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ANNUAL PERFORMANCE REPORT FOR 2006



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NOTE TO THE EXECUTIVE BOARD

This document is submitted for approval by the Executive Board.

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

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FOREWORD BY THE EXECUTIVE DIRECTOR

For WFP, 2006 was a year of consolidation, with considerable investment in addressing lessons from past crises, including strengthening existing procedures and mainstreaming initiatives in capacity-building. Yet WFP maintained full engagement in emerging and ongoing crises and provided 4 million metric tons (mt) of food assistance for 87.8 million of the world's hungriest people. These numbers reflect a year in which there were few major emergencies and in which WFP's attention was on protracted relief and recovery operations (PRROs), which was the largest programme category.

Sudan continued to be WFP's most significant and challenging humanitarian operation; it is one of the largest country operations in WFP's history – a single emergency operation (EMOP) for 6.4 million people. Special operations (SOs) supported the United Nations Humanitarian Air Service (UNHAS), road repairs, mine clearance, telecommunications and a joint logistics centre to clear bottlenecks in the food distribution chain. The Sudan operation, including special operations (SOs), accounted for one fifth of 2006 direct operational expenditures; more employees were working in the Sudan than at Headquarters in Rome. There were no appreciable improvements in security in Darfur during the year, where obtaining access to people displaced by conflict was an ongoing struggle.

WFP's ability to respond rapidly and effectively was significantly enhanced in 2006 by additional humanitarian response depots and an increased number and diversity of partners. This investment paid off last July when the Lebanon conflict erupted and the country came under heavy bombardment and an economic blockade. An emergency team was in Lebanon within days to open a base for a regional EMOP. During the 33-day conflict, 1,000 people died, 4,500 were wounded and nearly 1 million were displaced. WFP reached 824,000 displaced people with food assistance and supported the entire humanitarian community with logistics, security and telecommunications services.

WFP continued to face challenges in meeting development commitments and in addressing chronic hunger. When a chronic situation deteriorated in the Sahelian countries and child malnutrition rates reached serious levels, WFP responded rapidly with humanitarian assistance. Concurrently, WFP maintained its leadership in fighting hunger by strengthening analysis and programming capacities to address broader hunger and nutrition issues in support of the Millennium Development Goals (MDGs). WFP also launched the *World Hunger Series* aimed at policymakers in developing and developed countries, which serves as a global reference on hunger-related issues. Gains were made in implementing the Academic Outreach Strategy, allowing WFP to draw expertise from universities and research institutions and to share its expertise with them.

The Ending Child Hunger and Undernutrition Initiative (ECHUI) gathered buy-in from a range of stakeholders. A recent analysis by the Food and Agriculture Organization of the United Nations (FAO) shows that child mortality has fallen more quickly in countries that have made the greatest progress in reducing hunger. But still there are 400 million malnourished children in the world – one of the greatest humanitarian challenges facing us today.

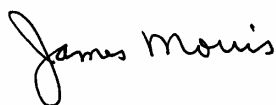
In 2006 WFP strove to “do more, do it better and do it together”. WFP made significant progress on behalf of hungry people in areas such as enhancing relationships with non-governmental organizations (NGOs) and regional organizations, and working effectively with its Executive Board. In the past two years alone, the number of NGO partners has grown by 68 percent. In 2006, WFP signed a breakthrough agreement with Islamic Relief Worldwide to improve services for beneficiaries who live in Muslim communities – about half of WFP’s beneficiaries in 2006. As a co-sponsor of the Joint United Nations Programme on HIV/AIDS (UNAIDS), WFP worked with other United Nations organizations, governments and NGOs to strengthen community, national and global responses to AIDS. Given the importance of nutrition in maintaining the health and livelihoods of people living with HIV (PLHIV), WFP provided food and nutrition support in 51 countries through care, treatment and mitigation interventions, reaching 2.3 million people.

WFP’s donor base and partnerships with the private sector continued to increase, reaching a record in 2006. We received food and cash contributions from nearly 100 donors. Cash contributions for food activities increased from 52.4 percent in 2005 to 54.6 percent in 2006; the contributions included US\$214 million in funding from the United Nations and the World Bank through the recently created Central Emergency Response Fund (CERF), country common humanitarian funds (CHF) and multi-donor trust funds (MDTFs). Complementing progress in fundraising, WFP continued to reduce costs; outsourcing some ICT functions to India is an example.

The issue of United Nations reform moved from discussion to implementation. In Indonesia, Lebanon and Pakistan, we learned valuable lessons from the new humanitarian cluster approach and WFP’s leadership in logistics and information and communications technology (ICT) services. The Rome-based agencies ensured that food security, hunger reduction, rural and social development and safety nets were endorsed by the United Nations Development Group (UNDG).

Under the direction of the change management function, WFP consolidated and mainstreamed several major initiatives, including Staff Matters and the United Nations humanitarian reforms endorsed by the Inter-Agency Standing Committee (IASC). WFP made substantial progress in mainstreaming results-based management (RBM), performance measurement and risk management; the results achieved form the basis of this report. WFP is cited as a leader in showing results, but the challenge is to ensure that RBM and performance measurement practices match the expectations of decision-makers. Clear analysis of results is the only way to show that WFP is serving beneficiaries well.

If 2006 was a year of consolidation, it was also a year of transition for the United Nations system and for WFP. I reluctantly decided not to seek a further term as Executive Director of WFP when my current term ends in April 2007. My five years as Executive Director have been extraordinary. WFP staff give so much of themselves to the many needy people in this world. My thoughts and best wishes go to them all in their work in the coming years.



James T. Morris
Executive Director

DRAFT DECISION

The Board approves the Annual Performance Report for 2006 (WFP/EB.A/2007/4), noting that it provides a comprehensive record of WFP performance for the year.

EXECUTIVE SUMMARY

The Annual Performance Report (APR) measures WFP's work in line with of the Strategic Plan (2006–2009), which is the basis for measuring WFP's performance using a results matrix aligned with the five Strategic Objectives and seven Management Objectives. The APR details how WFP used the resources entrusted to it in 2006 to achieve outcomes and outputs consistent with its mandate and in support of the MDGs.

The ongoing United Nations reform helped to guide WFP's work during the year. Under the cluster lead system, WFP retained overall responsibility for the food aid sector, the lead of the logistics cluster and the co-lead of the emergency telecommunications cluster. WFP and the other ExCom agencies initiated the first pilot joint office in Cape Verde.

WFP assisted 87.8 million people in 2006, delivering 4 million mt of food to the most food-insecure populations. A quarter of the food distributed was fortified, reflecting WFP's policy of providing sufficient quantities of quality food. Of the 2 million mt of food purchased in 2006, 77 percent was procured from developing countries.

Children remained the primary focus of WFP assistance, accounting for two thirds of beneficiaries. Operations aligned with Strategic Objective 2 – Protect livelihoods in crisis situations – reached the largest number of WFP beneficiaries, a third of the total, of whom 62 percent were in the PRRO category.

In a year when there were few new major emergencies, WFP's attention was on protracted relief and recovery; as a result, PRROs were the largest programme category for the second consecutive year, accounting for half of all beneficiaries. Large protracted crises were a feature of WFP's 2006 operations: the Sudan and Kenya alone accounted for 78 percent of direct EMOP expenditures. General food distribution (GFD) was the largest area of activity, followed by food for assets (FFA).

The Lebanon crisis was the first test of WFP's enhanced emergency response capacity. A WFP emergency team was in the country within days to open a base for a regional EMOP. WFP food helped to sustain families during displacement and supported their return. As logistics cluster lead, WFP secured access to beneficiaries and facilitated humanitarian aid deliveries managed by the United Nations.

WFP reached more people through its development assistance in 2006 than in 2005; the quantity of food distributed and total direct expenditures were also higher. Capacity-building activities continued to expand; half were undertaken in development programmes (DEVs). WFP met the country concentration target ahead of schedule with 90.6 percent of multilateral development resources allocated to least-developed countries (LDCs) and low-income countries (LICs).

Work with partners increased in 2006. The proportion of joint projects with WFP food aid complemented by inputs from United Nations and NGO partners increased for the third successive year to a record level. The number of partnerships with NGOs increased by 44 percent over 2005: 88 percent of WFP country offices recorded such partnerships. NGOs handled half of all WFP food in the year.

WFP received contributions in food and cash worth US\$2.7 billion from nearly 100 donors and met 91 percent of assessed needs. The donor base and partnerships with the private sector continued to broaden. Contributions included US\$214 million from the United Nations and the World Bank through CERF, and from country CHFs and multi-donor trust funds (MDTFs).

Despite the generous level of contributions, uneven funding affected a number of operations. A WFP study found that advance funding mechanisms were significant in minimizing pipeline breaks and response times and provided flexibility to deal with uneven funding.

There was overall progress in improving management performance: nearly all indicators were reported on, and the percentage of targets met has increased since 2004. WFP further improved reporting on corporate outcome indicators, providing evidence that its work with governments, the private sector and individuals made an important contribution to progress towards the MDG targets in 2006.

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GENERAL NOTES

- All monetary values are in United States dollars (US\$), unless otherwise stated.
- One billion equals 1,000 million.
- All quantities of food commodities are in mt, unless otherwise specified.
- Direct expenditures include food, landside transport, storage and handling (LTSH), direct support costs (DSC), external transport and other direct support costs (ODOC) components, but exclude indirect support costs (ISC) and Programme Support and Administrative (PSA) budget costs.
- In some tables, totals do not exactly add up because of rounding.
- Low-income, food-deficit countries (LIFDCs) include all food-deficit (net cereal-importing) countries with a per capita income below the historical ceiling used by the World Bank to determine eligibility for International Development Association (IDA) assistance and for 20-year International Bank for Reconstruction and Development (IBRD) terms; the designation LIFDC is applied to countries included in World Bank categories I and II. The historical ceiling of per capita gross national income (GNI) for 2003, based on the World Bank Atlas method, is US\$1,465. In 2006, 82 countries were classified by FAO as LIFDCs.
- The United Nations category of LDCs includes “those LICs that are suffering from long-term handicaps to growth, in particular low levels of human resource development and/or severe structural weaknesses”. In 2005, 50 countries were classified as LDCs by the Office of the High Representative for LDCs, Landlocked Developing Countries, and Small Island Developing States.

