percentage of all regions	18		18		20		19	
DEVELOPMENT	94 317	20	121 606	25	83 631	12	77 256	10
RELIEF	274 646	58	320 518	66	551 548	80	650 793	85
EMOP	56 120		36 760		124 197		321 789	
PRRO	218 526		283 758		427 352		329 004	



ANNEX VIII A – DIRECT EXPENSES¹ BY REGION AND CATEGORY (2006–2009)

	2006		2007		2008 ⁴		2009 ⁴	
	US\$ thousand	%	US\$ thousand	%	US\$ thousand	%	US\$ thousand	%
SO	99 285	21	28 096	6	44 522	6	27 036	4
BILATERALS and TRUST FUNDS ³	5 877	1	14 436	3	11 046	2	8 349	1
EASTERN EUROPE AND CIS	32 044	100	33 603	100	37 747	100	50 432	100
Percentage of all regions	1		1		1		1	
DEVELOPMENT	-	-	-	-	-	-	-	-
RELIEF	32 044	100	33 597	100	37 192	99	49 992	99
EMOP	5 928		8 053		6 254		9 035	
PRRO	26 116		25 544		30 938		40 957	
SO	-	-	0	0	555	1	413	1
BILATERALS and TRUST FUNDS ³	-	-	6	0	-	-	26	0
LATIN AMERICA AND THE CARIBBEAN	71 984	100	178 219	100	258 692	100	242 893	100
Percentage of all regions	3		6		7		6	
DEVELOPMENT	24 442	34	30 177	17	26 771	10	22 264	9
RELIEF	46 339	64	48 776	27	100 697	39	113 970	47
EMOP	13 951		15 359		29 167		28 299	
PRRO	32 389		33 418		71 530		85 671	
SO	1 202	2	473	0	7 485	3	4 232	2
BILATERALS and TRUST FUNDS ³	-	-	98 793	55	123 739	48	102 427	42



ANNEX VIII A – DIRECT EXPENSES¹ BY REGION AND CATEGORY (2006–2009)

	2006		2007		2008 ⁴		2009 ⁴	
	US\$ thousand	%	US\$ thousand	%	US\$ thousand	%	US\$ thousand	%
MIDDLE EAST AND NORTH AFRICA	91 333	100	117 065	100	159 130	100	175 272	100
Percentage of all regions	3		4		5		4	
DEVELOPMENT	10 090	11	10 128	9	12 358	8	10 440	6
RELIEF	61 150	67	102 383	87	138 288	87	161 727	92
EMOP	9 901		17 199		60 657		111 978	
PRRO	51 249		85 184		77 631		49 839	
SO	15 783	17	1 736	1	194	0	1 576	1
BILATERALS and TRUST FUNDS ³	4 310	5	2 818	2	8 289	5	1 440	1

¹ Excludes PSA costs.

² Operational expenses include the General Fund, special accounts and trust funds that cannot be apportioned by project/operation.

³ Up to 2006 only bilaterals are included.

⁴ 2008 and 2009 expenses presented are according to IPSAS and not comparable with 2007 and previous years' values based on United Nations System Accounting Standards. Negative figures represent financial adjustments.



ANNEX VIII B – DIRECT EXPENSES¹ BY COUNTRY, REGION AND PROGRAMME CATEGORY (2006–2009)
(US\$ thousand)