INTRODUCTION

1. To accelerate progress in achieving the MDGs, a framework for a unified United Nations structure at the country level was put forward by the November 2006 Secretary-General's High-Level Panel on System-wide Coherence. One of its five strategic recommendations was the overhaul of United Nations business practices to ensure focus on outcomes, responsiveness to needs and delivery of results measured against the MDGs. The WFP 2006 Annual Performance Report (APR) is consistent with this recommendation. It reports on how resources entrusted to WFP were used to achieve outcomes and outputs in line with WFP's mandate and in support of the MDGs.
2. The APR is at the core of WFP's accountability structure. The WFP Strategic Plan (2006–2009) provides the framework for WFP's contribution to achieving the MDGs.¹ A results matrix (see Annex I), aligned with the five Strategic Objectives and seven Management Objectives, sets out a transparent and accountable results chain for WFP operations. It shows a logical progression from activities to outputs that contribute to outcomes – the intended improvement in the lives of WFP beneficiaries. The strategic framework matrix contains 34 indicators, defined at output and outcome levels, through which WFP measured progress achieved over the year for each Strategic Objective.²
3. The management and financial framework supports the five Strategic Objectives with the aim of maintaining or strengthening operational effectiveness and organizational capacity. The Management Objective framework includes 26 indicators through which WFP measured the performance of its core operational support functions. This framework of Strategic Objectives and Management Objectives helps to:
 - Demonstrate WFP's contribution to achieving the MDGs;
 - Prioritize the allocation of WFP resources to activities; and
 - Establish the foundation for internal accountability.
4. The 2006 APR is supported by results-based management and reporting systems, including the standard project reports (SPRs). It adheres to the three core principles established for WFP's annual performance reporting:
 - Measurement of results according to the strategic and management objectives;
 - Increased outcome-level and output-level reporting; and
 - Integration of the main findings and lessons learned during the year, particularly from evaluation missions.³

¹ WFP/EB.A/2005/5-A.

² The Indicator Compendium, December 2005 (Biennium 2000–2007) provides detailed explanation of corporate indicators.

³ WFP/EB.A/2004/4-D.



5. The APR reflects WFP's progress in defining objectives and indicators, measuring corporate results and aggregating field level results up to the corporate level. Reporting WFP performance is evolving as RBM processes are institutionalized. Further progress was made in 2006, but a number of steps still need to be taken before consistent outcome level results at an aggregated level can be presented in the APR. Processes to facilitate better performance measurement and reporting are ongoing; these include the refining of corporate indicators and targets as part of the strategic planning process, improving data collection and aggregation in the WINGS II project and enhancing the content of the SPRs.

6. The 2006 APR is composed of six parts:
 - **Part I: Strategic Overview** presents the strategic context in which WFP activities were implemented in 2006. The dominant themes were: helping to drive and strengthen United Nations reforms, responding to frequent natural disasters and large protracted crises, uneven funding, mainstreaming corporate initiatives and managing risk.
 - **Part II: Learning from Experience** provides selected evaluation and operational lessons. These are also integrated throughout the document to provide evidence of what worked and highlight opportunities for improvement.
 - **Part III: Performance Highlights** reviews the principal results for 2006, including the main performance figures and outcomes by programme category and Strategic Objective. Major lessons learned in the course of 2006 are highlighted through country studies: for example capacity building in El Salvador and Ecuador, providing services in support of humanitarian responses and WFP food operations in Darfur, Lebanon and Kenya.
 - **Part IV: Performance Analysis** examines results at the outcome and output levels against targets set for each of the five Strategic Objectives, noting both successes and areas for improvement. Country-specific outcome results are illustrated, providing evidence that WFP assistance contributed to improving the lives of its beneficiaries. Results are presented by Strategic Objective and programme category. Part IV also presents **Income and Expenditures** and trends by cost component.
 - **Part V: Results by Management Objective** provides a review of major management processes that enabled WFP to deliver more effective and efficient operations. It also discusses ways in which weaknesses identified in the Biennial Management Plan (2006–2007) are being addressed to support the achievement of Strategic Objective targets.
 - **Part VI: Looking Forward** draws attention to some of the major challenges facing WFP, in particular the proposed United Nations reforms, including joint office pilots, adapting WFP operating procedures to facilitate rapid and effective response, the changing funding environment, strengthening accountability mechanisms and building strong partnerships to end hunger.

WFP and the MDGs

2005 2006 KEY FIGURES

MDG 1 Eradicate extreme poverty and hunger

		BENEFICIARIES	ACTIVE PROJECTS IN 2006
96.7	87.8	million hungry people in 78 countries (82 in 2005)	CPs 34
23.6	24.3	million in development projects (DEVs)	DEVs 22
35.0	16.4	million in emergency operations (EMOPs)	EMOPs 37
(10.5)	(7.7)	- million in conflict situations	PRROs 53
(6.0)	(0.8)	- million in economic failure	SOs 35
(18.5)	(7.9)	- million in natural disasters	TOTAL 181
38.1	47.1	million in PRROs	
79.5	76.4	million women and children	
2.1	1.9	million refugees	
8.3	7.2	million IDPs	
1.3	1.2	million returnees	
QUANTITY OF FOOD AID			
4.2	4.0	million mt of food distributed	
2.5	2.0	million mt of food procured	
APPROVED PROJECTS IN 2006⁴			
3	9	CPs, valued at US\$417 million	
7	1	DEVs, valued at US\$5 million	
28	20	EMOPS/Immediate Response Account (IRA), valued at US\$1.5 billion	
14	18	PRROs, valued at US\$801 million	
18	15	SOs, valued at US\$115 million	
INCOME AND EXPENDITURES (US\$ billion)			
2.8	2.7	in contributions received	
2.97	2.93	in income	
2.9	2.7	in direct expenditures	
3.1	2.9	in total expenditures	
DEVELOPING COUNTRIES AND WFP ASSISTANCE			
89.0	90.6	percent of allocated development multilateral resources meeting country concentration criteria	
67.4	68.8	percent of allocated development resources reached LDCs	
78.0	77.0	percent of food procured, by tonnage, in developing countries	
75.0	73.9	percent of WFP's development assistance invested in African countries	

⁴ ISC are not included.



2005	2006	KEY FIGURES
MDG 2 Achieve universal primary education		
21.7	19.4	million schoolchildren received school meals/take-home rations
48.0	47.9	% were girls
-	6.0	% increase rate of change in absolute enrolment for children in schools with WFP school feeding programmes
94.0	90.0	% of children attended school throughout the year with school feeding programmes
MDG 3 Promote gender equality and empower women		
52.0	51.0	% of beneficiaries were women or girls
333	375	thousand women were in leadership positions on food management committees
10.0	5.5	million women received household food rations at distribution points in general food distributions
4.8	4.7	million household food entitlements were issued in women's names for general food distributions
MDG 4 Reduce child mortality		
58.2	58.8	million children were assisted in WFP operations
8.1	9.9	million malnourished children received special nutritional support
MDG 5 Improve maternal health		
2.5	1.5	million vulnerable women received additional nutritional support
89	89	% of pregnant and lactating mothers surveyed received micronutrient-fortified food (ECWI.1) ⁵
MDG 6 Combat HIV/AIDS, malaria and other diseases		
21	21	of the 25 highest HIV/AIDS prevalence countries received WFP assistance
9.0	8.4	million people affected by HIV/AIDS received WFP food assistance
51	51	countries received assistance for TB and HIV/AIDS prevention activities
MDG 7 Ensure environmental sustainability		
41.3	28.0	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		
14	14	stand-by partners
25	29	joint emergency needs assessments conducted with FAO and UNHCR.
72	84	corporate and private entities provided support donating cash and in-kind gifts worth US\$55.5 million
2,270	3,264	NGOs worked with WFP

⁵ Enhanced Commitments to Women Baseline Survey.



PART I: STRATEGIC OVERVIEW

7. The Strategic Plan (2006–2009) set WFP's strategic direction and the basis for measuring its performance in 2006. The Strategic Plan framed WFP's contribution to the MDGs in terms of its leadership in global logistics, emergency management and the fight against hunger. WFP's work throughout 2006 was influenced by a number of external factors such as ongoing United Nations reform, increased frequency of natural disasters and large protracted crises, and high but uneven funding. Internally, WFP continued to mainstream corporate initiatives and manage risk.

United Nations Reform

8. The ongoing United Nations reform also guided WFP's work during the year. WFP contributed to and benefited from measures seeking coherence, coordination and integration, including increased use of common humanitarian funding mechanisms such as CERF, cluster leadership roles and country-level joint United Nations programmes in nutrition, disaster management, education and HIV/AIDS.
9. **Humanitarian Reform.** WFP's role in the humanitarian clusters emanated from its strong operational character and reliable emergency-response capacity. Activities associated with the roll out of this new approach were funded through the Appeal for Improving Humanitarian Response Capacity. Under the cluster lead system, WFP retained overall responsibility for the food aid sector, the lead for the logistics cluster, and the co-lead for the emergency telecommunications cluster. Seven country-level logistics clusters were activated in 2006 under the leadership of WFP in the Democratic Republic of the Congo (DRC), Ethiopia, Indonesia (Yogyakarta), Kenya, Lebanon, the Philippines and Somalia. Activities related to implementing these field level clusters were funded through WFP projects. Each cluster experience contributed to increasing cooperation among humanitarian actors for a more effective response.
10. In 2006 the NGOs and United Nations agencies involved in the development of tools, systems and protocols for the logistics cluster agreed that the United Nations Joint Logistics Centre (UNJLC) should play a major role in generating logistics information. The global logistics cluster participants agreed that notwithstanding the new approach the UNJLC is an invaluable tool and an integral part of the logistics cluster. However, funding for the UNJLC core unit in Rome remained a concern.
11. Building on the momentum of United Nations reform, WFP capitalized on the experiences gained from managing the Brindisi United Nations Humanitarian Response Depot (UNHRD) and established a global UNHRD network. WFP provided services from UNHRDs to United Nations agencies, international organizations, governments and NGOs either at no cost or on a cost-recovery basis. The location and capacities of the UNHRDs saved lives, reduced the cost of deploying relief items and decreased response time.

12. As co-lead of the emergency telecommunications cluster, WFP supported rapid mobilization of telecommunications equipment and staff. In recognition of the critical importance of telecommunications in emergency response and of the additional costs associated with cluster leadership, WFP received US\$1.5 million through the Global Cluster Appeal to enhance global emergency telecommunications capacity. The gaps were only partially filled however, 46 percent of the funds requested were made available and they only arrived between September and December 2006.
13. The IASC nutrition cluster, led by UNICEF, fostered partnerships between United Nations agencies, NGOs, donors and technical groups with the aim of ensuring coordinated, timely and appropriate responses to nutrition emergencies. In this context, several thematic areas were addressed by different combinations of partners: cluster coordination at global and country levels, capacity-building, and emergency preparedness, assessment, monitoring and surveillance, which was co-chaired by WFP. Discussions commenced on the development of specific foods for the treatment of moderate malnutrition as a follow-up to “ready-to-use therapeutic foods”, which are used for the treatment of severe acute malnutrition.
14. **Coherent Programming.** WFP supported the United Nations Development Group (UNDG) Executive Committee (ExCom) in increasing the coherence of programming at the country level; WFP chaired the UNDP Programme Group in 2006. WFP and the other ExCom agencies initiated a joint office pilot in Cape Verde; a WFP staff member was selected as the deputy representative in charge of programme aspects for the joint office. WFP worked to ensure that the joint office improved United Nations country programming and administrative coordination. It was too early to measure concrete benefits at the programme level, but WFP-supported school canteens were used as an entry point to address needs such as child protection, nutrition and health.
15. WFP collaborated with other United Nations agencies to emphasize that development reforms at the country level, in particular joint programmes and budgets, reached the most food-insecure people in remote locations – WFP’s beneficiary target group. WFP participated in 46 joint programmes in various sectors and collaborated with the Rome-based agencies on hunger reduction as an integral component of UNDG action plans.
16. **High-Level Committee on Management.** WFP was one of the first United Nations agencies to adopt International Public Sector Accounting Standards (IPSAS) for financial reporting and accounting, with effect from January 2008. WFP assigned an IPSAS implementation team to coordinate with the WINGS II project and to ensure that IPSAS requirements were incorporated. The challenges for WFP include attributing value to in-kind contributions, establishing opening balances and migrating data.

Frequent Natural Disasters and Large Protracted Crises

17. There were no catastrophic events such as the 2004 tsunami or the 2005 Pakistan earthquake, but there were several large natural disasters in 2006 – for example the May earthquake in Indonesia that killed thousands of people – and a significant number of smaller disasters. IRA funds were required for 14 sudden natural disasters; 9 of these operations requested allocations below US\$3 million.
18. In the Latin America and Caribbean Region (ODP), WFP responded to four disasters of short duration in Bolivia, Ecuador, El Salvador and Nicaragua, combining resources from ongoing programmes with immediate-response EMOPs. In Asia, WFP responded to two flooding disasters in Nepal: in the first half of the year assistance was provided for families affected by drought; in the second half these areas required food assistance because of flooding.
19. Current evidence on climate change suggests that such paradoxical situations may become more frequent and that global warming will cause an increase in the number of natural disasters over the next 50 years. According to the Centre for Research on the Epidemiology of Disasters (CRED), the number of natural disasters has increased from 232 in 1994 to 493 in 2006.⁶
20. Large protracted crises were also a feature of WFP's operating landscape in 2006. Sudan, WFP's largest operation, accounted for 64 percent of direct EMOP expenditures and 38 percent of special operation (SO) expenditures; it required 18 percent of WFP's employees. Kenya was the second largest EMOP, amounting to 15 percent of EMOP direct expenditures. These two EMOPs accounted for 78 percent of direct expenditures for the category; Ethiopia made up 14 percent of direct PRRO expenditures. These operations were relatively well funded: 84 percent of EMOP needs were met in the Sudan and 97 percent in Kenya; Ethiopia was fully funded. These three countries corresponded to 34 percent of total direct expenditures in 2006.

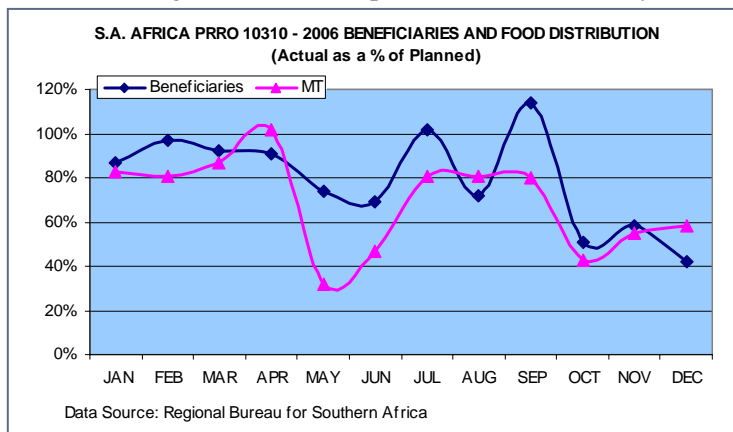
Recipient	DEV	EMOP	PRRO	SO	Bilat./ others	TOTAL
Ethiopia	19.0	-	174.5	0.9	-	194.4
Kenya	17.2	106.0	28.4	1.6	-	153.2
Sudan	3.2	465.6	-	88.9	-	557.6
Subtotal:	39.4	571.6	202.9	91.3	-	905.2
Total direct expenditures	268.2	729.0	1 233.3	236.3	198.1	2 665.0
Percentage	14.7	78.4	16.5	38.6	-	34.0
Data Source: WFP Data Warehouse						

⁶ Source: *Disasters in 2006*. Emergency Events Data (EM-DAT), the Office of United States Foreign Disaster Assistance (OFDA)/Centre for Research on the Epidemiology of (CRED) international disaster database www.em-dat.net Université catholique de Louvain, Belgium.



Uneven Funding

21. Between 2003 and 2006, global food aid deliveries fell by more than one third. The decline was most significant in the programme food aid category, which accounted for more than 25 percent of all food aid in 2002 but only 13 percent in 2006; project food aid also declined, but less precipitately. WFP's share of global food aid increased over the same period to a record 55 percent in 2006 (see Annex VII).
22. Despite the challenging funding environment, new sources of funding are emerging. Multilateral pooled funds, for example, are a new and rapidly growing mechanism. WFP benefited significantly from new pooled funding for humanitarian programmes: these include CERF, country level CHF and the MDTFs managed by the World Bank. In 2006, WFP received contributions of US\$214 million from funds managed by the United Nations and the World Bank. Pooled funds for humanitarian response and transition programmes will probably continue to be a significant component of WFP's income in future; reporting and financial management requirements for these funds will have to be harmonized with existing procedures.
23. Overall, 91 percent of beneficiary needs were met in 2006. WFP's large, well publicized relief operations were adequately funded, but many smaller operations suffered from significant funding shortfalls or pipeline breaks. If all programme categories are considered, excluding SOs, of 146 operations 52 were fully funded with no shortfalls. But a fifth of food operations experienced shortfalls of over 50 percent of planned needs: for example, the southern Africa regional PRRO suffered both from shortfalls and timing problems.



24. In general, shortfalls and pipeline disruptions were a result of the high proportion of directed contributions – 91 percent of contributions were directed in 2006 – and the timing of donations. Such a high level of directed contributions resulted in under-resourcing for a number of less visible operations. An additional US\$20 million in multilateral funds would have enabled WFP to avoid pipeline breaks in 13 small-scale refugee operations.
25. Several factors affected the actual availability of contributions. For example, funds were confirmed in the last quarter of the year: this usually translated into food distributions in the first quarter of 2007, which in turn affected the life cycle of operations, including the need to pre-position food.

26. Timing was a problem for development programmes in particular. At the beginning of the year, WFP forecast the level of resources that each programme would receive during the year: in practical terms, this meant that contributions confirmed late in the year probably disrupted pipelines and operational activities early on.
27. Resource shortfalls and contribution timing affected countries differently. Most country offices tried to maintain beneficiary numbers by cutting rations to accommodate food shortfalls during periods with pipeline breaks. A number of mechanisms helped country offices to cope with pipeline irregularities: for example, advance funding mechanisms and common humanitarian funds helped to minimize pipeline disruptions. Local government contributions of food were significant in overcoming pipeline breaks in Kenya and the Sudan. Partnerships were strengthened and diversified, but unpredictable resources sometimes hindered partnerships at the field level; this was particularly problematic for HIV activities, when drugs arrived on time but food was either delayed or insufficient.
- Madagascar.** The Madagascar PRRO experienced a shortfall of 75 percent and thus met the food needs of only 20 percent of the population – 66,000 people – considered to be most vulnerable. Targeting was difficult, and WFP had to intervene to guide partners to comply with increasingly restrictive criteria.

Cambodia. A 43 percent shortfall in the PRRO forced some difficult decisions: no distribution to pregnant and lactating women and young children, no distribution to people living with HIV (PLHIV), no take-home rations for students. Frequent interruptions to food distributions made it difficult to sustain gains such as increased school attendance.

Mainstreaming Corporate Initiatives and Managing Risk

28. As part of the change management function, WFP mainstreamed 5 of the 12 corporate change initiatives during 2006 and integrated RBM, performance measurement and risk management. WFP expanded on the risks highlighted in the Strategic Plan (2006–2009) and developed a corporate risk profile. Risks were prioritized according to the likelihood of occurrence and impact on results: for example, the Business Continuity Project (BCP) was expanded in the light of the risk associated with a potential avian and human influenza pandemic. BCP will benefit field offices by providing normative guidance and methods for risk analysis, mitigation and crisis management.
29. As 2006 drew to a close, each regional bureau had received training on identifying and managing risks in preparation for the annual work-planning exercise: ODP, for example, undertook a risk management study to identify the risks associated with the regional focus on capacity-building and technical assistance, of which a major objective was to redefine the regional strategy, incorporating the views of counterparts regarding WFP strengths, weaknesses and opportunities for working together.

PART II: LEARNING FROM EXPERIENCE

30. Analysing lessons is a critical part of assessing performance. For this year's APR, lessons were drawn from internal and external evaluations, after-action reviews and special studies and analyses. These sources identified areas crucial to effective operations: advance financing mechanisms and their role in improving timeliness, opportunities and challenges presented by the cluster approach, meeting United Nations gender goals and developing a strong monitoring capacity.

Advance Funding Mechanisms and United Nations Common Funds

31. In 2006, WFP analysed eight of its largest operations to assess the effectiveness and timeliness of internal advance funding mechanisms – the IRA, Working-Capital Financing (WCF) and the Direct Support Cost Advance Facility (DSCAF) – and United Nations common funds, CERF and CHF.⁷ The analysis examined the ways in which different mechanisms minimized pipeline breaks and response times.⁸
32. In the countries studied, the combined use of the advance funding facilities secured the equivalent of 1 million annual food rations for 15 million targeted beneficiaries. Loans and grants from advance funding mechanisms covered on average 20 percent of project direct expenditures. The monetary value of the food made available for distribution in 2006 through internal advance funding mechanisms and United Nations common funds corresponded to 10 percent of the monetary value of planned food requirements.
33. WFP often used the mechanisms in a complementary manner to avert pipeline gaps and ensure timeliness. Each mechanism provided a substantial level of funding, helped to fill gaps and covered the cost of essential operational components, including support services. For WFP's largest operation, Sudan EMOP 10503.0:
- A CERF loan was used to pre-finance the purchase of commodities;
 - WCF loans prevented ration reductions and provided the opportunity to preposition food;
 - IRA funds were used to buy non-cereal commodities to supplement cereals; and
 - CHF funds covered the internal transport costs of commodities already in-country.
34. **Immediate Response Account** allocations reached a record high of US\$136 million in 2006. Contributions to the IRA totalled US\$31.9 million, an increase over 2005; the amount revolved into the account totalled US\$82.6 million.