	2006					2007					2008 ⁴					2009 ⁴				
	Development	Relief	Special Oper.	Bilaterals	Total	Development	Relief	Special Oper.	Bilaterals Trust Funds and Others ²	Total	Development	Relief	Special Oper.	Bilaterals Trust Funds and Others ²	Total	Development	Relief	Special Oper.	Bilaterals Trust Funds and Others ²	Total
GRAND TOTAL	268 210	1 962 307	236 336	11 764	2 664 994	309 318	2 005 656	166 244	272 090	2 753 308	292 112	2 733 744	200 252	309 639	3 535 746	275 906	3 239 887	176 364	293 457	3 985 613
SUB-SAHARAN AFRICA																				
Angola	-	21 210	6 844	-	28 054	-	3 457	839	-	4 296	-	3 503	-	-	3 503	-	1 015	-	-	1 015
Benin	2 266	875	-	-	3 141	2 336	528	-	-	2 864	4 333	294	-	-	4 627	2 959	2 283	-	38	5 280
Burkina Faso	5 199	605	-	394	6 199	4 027	6 864	-	855	11 747	4 668	8 531	-	982	14 182	8 689	18 351	-	884	27 924
Burundi	-	46 029	876	65	46 970	-	38 257	0	456	38 713	-	31 738	-	108	31 845	-	44 512	-	462	44 973
Cameroon	1 625	1 115	-	0	2 740	1 953	1 402	-	1	3 356	2 057	5 997	698	-	8 752	3 447	7 735	-	44	11 226
Cape Verde	932	-	-	-	932	789	-	-	-	789	673	-	-	-	673	385	-	-	-	385
Central African Republic	2 675	4 345	209	-	7 228	2 147	19 768	3 104	-	25 019	2 641	28 948	4 570	-	36 160	4 270	28 860	3 281	-	36 411
Chad	4 271	46 270	4 767	-	55 308	4 669	62 028	5 615	-	72 312	3 815	78 844	12 056	-	94 714	9 986	107 412	11 817	343	129 558
Congo	-	2 748	-	-	2 748	-	2 808	-	-	2 808	-	3 411	-	-	3 411	-	4 568	-	4	4 571
Congo, Dem. Rep. of the	-	43 464	4 409	-	47 874	-	71 776	4 459	-	76 234	-	93 902	7 422	-	101 323	-	165 448	11 932	38	177 418
Côte d'Ivoire	-	21 058	2 466	267	23 791	-	23 289	270	288	23 847	-	16 286	257	-	16 543	916	14 905	151	-	15 971
Djibouti	1 089	4 208	-	-	5 297	1 488	3 125	-	-	4 613	701	7 526	-	-	8 227	552	6 609	-	39	7 200
Eritrea	-	-9 904	-	-	-9 904	-	241	-	-	241	-	137	-	-	137	-	285	-	-	285