⁷ A joint PDP/OD review studied: OPT PRRO 10387.0, Sudan EMOP 10503.0, DRC PRRO 10288.0, Afghanistan PRRO 10427.0, Kenya PRRO 10258.1, Kenya EMOP 10374.0 and Somalia PRROs 10191.0 and 10191.1. The projects were selected according to size of WFP operations in 2006 and the amount loaned or granted for that operation.

⁸ To quantify effectiveness for the IRA, WCF and CERF mechanisms the method used in "Summary Report of the Evaluation of the Business Process Review" (WFP/EB.A/2006/7-B) was slightly revised.

35. In the countries studied, IRA funds were released on average within one week. The quickest release was made in less than 24 hours for Somalia PRRO 10191.1; the longest interval between request and approval was two weeks for the Sudan EMOP. The IRA mechanism also proved highly flexible in:

- Covering imminent pipeline breaks, for example for the Somalia PRRO by allowing immediate local or regional purchases; and
- Meeting associated costs and full-cost recovery, especially in twinning arrangements – for example IRA funds with an in-kind maize donation from the Government of Kenya for EMOP 10374.0; had the IRA not been available, delayed purchase orders of two-and-a-half months and consequent pipeline breaks would have forced either a reduction of 408,000 in the number of beneficiaries or a cut in rations for all 3 million targeted beneficiaries.

36. The **Direct Support Cost Advance Facility** proved very efficient. Funds were released in less than 24 hours to support start-up costs in the Philippines. DSCAF funds were flexible in that they were not tied to additional food resources, and they were a unique source of advance funding for development. The Philippines country office and the southern Africa regional bureau experienced difficulties in repaying DSC advances because of unanticipated shortfalls in contributions. Revolvement was also more difficult when the DSCAF advance was a significant proportion of the total DSC budget and contributions fell short of expected levels.

The regional bureau in Dakar summarized benefits from advance funding mechanisms for development programmes as:

- maximizing resources through timely availability of funds for procurement and transport;
- maximizing seasonal opportunities for local/regional procurement; and
- potentially achieving economies of scale through larger purchases.

37. **Working Capital Financing** provided flexibility to purchase commodities rapidly, allowing overall cost savings. The Sudan regional bureau, for example, was able to purchase commodities before the rainy season and pre-position stocks, reducing the need for costly airlifts and airdrops. The average interval between the loan request and approval was one month for Sudan and for the Occupied Palestinian Territory PRRO 10387.0. Repayment terms are stringent for the WCF, and these offices experienced difficulties in meeting repayment schedules, partly because forecast contributions, which are the basis for advancing WCF loans, were either delayed or fell short of expectation.

38. **Central Emergency Response Fund** resources were disbursed in cash with no restrictions as to use. In 2006, WFP received US\$108 million, or 42 percent of total CERF allocations, the largest of any United Nations agency. CERF grants funded the United Nations Humanitarian Air service (UNHAS) airstrip rehabilitation in Somalia, facilitated twinning with an in-kind Sudan Government donation for the Sudan EMOP, expedited the response for Afghanistan PRRO 10427.0 by covering commodity, transport and administrative costs, and enabled the Kenya country office to borrow commodities from other projects and avoid pipeline breaks in the refugee operation.

In 2006, US\$14 million was granted to WFP operations in West and Central Africa from CERF for emergency and severely under-funded operations in nine countries. The country offices used relationships with all other field-level actors to gain support for food assistance and SOs.

39. Early in the year, administrative processes outside the control of WFP delayed the release of CERF funds, but timeliness improved as the year progressed. In the Sudan, it took three weeks to approve a CERF grant requested at the beginning of May to assist internally displaced people (IDPs) in Darfur. It also took three weeks to approve a request for US\$1.7 million for the Kenya PRRO in September. In December, two requests for CERF grants to support Sudan SOs were both approved within 24 hours.⁹
40. **Common Humanitarian Funds** were established as two independent CHF grants for the Sudan and DRC. In the Sudan, the US\$36 million primarily covered LTSH costs. In DRC, CHF funds supported UNHAS SO 10377.0 and UNJLC SO 10466.0; the funds for these were released with no delay, but for DRC PRRO 10288.0 the release period was six weeks.

Cluster Approach – Lessons from 2006

41. The cluster approach was devised to improve the predictability, timeliness and effectiveness of humanitarian responses. Since the inception of the approach, logistics cluster responses have generated important lessons, particularly the October 2005 Pakistan earthquake response, still ongoing in 2006, and the Lebanon conflict in July/August 2006. Common findings from reviews and evaluations included the following:
- The logistics cluster promotes participation at all levels, including governments and the military, to assure maximum efficiency. However, United Nations agencies need to engage more fully with non-United Nations entities, particularly local NGOs and community-based groups, to ensure increased buy-in and participation.
 - There is need to distinguish between the role of the sector lead organization in its own activities and its role in cluster activities. WFP has therefore created a separate staff cell for cluster activities to ensure that WFP's cluster responsibilities do not detract from its core activities.
42. **Pakistan.** The earthquake in Pakistan in October 2005 was the first test for the cluster approach. The real-time evaluation (RTE) focused on the practical implications of the cluster approach and the potential for improving response.¹⁰ It found that clusters in the field were operationally relevant and able to mobilize resources and identify gaps. The evaluation also found that cross-cutting issues of gender, human rights, participation, environment and monitoring and evaluation (M&E) were given less emphasis in Pakistan. Some respondents felt that recovery efforts received too low a priority in the overall humanitarian response. The RTE findings were fed into the IASC self-assessments of cluster roll-out countries.

⁹ Common Logistics Services (Sudan SO 10342.1) and Humanitarian Air Services (SO 10181.3).

¹⁰ WFP/EB.2/2006/6-D: Information note on the inter-agency real-time evaluation of the application of the inter-agency standing committee cluster approach in the South Asia earthquake.



43. The IASC self-assessment conducted by OCHA between September and November 2006 found that the cluster approach had provided a practical framework for coordination, decision-making and action in a chaotic operational environment. It highlighted the potential of the cluster approach to improve the effectiveness of humanitarian response but noted that many challenges remained, particularly the interpretation of the cluster lead role and internal management of the cluster. Lessons from the self-assessment include the need to (i) identify and address gaps in response capacity, (ii) ensure that global cluster leads support their field groups and (iii) appoint sector leads with appropriate skills.
44. **Lebanon.** A WFP self-review found that overall coordination of the three clusters led by WFP – food security, logistics and security telecommunications – was good and noted two main factors that characterized the WFP emergency operation in Lebanon: the speed of the operation and the need to set up an office rapidly in a country without a WFP presence to manage four operations.¹¹ The need for all cluster partners to share information promptly was cited as an area for improvement.
45. The Lebanon operational plan maintained a separation between WFP and inter-agency operations. WFP supports the assignment of staff uniquely to cluster activities to avoid duplication of resources. Pakistan and Lebanon were large-scale logistics cluster operations requiring significant resources to coordinate inter-agency responses.
46. In other cluster interventions such as Yogyakarta, Indonesia, the main emphasis was on coordination and information sharing. Logistics cluster interventions are tailored according to the context of the emergency, the logistics capacity available in-country and the assets deployed by the responding organizations.

Gender Priorities

47. **Zero Tolerance of Sexual Exploitation and Abuse.** The United Nations has declared a zero-tolerance policy for sexual exploitation and abuse (SEA). WFP is committed to complying with these obligations and to those arising from the Secretary-General's bulletin *Special Measures for Protection from Sexual Exploitation and Abuse*.
48. Because WFP's work involves extensive contact with beneficiaries during food distributions, its workers and partners are particularly susceptible to being associated with transactional misconduct. WFP therefore bears a reputation risk for the conduct of its staff – one staff member was sanctioned in 2006 – and the staff of cooperating partners, and for those involved in the supply chain, including commercial drivers. Failure to comply with WFP's core principles on SEA has resulted in the termination of contracts.

¹¹ "Experiences and Lessons Learned in WFP Lebanon Operation" (July-October 2006).

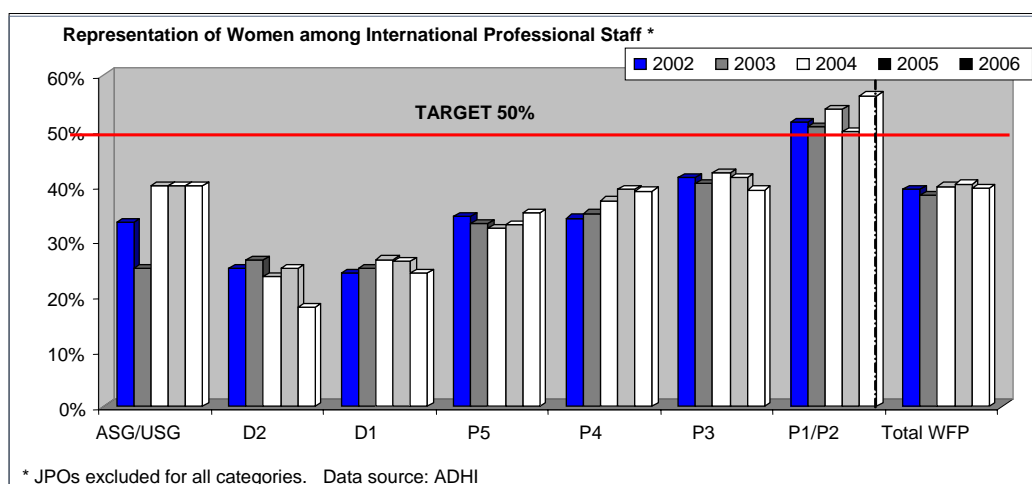


49. Training for WFP food aid monitors includes ways of preventing and reporting sexual exploitation. Monitors are encouraged to talk to beneficiaries to ensure that all understand that food is distributed free and without obligation of any kind. The new WFP Whistleblower Policy encourages staff and partners to report misconduct and helps to manage the risks associated with SEA.

In southern Africa, WFP in collaboration with UNICEF and Save the Children (SCF-UK) sought to raise awareness among staff and beneficiaries about the effects of HIV/AIDS and the message of "zero tolerance" of SEA. Training reached all levels, from senior managers to WFP truck drivers. In 2006, 7,000 staff from United Nations agencies, NGOs and other organizations were trained.

The Liberia country office conducted several training workshops on prevention and reporting mechanisms for SEA for staff from WFP, cooperating partners and commercial transporters. Training and sensitization for students, PTAs and community leaders included forming gender-balanced committees for food distribution and management and asset-creation, and the rights and dignity of women and girls.

50. **Staff Targets.** WFP's Enhanced Commitment to Women (ECW) VIII frames WFP's gender goals and targets in line with United Nations targets, in particular: "make progress towards gender equality in staffing, opportunities and duties, and ensure that human resource policies are gender sensitive and provide possibilities for staff members to combine their personal and professional priorities." For WFP, as for most operational agencies, challenges remain. The High-Level Panel noted that "...the United Nations needs a much stronger voice on women's issues to ensure that gender equality and women's empowerment are taken seriously throughout the United Nations system."



51. Between 2002 and 2006, the gender composition of WFP's international professional staff has not changed significantly, although there have been positive movements in a few indicators. The corporate indicator – "percentage of staff by gender and geographical distribution" – showed no significant change from 39.3 percent in 2002 and 2006 and 39.5 percent in 2006. The proportion of women in each grade level was also relatively stable. Women accounted for 30.6 percent of all international professional staff in management positions in 2002; in 2006 the figure was 30.5.

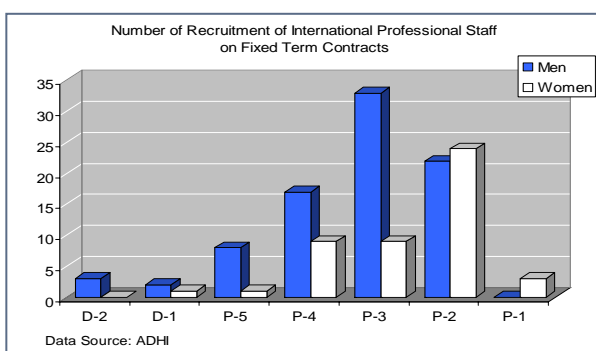
52. There were some noteworthy changes between 2002 and 2006:

- At the D2 level the representation of women decreased from 25 percent to 17.9 percent;



- The regional bureau in Cairo saw an increase in women staff from 23.6 percent to 40.8 percent; in Sudan the increase was from 30 percent to 32.3 percent;
- The percentage of women at the P4 grade increased by 4.9 percent; in 2006 it reached 39 percent;
- The proportion of women varies by job category: in the programme function, women accounted for 45 percent of staff; in the logistics category, the proportion was only 19 percent; and
- A 2006 analysis of the marital status of WFP employees found that 58.3 percent of divorced staff were women; of those who were single, 64.2 percent were women.

53. Slow progress in meeting targets may be partially a result of recruitment trends. Recruitment rates for 2006 showed a marked difference at the P3 level and above. Greater numbers of men were recruited at all grades above P2.



54. Another reason may be related to the declining number of countries with family duty stations. Retaining women is challenging because of WFP’s demanding work locations, especially women with families. Of the international professional women in 2002, 22.5 percent were in D and E duty stations and 41.7 percent were in Headquarters.¹² By 2006, the proportion had fallen to 17.0 percent for the D and E stations and risen to 48.7 percent in Headquarters.

55. An analysis of the 2006 Global Staff Survey provided additional insights as to why staff leave WFP. Staff were asked to indicate if they planned to leave WFP in the short term and if so, why. The main reasons cited were similar for men and women: 65 percent of women respondents cited “limited decision-making” and “lack of opportunity to grow professionally”; of men respondents, 45 percent identified “lack of opportunity to grow professionally”, but only 30 percent identified “limited decision-making”. The least-cited reasons for men and women were “do not want to/cannot be mobile”, “family-related or personal reasons” and “safety/security concerns”.

Laos achieved gender equality among its staff. For each newly recruited staff member since early 2005, the existing gender ratio in a particular area of work or duty station was analyzed; subsequently either women or men were encouraged to apply, as appropriate. Because formal vacancy announcements often did not reach potential women applicants, other ways of finding qualified women candidates were applied – visits to colleges and radio messages, for example.

¹² D and E duty stations are classified as hardship.

56. To understand staff trends more clearly, WFP will explore factors that affect the recruitment and retention of women, review its gender policy and refine the ECW. The study will help to identify ways in which WFP can meet the target of gender equality and address recruitment and retention issues.

Monitoring for Decision-Making and Results

57. A number of country offices have introduced innovative M&E systems, but monitoring for decision-making and reporting needs to be enhanced throughout WFP. The thematic review of targeting in relief operations noted that monitoring was generally weak in all the countries reviewed.¹³ In Malawi, which was commended for its rigorous monitoring, analysis of findings was problematic and the data collected did not fully guide management decisions.

WFP RB for Southern Africa developed two unique automated output M&E systems that are accessible on-line. By building validation checks into the system, accuracy of reporting was increased. The RB has also piloted an outcome monitoring system to track food and livelihood security indicators in the six PRRO countries. Changes in food and livelihood security of beneficiary and non-beneficiary households are tracked to understand trends in food security.

58. The 2006 evaluation of the Somalia PRRO concluded that the failure to monitor planned outcomes effectively was attributable to the low priority accorded by WFP management to monitoring outcomes.¹⁴ The evaluation of the Darfur EMOP 10339.1 cited significant losses as a result of poor distribution monitoring and noted that insufficient monitoring of partners' performance and of nutritional outcomes had not allowed information to be brought forward for management action; the evaluation also found that rations were inadequate to maintain nutritional well-being.¹⁵
59. The targeting review recommended a cultural change in the way staff view M&E: it should be seen as a way to make things work rather than an accountability mechanism. This change will probably result in greater demand for resources for monitoring. The review proposed that WFP develop a flexible approach to monitoring that could be implemented routinely to inform management decisions.

¹³ "Thematic Review of Targeting in Relief Operations: Summary Report" (WFP/EB.1/2006/7-B).

¹⁴ "Summary Report of the Evaluation of Somalia PRRO 10191.0: Food Aid for Relief and Recovery (WFP/EB.A/2006/7-A 3).

¹⁵ "Summary Report of the Evaluation of Darfur EMOP 10339.01: Assistance to Populations affected by Conflict in Southern Darfur, West Sudan (WFP/EB.1/2007/7-A).



PART III: PERFORMANCE HIGHLIGHTS

OVERVIEW OF MAIN RESULTS

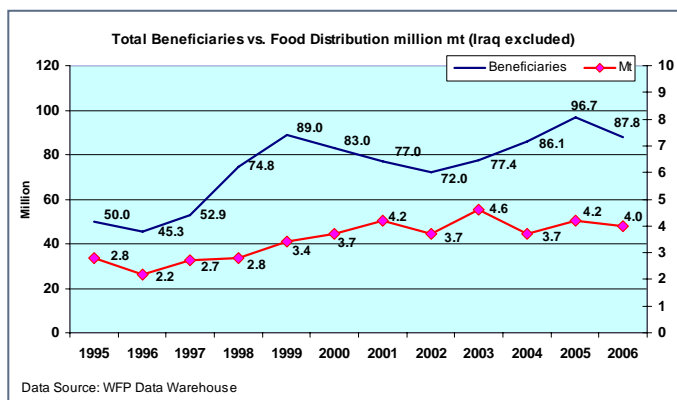
Table 2: Beneficiaries by Programme Category and Strategic Objective (US\$ million)

	DEV.	EMOP	PRRO	Total	% of total
SO1	0.4	8.9	13.8	23.1	26.3
SO2	4.9	5.6	17.5	28.0	31.8
SO3	4.9	1.1	8.5	14.5	16.5
SO4	14.1	0.8	7.4	22.2	25.3
TOTAL	24.3	16.4	47.1	87.8	-
% of total	27.4	18.7	53.9	-	100

60. WFP assisted 87.8 million people in 2006, 9 percent fewer than in 2005. But it provided more food for targeted beneficiaries than in 2005 as a result of gains made in fundraising – 91 percent of needs met compared with 82 percent in 2005 – and commitment to provide adequate quantities of quality food. Four million mt of food was distributed, only 5 percent less than in 2005. With respect to quality, 25 percent of the food distributed was fortified, compared with 20 percent in 2005.

61. Children remained the primary focus of WFP assistance in 2006: they accounted for 67 percent of WFP beneficiaries, up from 60 percent in 2005. Women and children together accounted for 85 percent of WFP beneficiaries, and women and girls received 51 percent of WFP food assistance, a lower proportion than in 2005. GFD was the largest activity area, reaching 36.1 million beneficiaries, followed by FFA, with 23.7 million beneficiaries¹⁶. WFP reached 19.4 million children through school feeding.

62. WFP assisted 47 million people through PRROs, 54 percent of all beneficiaries, and 24 percent more than the 38.1 million reached in 2005. The largest proportion of PRRO beneficiaries – 37 percent – received food through activities aligned with Strategic Objective 2, compared with 29 percent



¹⁶ Food for assets (FFA) includes food for training (FFT) and food for work (FFW).



reached through Strategic Objective 1 activities. The large emergencies of 2004 and 2005 that made the transition to protracted relief and recovery partially explain the increase in PRRO activity – four EMOPs were replaced by PRROs in 2006, including the large operations in Pakistan and the Democratic Peoples' Republic of Korea (DPRK). The average duration of operations in the PRRO category was 31 months.

63. Several PRROs were significantly enlarged to cope with changing circumstances and to meet evolving food needs: the Ethiopia PRRO incorporated an additional 1.7 million people, bringing the total assisted to 5.6 million, 6 percent of 2006 beneficiaries in all operations; the southern Africa regional PRRO was enlarged by 2 million beneficiaries, incorporating Namibia EMOP 10334.0 for children affected by HIV/AIDS.

64. Most PRROs fell into three categories: ongoing conflict, post-conflict, or refugees. These accounted for 70 percent of PRROs. The other 30 percent of operations supported recovery interventions following natural disasters or political or economic crisis.

Table 3: Performance Highlights (US\$ million)

Programme category	Beneficiaries	Food distributed (mt)	Direct expenditures (US\$)
DEV	24.3	0.7	268.2
EMOP	16.4	1.1	729.0
PRRO	47.1	2.2	1 233.3
TOTAL	87.8	4.0	2 230.4

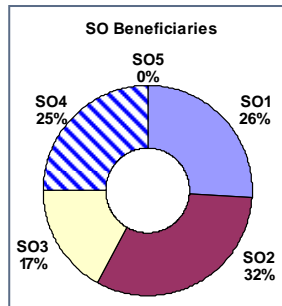
65. It is not always easy to establish the point at which an emergency ends or to identify a clear transition from relief to recovery, but a number of PRROs made the transition. For example, WFP and UNHCR collaborated in the repatriation of refugees returning to Angola, Burundi, DRC, Liberia and the Sudan. The programme to assist returnees in Angola reopened in the second half of 2006, enabling a further 8,000 refugees to go home.