Ethiopia	19 037	174 461	882	-	194 380	17 836	148 862	164	2 040	168 902	19 658	261 831	2 578	3 337	287 404	26 414	354 215	4 041	15 178	399 847
Gambia	2 037	92	-	-	2 129	1 919	896	-	-	2 815	2 933	916	-	-	3 849	2 201	556	-	8	2 764
Ghana	1 892	1 369	-	-	3 261	2 275	1 838	316	-	4 430	2 779	6 218	284	-72	9 209	2 956	10 387	-	114	13 457
Guinea	3 004	7 493	165	-	10 662	4 149	6 848	929	14	11 940	5 895	13 209	621	8	19 733	6 312	8 949	332	61	15 653
Guinea-Bissau	-	3 844	-	-	3 844	-	5 078	-	-	5 078	-	3 316	-	-	3 316	-	4 096	-	249	4 344
Kenya	17 180	134 400	1 553	-	153 134	28 532	153 561	8 205	-	190 298	25 022	136 528	681	61	162 293	23 722	222 834	-	449	247 005
Lesotho	2 876	7 761	-	-	10 638	1 331	10 199	-	128	11 658	1 368	9 355	-	204	10 927	1 439	6 257	-	1 133	8 829
Liberia	-	33 832	450	-	34 282	-	31 477	3 166	206	34 850	969	27 277	3 727	7	31 980	1 985	12 990	2 451	188	17 614
Madagascar	3 425	525	-	64	4 014	3 966	9 327	598	0	13 891	4 554	7 891	675	-	13 120	8 706	7 068	24	138	15 936
Malawi	6 743	41 785	-	136	48 664	12 809	30 402	-	1	43 212	12 823	15 961	-	74	28 858	16 303	21 186	-	2 123	39 613
Mali	3 662	12 662	-	572	16 897	3 544	8 360	-	1 237	13 142	4 565	6 880	-	2 133	13 577	6 179	3 185	-	1 297	10 661
Mauritania	3 753	9 768	-	-	13 521	4 519	14 693	-	-	19 212	6 993	20 666	-	-	27 659	3 454	9 317	-	-	12 771
Mozambique	7 504	29 365	-	2	36 871	12 832	22 206	2 509	95	37 643	9 231	29 813	2 909	102	42 055	5 298	22 508	169	638	28 612
Namibia	-	2 488	-	-	2 488	-	6 369	-	-	6 369	-	3 313	-	-	3 313	-	485	-	15	500
Niger	6 602	31 519	35	-	38 157	5 813	16 853	-	-	22 666	10 997	18 394	1 990	-	31 382	6 206	17 514	1 304	36	25 060
Rwanda	5 196	17 396	-	-	22 592	6 794	8 711	-	-	15 505	7 477	11 586	-	279	19 343	11 363	10 075	-0	504	21 943
Sao Tome and Principe	816	-	-	-	816	956	-	-	-	956	635	-	-	-	635	1 030	-	-	82	1 112
Senegal	3 464	2 703	-	-	6 167	2 853	3 557	-	8	6 418	3 458	5 101	-	-	8 559	2 201	8 449	-	217	10 867