In April 2006, WFP completed its assistance to IDPs in Liberia after 17 years, during which most of Liberia's population of 3 million were internally displaced at some time. WFP supported the return of 400,000 IDPs during 2005–2006 with a four-month food ration.

The repatriation of Liberian refugees is still under way: 86,000 refugees have returned home since the process started in 2004; it will end in June 2007.

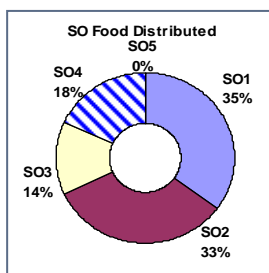
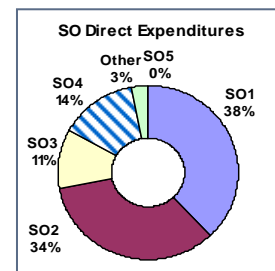
WFP has gradually shifted its assistance to focus on post-conflict recovery, primarily helping to re-establish basic social infrastructure in education and primary healthcare and supporting rural livelihoods through agricultural rehabilitation.

66. Returns can be delayed if recovery activities are not completed in areas receiving returnees. Many of the Angolan refugees in Zambia who expressed a willingness to return changed their minds, citing lack of social infrastructure in their home areas as the primary reason.
67. Of 2006 EMOPs, 56 percent were related to natural disasters, with an average duration of ten months. Food assistance in response to the earthquakes in Pakistan and Indonesia and to the Tungurahua volcano eruption in Ecuador lasted between one and three months. As emergency requirements declined in 2006, the number of beneficiaries fell to 16.4 million, less than half the number reached in 2005 and the lowest number for five years; 54 percent of EMOP beneficiaries were assisted through activities aligned with Strategic Objective 1. The decline in food distributed through EMOPs was less striking – 23 percent less in 2006 compared with 2005.
68. Of the 37 EMOPs and IRA EMOPs active in 2006, 14 were closed during the year, 5 moved to the PRRO category and 5 were reformulated as new EMOPs. Only 13 remained active into 2007.
69. WFP reached more people through its development assistance in 2006 than in 2005. The number of beneficiaries rose to 24.3 million, a 3 percent increase, meaning that WFP provided food to an additional 702,000 people. The quantity of food distributed and total direct expenditures were also higher than in 2005. Education interventions accounted for 60 percent of development beneficiaries.
70. More than 2 million mt of food was purchased in 2006, accounting for 50 percent of the food distributed to beneficiaries, compared with 59 percent in 2005. The total value of food procured was US\$601 million. In tonnage terms, food purchases in 2006 were 20 percent less than in 2005, partly because of carry-over stocks. More than 1 million mt, 50 percent of all food procured, was purchased from least developed countries and low-income countries – a 14 percent increase over 2005. Overall, 77 percent of food was procured from developing countries in 2006.
71. In 2006, ahead of schedule, WFP achieved the country concentration target, meeting the two criteria with 90.6 percent of multilateral resources for development. The Board stipulated that by 2007 WFP concentrate at least 90 percent of undirected multilateral resources for development to LDCs or LICs and those with chronic malnutrition measured as a rate of stunting over 25 percent among children under 5.



72. The Strategic Objectives contribute to the achievement of the MDGs and constitute a comprehensive approach to addressing hunger and food insecurity. For the second year, Strategic Objective 2 reached the largest number of WFP beneficiaries, one third of the total. Two thirds of the beneficiaries assisted through Strategic Objective 2 activities were in the PRRO category. The remainder were assisted through DEVs and EMOPs.

73. Strategic Objective 1 accounted for the largest proportion of food distributed – 35 percent – and of direct expenditure – 37 percent – but only a quarter of beneficiaries. This reflects the larger food basket for targeted beneficiaries in emergencies and some protracted relief situations. Sixty percent of Strategic Objective 1 beneficiaries were assisted through PRROs; the remainder were assisted mainly through EMOPs. DEVs reached 414,000 beneficiaries under Strategic Objective 1.



74. Strategic Objective 4 accounted for a quarter of beneficiaries but only 18 percent of food distributed. This reflects the smaller food basket provided for food-for-education (FFE) activities. Sixty-three percent of Strategic Objective 4 beneficiaries were assisted through development projects, 33 percent through PRROs and 4 percent through EMOPs.

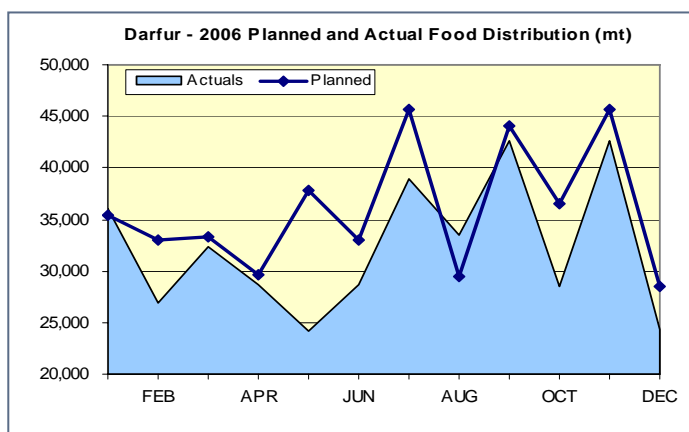
WFP MAKING A DIFFERENCE

Darfur – Food Making a Difference

75. Progress toward sustainable peace was made in some regions of the Sudan; other areas, particularly Darfur, continued to suffer the effects of civil conflict and worsening security. The conflict in Darfur has devastated livelihoods and food security, necessitating record levels of WFP assistance. In spite of a peace agreement in May 2006, widespread insecurity and displacement continued, which limited access to beneficiaries and options for humanitarian assistance. Of the estimated 6 million people living in Darfur, 3.7 million are conflict-affected and 2 million live in IDP camps and host communities.

76. WFP responded to the challenges in the Sudan by amalgamating its EMOPs and a PRRO into EMOP 10503.0, which is the largest WFP operation, accounting for 20 percent of total direct expenditure in 2006.¹⁷ To reach 6.1 million people affected by past and present conflict in all parts of the country, a budget of US\$746 million was approved for 730,000 mt of commodities, with SOs to improve access, provide humanitarian air services and set up offices in remote areas of Darfur, and for UNJLCs. The main objectives of the EMOP were to save lives, protect livelihoods and improve access to basic education in food-insecure areas; 70 percent of the EMOP was planned for Darfur.

77. Funding constraints at the end of 2005 led to insufficient carry-over stocks in early 2006. From March, the operation faced serious pipeline breaks. Rations were cut in May, affecting 2.5 million people in Darfur. WFP borrowed through internal funding mechanisms to reduce pipeline breaks and



received an in-kind contribution of 20,000 mt of sorghum from the Sudanese Government of National Unity.¹⁸ Given the long lead time for contributions – it took up to six months for a pledge to materialize as food rations – WFP was unable to restore rations fully; the regional bureau maintained rations at 85 percent for the remainder of the year to make food stocks last.

¹⁷ PRRO 10122.1 “Assistance to Eritrean Refugees” and EMOPs 10048.1/2/3, 10339.0/1, and 10557.0 were incorporated into EMOP 10503.0 from April 2006.

¹⁸ WFP received US\$30 million in cash from the Government of Southern Sudan for its emergency road repair and de-mining operations in the south.

78. Partners distributed 90 percent of WFP food: 19 NGOs undertook general food distributions for WFP and an additional 18 supported nutrition and FFE programmes. Building partnerships in Darfur was critical in conducting assessments and reaching the enormous number of people in need of food assistance. As a result of the volatile security situation in Darfur, WFP's cooperating partners suffered from high staff turnover and at times found it difficult to recruit qualified staff. In some cases this led to poor monitoring and evaluation practices.
79. Despite deteriorating security, WFP and its partners reached 3.1 million beneficiaries in camps and villages in Darfur during the peak of the hunger season. Food consumption patterns remained similar to 2005; market prices of staple foods were stable. Crude mortality and under-5 mortality rates have declined over the past three years. The reported incidence of illness, including diarrhoea, was substantially lower than in 2005. Global acute malnutrition fell to 13 percent and severe acute malnutrition to 2 percent.¹⁹ Acute malnutrition rates of 16 percent in North Darfur were persistently above the emergency threshold, because humanitarian assistance to the affected population continued to be constrained by fighting.
80. **Challenges.** The operational environment became increasingly tense and unpredictable during the second half of 2006: new armed groups formed and alliances changed rapidly; banditry, looting and ethnic conflict occurred wherever there was a power vacuum. Increasing attacks on humanitarian workers prevented most road travel, creating reliance on air transport for assessments, implementation and monitoring. In Chad, 40 WFP vehicles were stolen and WFP warehouses looted. As the conflict in Darfur spilled over into Chad, WFP assisted 220,000 Sudanese refugees and 200,000 people from the host population.
81. IDPs in camps became dependent on food aid for survival as the worsening security situation constrained livelihood opportunities. Recovery activities in Darfur were reduced or postponed, making large-scale relief assistance essential. WFP used windows of opportunity to distribute double rations. The deployment of WFP security teams enabled faster assessments and the WFP-operated UNHAS enabled partners to work in otherwise inaccessible areas.
82. Women were the main victims of attacks if they ventured away from settlements in search of firewood or water. Although women participated in the design of food distributions in two thirds of communities, only 1 percent of leadership roles were filled by women because of cultural attitudes and insecurity. Despite the obstacles, WFP will continue to emphasize the empowerment of women.
83. **Lessons.** The constantly changing security context meant that preparedness was crucial. It was essential to build buffer stocks sufficient to cover requirements for eight to twelve weeks in areas close to beneficiaries to maintain a constant food pipeline. Many of the actions taken by WFP in response to the crisis were not adequately covered by its policies and procedures. It will be important to document the innovations used in Darfur and revise policies and procedures for use in similar situations.

¹⁹ The humanitarian community views 10 percent acute malnutrition prevalence among boys and girls under 5 as a standard in emergency settings by the end of the first EMOP period if baseline figures are above 10 percent.

Lebanon – Fast in, Fast out

84. Within days of the start of hostilities in southern Lebanon, a humanitarian crisis developed as hundreds of thousands of people fled the conflict. WFP deployed a team to assess requirements for food, logistics and security support. The regional bureau assessed food availability and supply in Lebanon, finding that the country had about three months of food available. Continued shelling led to massive destruction of infrastructure and the displacement of 1 million people.