ANNEX VIII B – DIRECT EXPENSES¹ BY COUNTRY, REGION AND PROGRAMME CATEGORY (2006–2009)
(US\$ thousand)

	2006					2007					2008 ⁴					2009 ⁴				
	Development	Relief	Special Oper.	Bilaterals	Total	Development	Relief	Special Oper.	Bilaterals Trust Funds and Others ²	Total	Development	Relief	Special Oper.	Bilaterals Trust Funds and Others ²	Total	Development	Relief	Special Oper.	Bilaterals Trust Funds and Others ²	Total
Sierra Leone	4 275	5 753	90	-	10 118	4 885	7 335	123	7	12 350	3 392	11 169	242	-	14 803	2 657	9 462	171	467	12 756
Somalia	-	53 465	-	-	53 465	-	64 508	3 169	-	67 678	-	168 086	10 696	-	178 781	-	247 236	20 057	596	267 889
South Africa	893	-	-	-	893	894	-	-	-	894	-10	77	-	-	67	-	7	-	-	7
Sudan	3 191	465 543	88 897	-	557 631	3 340	463 199	98 693	23 653	588 886	5 375	531 255	91 546	7 141	635 316	5 231	527 724	74 197	-225	606 927
Swaziland	-	8 136	-	-	8 136	-	11 155	-	-	11 155	-	9 432	-	-	9 432	-	3 811	-	-	3 811
Tanzania, United Rep. of	5 409	33 199	-	-	38 608	8 683	31 004	-	33	39 719	6 684	22 345	-	205	29 233	6 907	17 645	399	781	25 733
Togo	-	465	-	-	465	-	1 836	59	-	1 896	-	3 817	217	-	4 034	-	1 766	-	1	1 767
Uganda	4 557	98 696	-	-	103 253	3 437	107 029	2 440	234	113 140	4 228	113 236	363	-	117 827	9 969	80 669	-9	205	90 834
Zambia	6 501	53 634	-	-	60 135	5 205	13 654	-	-	18 859	7 438	19 090	0	0	26 529	6 217	9 425	-	375	16 018
Zimbabwe	-	98 870	-	-	98 870	-	97 913	-	25	97 938	-	155 610	-	-	155 610	-	153 769	386	270	154 425
Other regional expenditure	66	6 621	757	-	7 444	20	3 173	123	-14	3 302	0	958	0	349	1 307	-6	-1 742	-0	2 207	459
TOTAL REGION	130 139	1 517 868	112 399	1 501	1 761 907	154 001	1 513 588	134 782	29 269	1 831 640	165 351	1 892 447	141 532	14 916	2 214 246	187 950	2 171 822	130 703	28 958	2 519 433
ASIA																				
Afghanistan	-	81 938	12 934	-	94 872	-	118 893	14 821	6	133 719	-	189 836	14 636	369	204 841	-	189 089	16 457	1 075	206 621
Bangladesh	42 113	4 125	-	3 283	49 521	65 185	12 387	-	1 858	79 430	33 119	62 476	-	-658	94 938	39 299	27 778	-	164	67 241
Bhutan	1 694	-	-	-	1 694	3 711	-	-	-	3 711	2 210	-	-	-	2 210	1 831	-	-	5	1 836
Cambodia	1 943	11 238	-	759	13 940	2 028	13 459	-	2 883	18 371	1 777	18 059	-	351	20 187	2 254	11 861	-	59	14 175
China	181	-	-	-	181	-	-	-	-	-	-	402	-	-	402	-	-	-	-	-
India	14 990	-	-	-	14 990	14 879	-	-	6 403	21 282	8 855	577	-	9 696	19 128	5 773	6	-	3 941	9 720
Indonesia	-	63 145	27 047	1 835	92 026	-	36 876	5 171	2 989	45 036	-	24 290	1 007	728	26 025	-	15 495	2 300	539	18 334
Islamabad Cluster	-	-	-	-	-	-	49	-	-	49	-	-	-	-	-	-	-	-	-	-
Korea DPR	-	9 964	-	-	9 964	-	33 699	-	-	33 699	-	73 026	-	-	73 026	-	37 225	-	785	38 010
Lao PDR	3 092	1 305	-	-	4 397	4 356	2 965	-	-	7 321	5 788	3 648	-	-	9 436	7 815	7 496	-	101	15 411
Maldives	-	366	2 943	-	3 309	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Myanmar	-	9 527	-	-	9 527	-	11 307	-	-	11 307	-	54 559	26 606	-	81 165	-	35 086	3 139	54	38 279
Nepal	15 215	9 599	531	-	25 345	15 703	21 463	152	-	37 318	6 238	38 150	-	-	44 388	1 296	51 825	-	154	53 274
Pakistan	14 497	45 346	53 438	-	113 281	14 368	11 187	4 171	85	29 812	24 623	21 829	260	79	46 792	18 890	201 826	763	195	221 674
Philippines	-	4 551	-	-	4 551	-	11 588	-	-	11 588	-	8 327	-	-	8 327	-	24 105	2 656	75	26 836
Sri Lanka	592	22 175	824	-	23 591	1 376	38 070	3 329	213	42 988	1 021	48 528	1 958	195	51 702	97	38 615	1 501	188	40 401
Timor-Leste	-	7 275	-	-	7 275	-	8 576	-	-	8 576	-	7 838	-	285	8 123	-	10 388	221	220	10 829
Other regional expenditure	-	4 091	1 568	-	5 659	-	-	451	-	451	-	-	55	-	55	-	-	-	793	793
TOTAL REGION	94 317	274 646	99 285	5 877	474 125	121 606	320 518	28 096	14 436	484 657	83 631	551 548	44 522	11 046	690 747	77 256	650 793	27 036	8 349	763 435

ANNEX VIII B – DIRECT EXPENSES¹ BY COUNTRY, REGION AND PROGRAMME CATEGORY (2006–2009)
(US\$ thousand)

	2006					2007					2008 ⁴					2009 ⁴				
	Development	Relief	Special Oper.	Bilaterals	Total	Development	Relief	Special Oper.	Bilaterals Trust Funds and Others ²	Total	Development	Relief	Special Oper.	Bilaterals Trust Funds and Others ²	Total	Development	Relief	Special Oper.	Bilaterals Trust Funds and Others ²	Total
EASTERN EUROPE AND CIS																				
Albania	-	8	-	-	8	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Armenia	-	2 725	-	-	2 725	-	5 388	-	-	5 388	-	3 824	-	-	3 824	-	449	-	30	479
Azerbaijan	-	5 084	-	-	5 084	-	7 836	-	-	7 836	-	1 473	-	-	1 473	-	213	-	-	213
Georgia	-	4 589	-	-	4 589	-	4 381	-	6	4 387	-	8 956	555	-	9 510	-	15 226	413	-4	15 635
Kyrgyzstan	-	-	-	-	-	-	-	-	-	-	-	69	-	-	69	-	8 663	-	-	8 663
Russian Federation	-	5 931	-	-	5 931	-	8 212	-	-	8 212	-	6 185	-	-	6 185	-	371	-	-	371
Serbia/Montenegro	-	-3	-	-	-3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Tajikistan	-	13 709	-	-	13 709	-	7 780	-	-	7 780	-	16 685	-	-	16 685	-	25 070	-	-	25 070
TOTAL REGION	-	32 044	-	-	32 044	-	33 597	-	6	33 603	-	37 192	555	-	37 747	-	49 992	413	26	50 432
LATIN AMERICA AND THE CARIBBEAN																				
Barbados	-	166	18	-	184	-	28	36	-	64	-	84	2	-	86	-	-	-	-	-
Belize	-	-	-	-	-	-	145	-	-	145	-	50	-	-	50	-	-	-	-	-
Bolivia (The Plurinational State of)	3 500	1 452	-	-	4 952	3 325	3 968	-	306	7 599	3 434	6 773	-	1 184	11 391	1 588	2 973	-	778	5 339
Colombia	0	12 544	-	-	12 544	-	15 480	-	3 858	19 338	-	17 071	-	2 587	19 658	-0	20 581	-	6 104	26 685
Cuba	4 245	862	-	-	5 106	2 036	265	-	-	2 301	2 332	1 802	-	-	4 134	634	3 701	-	-	4 335
Dominican Republic	2	-	-	-	2	-	569	-	-	569	-	3 057	-	-	3 057	-	564	-	-	564
Ecuador	-	1 146	-	-	1 146	-	890	144	63 433	64 467	-	2 186	9	77 090	79 284	-9	1 745	-	37 739	39 475
El Salvador	422	1 871	1	-	2 293	1 226	1 431	77	-	2 734	2	300	51	3 483	3 837	-	876	-	15 397	16 274
Guatemala	879	14 169	-	-	15 048	2 423	4 132	-	-	6 555	2 874	5 291	-	-	8 165	1 105	7 786	-	486	9 377
Haiti	4 748	9 938	-	-	14 687	11 200	10 542	-	-	21 742	1 649	50 455	7 419	-	59 523	2 482	65 808	4 232	71	72 593
Honduras	788	1 134	-	-	1 922	4 269	1 445	-	17 262	22 976	1 894	966	-	-3 844	-983	7 320	5 939	-	14 756	28 014
Jamaica	-	-	-	-	-	-	32	-	-	32	-	1	-	-	1	-	-	-	-	-
Mexico	-	-	-	-	-	-	112	-	-	112	-	314	-	-	314	-	-	-	-	-
Nicaragua	7 639	2 777	-	-	10 416	2 371	5 226	-	-	7 597	8 658	7 236	-	-	15 893	5 474	3 211	-	489	9 174
Panama	-	281	575	-	856	-	17	17	-	34	-	53	2	-	55	-	50	-	-	50
Peru	1 351	0	-	-	1 351	1 816	4 474	-	13 934	20 223	4 191	4 945	-	43 239	52 375	604	512	-	26 241	27 358
Other regional expenditure	869	-	608	-	1 478	1 511	20	198	-	1 729	1 737	113	1	-	1 851	3 154	223	-	366	3 743
TOTAL REGION	24 442	46 339	1 202	-	71 984	30 177	48 776	473	98 793	178 219	26 771	100 697	7 485	123 739	258 692	22 353	113 970	4 232	102 427	242 982



ANNEX VIII B – DIRECT EXPENSES¹ BY COUNTRY, REGION AND PROGRAMME CATEGORY (2006–2009)
(US\$ thousand)