85. The objectives of EMOP 10537.0 were to increase food access for displaced and host families, avert a nutritional crisis and support the livelihoods of affected people. Clusters were activated to facilitate the supply of humanitarian relief to the areas most affected. WFP launched three SOs. IRA and CERF allocations provided immediate resources to purchase food in the region.

86. WFP worked to secure access to beneficiaries through a neutral supply chain managed by the United Nations with coordinated humanitarian aid deliveries. The common logistics services of SO 10534 supported 38 organizations in transporting 25,200 mt of food and non-food relief items to beneficiaries. The quantity of food distributed reached 60 percent of the planned level, mainly because of difficulties in negotiating access to conflict-affected areas before the ceasefire. By the end of the operation, WFP had assisted 824,000 people affected by conflict people in Lebanon and Syria, 49 percent more than planned.

Table 4: Lebanon Emergency Timeline

12 July	Start of conflict.
17 July	Emergency team deployed in Lebanon/Syria. ²⁰ WFP opened country office in Lebanon.
23 July	WFP declares a “corporate emergency” EMOP and 3 SOs Approved. ²¹ EMOP 10537.0 (US\$21 million): Planned beneficiaries: 550,000 Food: 23,587 mt.
24 July	Launch of Flash Appeal: US\$150 million; WFP’s proportion: US\$48 million, 32%.
26 July	First WFP-organized United Nations convoy. First food distribution.
14 August	United Nations-brokered ceasefire went into effect.
23 – 24 October	EMOP/SO closure ²² Total expenditures: US\$7.7 million ²³ Total food distributed: 12,876 mt Total beneficiaries 824,000.
31 October	Closure of country office.

²⁰ Emergency preparedness and needs assessment for EMOP 10532.0.

²¹ SO 10534.0 for logistics, US\$37.2 million; SO 10535.0 for inter-agency emergency telecommunications, US\$0.87 million; and SO 10536.0 for UNJLC, US\$1.33 million.

²² Standard project reports for SOs 10534.0, 10535.0 and 10536.0 and EMOP 10537.0.

²³ Total confirmed contributions for EMOP 10537.0 amount to US\$11.2 million.



87. The immediate EMOP response enabled food to reach beneficiaries when they were most in need. Many beneficiaries did not have access to cooking facilities, so high-energy biscuits (HEB) and canned food were provided. WFP also provided flour to support bread production through NGOs and commercial bakeries.
88. The WFP food basket helped to sustain families during displacement and supported their return; it represented 24 percent of a poor family's average monthly income of US\$300–400, helping to compensate households for their loss. Malnutrition was not an issue in Lebanon before the conflict; malnutrition rates remained stable during the crisis.
89. The rapid food-security assessment conducted in September after the ceasefire concluded that Lebanon would soon be food-secure and recommended that WFP assistance cease after the initial period of the flash appeal. WFP made a bilateral purchase of 12,300 mt of wheat on behalf of the Government of Lebanon.
90. **Challenges.** Humanitarian actors were constrained by rigorous United Nations security procedures. A more flexible approach to staff and cargo movements would have significantly facilitated the response. WFP will pursue this issue at the inter-agency level.
91. **Lessons.** Stand-by arrangements with partners, particularly for logistics and ICT, proved crucial to the success of the operation; secondment of staff from other agencies was essential for the work of the UNJLC. The emergency telecommunications cluster would have benefited from a service-level agreement covering all services provided, giving users a clear understanding of services to be expected.
92. In the early days of the operation, priority was given to assisting IDPs and those cut off by the conflict. A humanitarian staff and a cargo-notification procedure were established to negotiate access to the people affected. Following the end of hostilities, there was a mass return of IDPs. Planned beneficiary figures were adjusted and the targeting criteria changed to take into account all people affected by the conflict.
93. A customer satisfaction survey showed positive results for the logistics cluster, but training and deployment of personnel from other agencies and NGOs should continue so that a logistics unit for United Nations agencies can be deployed at the onset of an emergency. A major role of UNJLC should be providing information on customs procedures, flight clearances and fees, and as required to assist with concessions or waivers on behalf of humanitarian organizations.

Kenya – Food and Services Making a Difference

94. By early 2006, after five consecutive poor rainy seasons, the livelihoods of marginal farming households and pastoralists in northeastern Kenya were severely stressed. Starting in August 2004, when the short and long rainy seasons had failed, WFP provided emergency assistance through EMOP 10374.0. As the drought continued throughout 2005 and 2006, crops and livestock died or were sold below market prices. A joint short-rains assessment in January 2006 concluded that 3.5 million pastoral and farming people, including 500,000 schoolchildren, in 25 northern districts were in need of food assistance.
95. As conditions worsened in the first half of 2006, the ongoing EMOP was scaled up to reach 3.6 million drought-affected people, of whom 560,000 were schoolchildren in emergency school feeding programmes.
96. Paradoxically, in early October torrential rains over most of the Horn of Africa caused flooding and affected many people who had previously suffered from the drought. The flooding caused further crop and livestock losses and cut road access to many of the areas worst affected, significantly increasing food insecurity. WFP extended assistance to an additional 200,000 flood victims.
97. **Challenges.** Late arrival of contributions and consequent late deliveries – most external food aid arrived in May and August – caused pipeline breaks during the first six months of the year. The period of shortfalls coincided with the height of the drought. WFP relied on advance funding mechanisms to maintain the pipeline and the Government made a contribution of 60,000 mt of cereals and 7,000 mt of blended food, but rations for all beneficiaries were reduced by up to 69 percent. By the end of 2006, the EMOP was 97 percent funded, providing a carry-over into 2007.

Table 5: Kenya EMOP 10374.0 Timeline

2004

June: Long-rain assessment showed 1.8 million in need of food assistance.

July: President of Kenya declared national emergency.

1st August: EMOP 10374.0 approved for US\$82 million to assist 2.3 million beneficiaries.

Actual beneficiaries assisted: 2.5 million.

2005

January: Short-rain assessment showed 1.6 million people in need of food assistance.

April: Budget revision 03 approved for US\$42 million to assist 2.2 million beneficiaries.²⁴

July: Long-rain assessment showed 1.2 million people in need.

Actual beneficiaries assisted: 2.5 million.

2006

January: Joint short-rains assessment found 3.5 million people in need of food.

February: Budget revision 06 approved covering period July 2006 to June 2007.²⁵ Budget increase approved for US\$225.4 million to assist 3.4 million beneficiaries.

Actual beneficiaries assisted: 3.86 million.

End-of-year balance: US\$118 million.

November: SO approved for air support.

²⁴ Budget revision 01 in January 2005 was for an extension in time and an increase in the LTSH rate. Budget revision 02 was for a further increase in the LTSH rate.

²⁵ Budget revision 04 was for an extension in time to the end of June 2006. Budget revision 05 in December 2005 was for a further increase in the LTSH rate.

98. **Lessons.** Post-distribution monitoring found that WFP food aid had contributed to a reduction in sales of livestock and other assets. Drought-affected households did not have to resort to more extreme distress measures such as removing children from school. Nutrition surveys indicated that acute malnutrition rates had fallen or stabilized in some districts, but they remained above the 10 percent emergency threshold in the most-affected pastoral districts. Results of Government/multi-agency food-security assessments in August 2006 indicated that the rapid scaling-up of the EMOP in February and the provision of fortified food for all beneficiaries in pastoral areas combined with non-food interventions helped to contain mortality rates.
99. Assessment reports concluded that to reverse chronic food insecurity and enhance the capacity of people to cope with poor seasons, EMOPs should run concurrently with long-term activities that build resilience and support livelihoods.

Air Support in the Horn of Africa

100. Following the heavy rains in October, the Humanitarian Coordinators in Kenya and Somalia requested WFP to provide air support for humanitarian agencies. WFP launched the three-month SO 10569.0 with a budget of US\$16.6 million to reach 900,000 beneficiaries in Kenya and Somalia.²⁶
101. The operation involved five MI-8 helicopters, two fixed-wing cargo aircraft and two fixed-wing aircraft for airdrops. Once operational, the helicopters delivered more food than anticipated because of increased flooding, particularly along the Tana river. Heightened insecurity limited the use of fixed-wing aircraft for airdrops.
102. By the end of December, the aircraft had delivered 2,200 mt of food and non-food items to 846,000 beneficiaries in Kenya and Somalia. WFP also delivered life-saving cargo on behalf of humanitarian partners, including relief food, medical supplies and mosquito nets. The flooding was linked to an outbreak of Rift Valley fever in December; WFP provided an air service to transport medical and veterinary staff, equipment and medicine to the areas affected.
103. **Lessons.** To avoid delays, operational clearances from local civil aviation authorities should be obtained before the aircraft arrive in-country. Coordination structures with government counterparts and military and aviation authorities should be established from the outset and it is important that dialogue be maintained throughout the operation.

²⁶ A 2007 budget revision extended the SO to four months.

Shipping Services in Banda Aceh

104. The 2004 tsunami disrupted the limited transport infrastructure in the affected regions of Indonesia. In October 2005, the United Nations Office of the Recovery Coordinator requested WFP to coordinate logistics and delivery by sea of 600,000 mt of non-food items for rehabilitation and reconstruction.
105. The 12-month SO 10498.0 was approved in October 2005 with a budget of US\$116 million.²⁷ Its main objective was to provide an efficient sea-freight service for recovery and reconstruction materials. WFP's Shipping Service (WFPSS) was established independent of the ongoing PRRO 10069.1 to run the operation; its main activities were (i) a regular ferry service between North Sumatra and Nias Island, (ii) a regional short coastal sea service around Aceh and (iii) shipping operations to poorly developed loading and discharge sites.
106. Only landing craft were shallow enough to access most of the areas.²⁸ For unloading on beaches, WFPSS used special discharge ramps and matting to increase traction on sand and wet ground and forklift trucks. Over the year, WFPSS discharged relief items in 30 locations amounting to 256,005 m³.
107. SO 10498.0 assisted 80 organizations involved in relief and recovery operations, including United Nations agencies, NGOs and Indonesian government agencies. The pace of construction of new houses and temporary shelters was increased; some agencies brought forward their target dates for project completion.
108. **Challenges.** WFPSS was required to use only registered and classed vessels.²⁹ Few small vessels were available in the post-tsunami period and the government did not allow foreign-flag vessels to carry cargo from one Indonesian port to another.
109. The challenge of phasing out WFPSS remained unresolved by the end of 2006. WFPSS was popular because it was reliable and, until 31 July 2006, free of charge. Cost recovery was stipulated from the start, but it was not formally enacted for the first eight months of the operation to avoid delaying reconstruction. The objective of cost recovery after 31 July was to establish a more commercial market and attract prospective operators to replace the WFPSS.³⁰

²⁷ "Evaluation of Indonesia Special Operation 10498.0: WFP Shipping Service to Support the Temporary Shelter Plan of Action by the United Nations Recovery Coordinator for Aceh and Nias, Indonesia" (WFP/EB.12007/7-C).