	2006					2007					2008 ⁴					2009 ⁴				
	Develop- ment	Relief	Special Oper.	Bilaterals	Total	Develop- ment	Relief	Special Oper.	Bilaterals Trust Funds and Others ³	Total	Develop ment	Relief	Special Oper.	Bilaterals Trust Funds and Others ³	Total	Develop- ment	Relief	Special Oper.	Bilaterals Trust Funds and Others ³	Total
MIDDLE EAST AND NORTH AFRICA																				
Algeria	-	10 411	-	-	10 411	-	13 278	-	6	13 285	-	22 776	-	-	22 776	-	17 477	-	1 120	18 596
Egypt	1 389	112	-	-	1 501	1 568	-	-	2 684	4 251	4 536	-	-	4 536	5 517	-	-	-	109	5 627
Iran (Islamic Republic of)	-	384	-	-	384	-	826	-	-	826	-	1 238	-	-	1 238	-	2 551	-	-	2 551
Iraq	-	5 851	-	1 420	7 271	-	12 915	-	59	12 974	-	37 144	-	8 244	45 388	-	36 384	-	-	36 384
Jordan	500	-	-	-	500	516	-	-	-	516	138	-	-	-	138	-	-	-	-	-
Lebanon	-	6 930	14 519	2 890	24 339	-	470	1 239	-0	1 709	-	-	-	-	-	-	-	-	-	-
Lybia	-	-	1 265	-	1 265	-	-	497	-	497	-	-	194	-	194	-	-	-	-	-
Occupied Palestinian Territory	-	36 625	-	-	36 625	-	69 993	-	0	69 993	-	52 244	-	-0	52 244	-	60 726	1 576	16	62 317
Syrian Arab Republic	926	110	-	-	1 036	3 544	2 868	-	69	6 481	639	19 069	-	45	19 753	1 258	21 499	-	22	22 778
Yemen	7 241	649	-	-	7 891	4 499	2 033	-	-	6 532	7 045	5 797	-	-	12 842	3 665	22 903	-	-1	26 568
Other regional expenditure	33	78	-	-	111	-	-	-	-	-	-	21	-	-	21	-	187	-	174	361
TOTAL REGION	10 090	61 150	15 783	4 310	91 333	10 128	102 383	1 736	2 818	117 065	12 358	138 288	194	8 289	159 130	10 440	161 727	1 576	1 440	175 183
OTHER ²	9 223	30 261	7 666	76	233 601	-6 594	-13 207	1 157	126 769	108 124	4 001	13 571	5 964	151 649	175 185	-22 004	90 257	12 404	152 256	232 913

¹ Excludes PSA costs.

² Operational expenses from the General Fund, special accounts and trust funds that cannot be apportioned by project/operation are accumulated under 'Total' for 2006.

³ Includes all expenses for bilaterals, trust funds, the General Fund and special accounts.

⁴ 2008 and 2009 expenses presented are according to IPSAS and not comparable to 2007 and previous years' values based on UNSAS.

Negative figures represent financial adjustments.



ANNEX VIII C – DIRECT EXPENSES¹ BY COUNTRY, SPECIAL STATUS CATEGORY AND REGION (2006–2009)

	2006		2007		2008 ⁴		2009 ⁴	
	US\$ thousand	%	US\$ thousand	%	US\$ thousand	%	US\$ thousand	%
DEVELOPMENT AND RELIEF:	2 230 517	100.0	2 314 974	100.0	3 025 855	100.0	3 515 792	100.0
BY SPECIAL STATUS CATEGORY²								
LDC	1 598 180	71.7	1 710 707	73.9	2 178 093	72.0	2 392 382	68.0
LIFDC	2 063 484	92.5	2 175 770	94.0	2 810 174	92.9	3 285 073	93.4
BY REGION/COUNTRY GROUP								
Sub-Saharan Africa	1 648 007	73.9	1 667 589	72.0	2 057 798	68.0	2 359 772	67.1
Asia	368 962	16.5	442 125	19.1	635 179	21.0	728 049	20.7
Eastern Europe and CIS ³	32 044	1.4	33 597	1.5	37 192	1.2	49 992	1.4
Latin America and the Caribbean	70 782	3.2	78 953	3.4	127 468	4.2	136 234	3.9
Middle East and North Africa	71 240	3.2	112 511	4.9	150 646	5.0	172 167	4.9
DEVELOPMENT:	268 210	100.0	309 318	100.0	292 112	100.0	275 906	100.0
BY SPECIAL STATUS CATEGORY²								
LDC	184 529	68.8	227 011	73.4	192 657	66.0	193 079	70.0
LIFDC	246 228	91.8	302 146	97.7	273 412	93.6	268 834	97.4
BY REGION/COUNTRY GROUP								
Sub-Saharan Africa	130 139	48.5	154 001	49.8	165 351	56.6	187 950	68.1
Asia	94 317	35.2	121 606	39.3	83 631	28.6	77 256	28.0
Latin America and the Caribbean	24 442	9.1	30 177	9.8	26 771	9.2	22 264	8.1
Middle East and North Africa	10 090	3.8	10 128	3.3	12 358	4.2	10 440	3.8

¹ Exclusive of PSA costs.

² Actual classifications for each year

³ Relief only

⁴ 2008 and 2009 expenses presented are according to IPSAS and not comparable to 2007 and previous years' values based on UNSAS.



ANNEX IX A – UNITED NATIONS AND INTERNATIONAL ORGANIZATION PARTNERSHIPS						
Partners	2007		2008		2009	
	No. of projects	No. of countries	No. of projects	No. of countries	No. of projects	No. of countries
UNICEF	149	72	140	71	138	71
FAO	105	61	99	63	93	61
WHO	68	41	75	46	62	41
UNDP	76	47	67	43	63	36
UNHCR	63	41	54	43	54	39
UNFPA	51	34	51	38	41	28
UNAIDS	40	28	40	31	30	26
OTHER ^{1*}	41	25	29	24	18	12
World Bank	18	14	20	16	23	15
UNESCO ²	14	10	19	14	15	9
IOM	22	18	19	18	22	19
IFAD	17	14	18	14	16	14
ICRC	16	12	15	13	12	11
IFRC	8	6	13	10	8	8
ILO	14	12	13	11	22	15
UNIFEM ³	9	7	6	6	8	6
UNEP ⁴	2	2	3	3	5	4
UN-HABITAT ⁵	4	3	1	1	2	2
TOTAL ⁶	208	79	197	78		

¹ Includes entities such as United Nations missions.

² United Nations Educational, Scientific and Cultural Organization

³ United Nations Development Fund for Women

⁴ United Nations Environment Programme

⁵ United Nations Conference on Human Settlements

⁶ Total figures do not add up because there is more than one partner for each project and country.

ANNEX IX B – NON-GOVERNMENTAL ORGANIZATIONS PER SECTOR OF COLLABORATION						
Sector of collaboration	2007		2008		2009	
	No. of global NGOs	No. of local NGOs	No. of global NGOs	No. of local NGOs	No. of global NGOs	No. of local NGOs
Agriculture/crop production promotion	50	256	46	213	37	223
Agro-forestry projects	18	83	21	88	15	76
Animal husbandry and fisheries projects	16	52	5	44	4	33
Food reserves	9	45	4	32	6	39
HIV/AIDS	63	387	62	323	53	309
Land or water development and improvement	36	194	51	299	34	202
Literacy and numeracy	26	260	23	139	3	107
Mother-and-child health	81	371	87	429	76	432
Nurseries and kindergartens	23	354	18	221	17	186
Other FFT	55	361	59	528	54	332
Other FFW	40	212	40	175	40	185
Primary schools	80	675	70	831	49	399
Public amenities/ schools/ housing	35	92	36	122	25	64
Public health/eradication of diseases (excl. HIV/AIDS)	60	105	56	139	51	139
Secondary schools	17	52	15	36	6	32
Settlement/resettlement	15	26	15	12	4	2
Total free relief food assistance	82	356	89	439	88	550
Transport (roads etc.)	25	74	27	104	26	87

ACRONYMS USED IN THE DOCUMENT

ACF	<i>Action contre la faim</i>
AF	Africa Federation
AfDB	African Development Bank
AIDS	acquired immune deficiency syndrome
APR	Annual Performance Report
ART	anti-retroviral therapy
ASMR-U5	age-specific mortality rate for children under 5
AU	African Union
BCG	Boston Consulting Group
CAADP	Comprehensive Africa Agriculture Development Programme
CARE	Cooperative for Assistance and Relief Everywhere
CAS	community asset score
CBO	community-based organization
CEB	Council of European Development Bank
CERF	Central Emergency Response Fund
CFSVA	comprehensive food security and vulnerability analyses
CHS	community and household surveillance
CMR	crude mortality rate
CP	country programme
CRED	Centre for Research on the Epidemiology of Disasters
CRS	Catholic Relief Services
CSB	corn soya blend
CSI	coping strategy index
CSM	corn soya milk
DEV	development project
DFID	Department for International Development (United Kingdom)
DOTS	directly observed treatment short course
DPI	disaster preparedness index
DRC	Democratic Republic of the Congo
DRR	Disaster Risk Reduction
DSC	direct support costs
DSM	Netherlands-based global life sciences corporation
EB	Executive Board
ECOSOC	Economic and Social Council of the United Nations

ACRONYMS USED IN THE DOCUMENT

EFSA	emergency food security assessment
e-LMS	e-Learning Management System
EMOP	emergency operation
EPWeb	Emergency Preparedness Web
ERM	Enterprise Risk Management
ERMC	Executive Risk Management Committee
ETC	emergency telecommunication cluster
FAO	Food and Agriculture Organization of the United Nations
FCS	food consumption score
FFA	food for assets
FFT	food for training
FFW	food for work
FPF	Forward Purchase Facility
FSMS	food security monitoring system
GAIN	Global Alliance for Improved Nutrition
GAM	global acute malnutrition
GDI	gross domestic income
GDP	gross domestic product
GEF	UNDP Global Environment Facility
GESMAAP	General Establishment for Storing and Marketing Agriculture and Animal Products (Syria)
GFD	general food distribution
GFRP	Global Food Response Program
GIS	geographic information system
GLCSC	Global Logistics Cluster Support Cell
GNI	Gross national income
HAS	household asset score
HIV and AIDS	human immunodeficiency virus and acquired immune deficiency syndrome
HRD	humanitarian response depot
IASC	Inter-Agency Standing Committee
ICRC	International Committee of the Red Cross
ICT	information and communications technology
IDP	internally displaced person
IFAD	International Fund for Agricultural Development
IFRC	International Federation of Red Cross and Red Crescent Societies

ACRONYMS USED IN THE DOCUMENT

IO	international organizations
IOM	International Organization for Migration
IPSAS	International Public Sector Accounting Standards
IRA	immediate response account
ISC	indirect support costs
ITHACA	Information Technology for Humanitarian Assistance Cooperation and Action
JP	joint programme
KfW	<i>Kreditanstalt für Wiederaufbau</i> (Germany)
LACERN	Latin America and Caribbean Emergency Response Network
LDC	least developed country
LET	logistics emergency team
LIFDC	low-income, food-deficit country
LTSH	landside transport, storage and handling
M&E	monitoring and evaluation
MCHN	mother-and-child health and nutrition
MDC	Management Development Center
MDG	Millennium Development Goal
MNP	micronutrient powder
MOSS	minimum operating security standards
MOU	memorandum of understanding
MUAC	mid-upper arm circumference
NEPAD	New Partnership for Africa's Development
NGO	non-governmental organization
NWFP	North-Western Frontier Province
OCHA	Office for the Coordination of Humanitarian Affairs
ODOC	other direct operating costs
OECD	Organisation for Economic Co-operation and Development
OVC	orphans and other vulnerable children
P4P	Purchase for Progress
PASport	Personal Action System Portal
PDM	post-distribution monitoring
PLHIV	people living with HIV
PMTCT	prevention of mother-to -child transmission
PRRO	protracted relief and recovery operation

ACRONYMS USED IN THE DOCUMENT

PSA	Programme Support and Administrative (budget)
RBM	results-based management
RMS	Resource Mobilization System
SAM	severe acute malnutrition
SATCA	<i>Sistema de Alerta Temprana para Centro America</i> (El Salvador)
SO	special operation
SPR	standard project report
SRAC	Strategic Resource Allocation Committee
SRC	Strategic Review Committee
SRF	Strategic Results Framework
TB	tuberculosis
UNAIDS	Joint United Nations Programme on HIV and AIDS
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNFPA	United Nations Population Fund
UNHAS	United Nations Humanitarian Air Service
UNHCR	Office of the United Nations High Commissioner for Refugees
UNHRD	United Nations Humanitarian Response Depot
UNICEF	United Nations Children's Fund
WCF	working capital financing
WGPI	UNDP Working Group on Programming Issues (WGPI)
WHO	World Health Organization
WINGS II	WFP Information Network and Global System
WMO	World Meteorological Organization
WRS	warehouse receipts system