²⁸ A "landing craft, tank" (LCT) is a shallow-draught vessel with a ramp at the bow.

²⁹ "Classed" vessels are registered and recognized by the Classification Society. Only registered and classed vessels can be insured; WFP regulations required WFPSS to use insured vessels only.

³⁰ WFPSS re-delivered the last vessel on time charter to the owners in the first week of March 2007, when the transition to commercial operators was made and there was no further need for WFPSS-managed ships. WFPSS continues its logistics support for the users and ship owners.



Capacity-Building in El Salvador

110. WFP's El Salvador school feeding programme started in 1984 and expanded to reach 300,000 students, 90 percent of school-age children in rural areas. In 1997, in agreement with the Ministry of Education and other government counterparts, WFP initiated a phase-over plan and began the transfer of programme management responsibilities to the Government and withdrew from departments not classified as most food-insecure.

Table 6: School Feeding in El Salvador

1984	El Salvador school feeding programme begins.
1997	WFP begins phase-out in agreement with the Government. The Government establishes a first trust fund to support the phase-out.
2006	Government allocations totalled US\$10 million for 651,260 children in 3,500 schools. WFP assisted 100,000 children in 550 schools.

111. In the early days, most of the financing for government programmes came from a trust fund generated through a national privatization initiative. Later, the national school feeding programme was financed through increasingly regular government budget allocations.
112. By 2006, government allocations totalled US\$10 million, reaching 651,260 children in 3,500 schools. Coverage at the national level reached 88 percent of rural primary schools and poor urban schools. The Government aims to achieve 100 percent coverage by 2008, coinciding with the planned date for the complete transfer of WFP responsibilities to national institutions.
113. **Challenges.** In 2007, WFP will discuss with the Ministry of Education possible areas for future collaboration, including the development of a decentralized M&E system, introduction of better-quality food and support for procurement services. WFP will explore ways in which school feeding can help to meet the needs generated by seasonal food insecurity.
114. Problems were encountered with the Government's public tendering process for the transport of food and non-food items, leading to delays in distributions, less tonnage delivered than required and fewer school feeding days than planned. Losses were recorded as a result of improper storage conditions at the schools. To address these constraints, WFP worked with the Ministry of Education to improve storage conditions and practices.
115. **Lessons.** Factors that supported the transfer of programme responsibilities included excellent planning and coordination between WFP and the Government, effective capacity-building for counterparts in technical areas and increasing national institutional ownership, which also led to increased government funding for school feeding.
116. A multi-sector approach reinforced programme ownership: the Ministry of Education worked with the Ministry of Health to provide basic healthcare for schoolchildren and assisted teachers with hygienic storage of food.

Capacity-Building in Ecuador

117. In 2006, WFP's capacity support role evolving role in Ecuador was under full implementation. School feeding programmes were entirely funded by the Government. WFP supported the Government in managing US\$40 million and improving the accountability of procurement, targeting and monitoring of food-based programmes.

118. WFP has a long history in Ecuador. In 1987, it began providing school feeding services for children living in poor and underdeveloped areas; two years later, the Government constituted an operational unit to institutionalize the WFP project under the Ministry of Education.

1980	Ministry of Education funds a national programme to promote and provide better nutrition among school-age children.
1987	WFP started school feeding in 1,200 schools, reaching 300,000 children. The Government constituted an operational unit in the Ministry of Education to carry out WFP activities.
1995 to 1999	WFP reached 3,000 schools and 677,000 children; programmes included indigenous and native children, among whom chronic malnutrition is 30.5 percent.
2004	School feeding programmes are exclusively financed with Government funds.
2006	WFP managed US\$40 million on behalf of the Government.

119. Beginning in 1995, WFP school feeding was refocused to improve the quality and effectiveness of learning programmes among children living in extremely poor conditions. In 1999, WFP was reaching 677,000 school-age children in 3,000 schools in poor rural areas; the Government provided 80 percent of the food.

120. By 2004, Ecuador school feeding programmes were exclusively financed with government funds. Institutionalizing school feeding and promoting participation of mothers were two factors that enabled large-scale implementation of the school feeding programme.

121. In 2006 WFP supported a transparent mechanism to ensure timely provision of food. Resources were provided by the Government and entrusted to WFP to administer, procure, store, transport and distribute food for 2 million children – 15 percent of the population – in all 22 provinces in Ecuador. WFP worked with the Government at the policy and implementation levels to improve operational management and achieve wider recognition of hunger and its impacts in Ecuador.

Year	Total Beneficiaries	WFP	Government of Ecuador
1999	737 449	677 000	60 449
2000	996 459	677 000	319 459
2004	1 396 266	142 443	1 253 823
2006	2 000 000	-	2 000 000

PART IV: PERFORMANCE ANALYSIS

Progress in Measuring Strategic Objective Indicators

122. The standard project reports (SPRs) prepared by every country office and regional bureau provided the primary data for analysis of performance in terms of the Strategic Objectives: 247 SPRs were prepared in 2006 covering 181 active projects.³¹ There were 139 SPRs for active food-assisted projects; these, complemented by special surveys, were an important dataset for analysis of progress in meeting the Strategic Objectives.³²
123. For Strategic Objective 4, an alternative dataset was used to report outcomes – a series of studies in 12 countries between 2005 and 2006. The results by themselves were not representative of WFP’s FFE activities as a whole, but they were verified against SPR outcome-level data.
124. Tangential evidence suggests that WFP’s contribution to the achievement of the MDGs was considerable in 2006. However, only four WFP corporate indicators measure progress towards achieving the MDGs and provide evidence of WFP’s direct contribution at the country level.
125. Corporate indicators are the basis for the measurement of outcomes. Most indicators are tested and incorporated into project logframes, but some outcome indicators require refinement or further testing. Country offices thus rely on additional indicators. Consequently, it is not currently possible to compare countries or to scale data up to report achievements across WFP.

Table 9: Number of 2006 SPRs Reporting Strategic Objectives³³

	Number of SPRs
Strategic Objective 1	53
Strategic Objective 2	66
Strategic Objective 3	79
Strategic Objective 4	92
Strategic Objective 5	37

³¹ All projects that remain open – i.e. financial closure not yet confirmed – are required to prepare an SPR.

Active projects are those defined as (i) having distributed food during the reporting period, (ii) having assisted identifiable beneficiaries or (iii) having provided an actual service in the case of SOs.

³² In 2006 there were 35 active SOs, excluded from the review. A further six projects that involved cash outlays but no identifiable beneficiaries – e.g. Ethiopia 10486 drought insurance – were also excluded from the review.

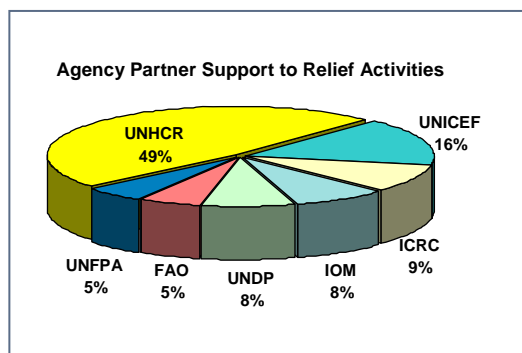
³³ Based on 139 SPRs reviewed.

Strategic Objective 1 - Save lives in crisis situations

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

Performance Targets

126. Operations aligned to Strategic Objective 1 aim to save lives in emergency situations and are mainly EMOPs or PRROs (see Strategic Objective 1 Output Table). In these operations, WFP food is usually complemented by programmes in health and nutrition and water and sanitation to address the main causes of malnutrition. In 2006, 53 operations had objectives related to Strategic Objective 1; 23 reported on one or more corporate outcome indicators; an additional 8 reported on the corporate indicator “acute malnutrition” against Strategic Objective 3 but were included under Strategic Objective 1. Of the 53 operations, 31 (58 percent) reported using corporate indicators, compared with 76 percent in 2005. Non-corporate outcome indicators were reported for six operations. The remaining operations were unable to report on outcome indicators; most of these were of short duration, and country offices experienced difficulty collecting outcome indicators related to acute malnutrition and mortality for operations lasting only a few months.



127. Of the 31 operations reporting corporate outcome indicators, 26 reported more than one data point, making an analysis of trends possible.³⁴ The analysis only indicates the direction of change, not the magnitude. In many regional operations, there were divergent trends in different locations.

Table 11: Trends in Corporate Outcome Indicators

Indicator	Reporting No.	Improvement %	Same %
Mortality (crude or under-5)	12	66	1
Acute malnutrition/wasting	21	43	1

Performance Highlights

128. **Improving Food Quality to Save More Lives.** It is estimated that 684,000 child deaths could be prevented worldwide each year by increasing access to vitamin A and zinc. Providing foods that are fortified with one or more micronutrients is WFP's main strategy in delivering quality food to beneficiaries. Fortified blended foods such as corn soya blend (CSB) that contain important micronutrients are central to supplementary feeding programmes for children and pregnant and lactating women. WFP has increasingly engaged in local milling and fortification of staples to deliver micronutrients.

129. Despite the success of fortification, new strategies are needed to meet the varied micronutrient needs of vulnerable populations. Groups such as children under 2 have greater micronutrient needs that are difficult to meet with current WFP food. To respond more effectively to micronutrient deficiencies, WFP will accelerate the testing of new products and strategies in the next few years. Existing formulations of blended foods will be revised and new ones tested. Home fortification – a strategy whereby micronutrient powders are added to food at home – will be based on the promising experiences in Indonesia and Darfur.

A 2003 pilot project in **Zambia** showed that use of local mobile mills in a refugee camp to fortify maize meal greatly improved the health and nutritional status of the refugees. Among children there were improvements in height and weight, anaemia was reduced from 47.7 percent to 24.3 percent and vitamin A deficiency was reduced from 46.4 percent to 20.3 percent. Rates of illness among women and children decreased and pregnancy outcomes improved.

³⁴ Some SPRs reported on both indicators.

Country Highlights

130. **Uganda** PRRO 10121.1 assists IDPs, refugees and other vulnerable people living in conflict-affected areas and post-conflict areas. GFDs and supplementary and therapeutic feeding helped improve the nutritional situation and saved lives. Conflict in 2003 restricted NGO access to many camps, with consequent increases in malnutrition rates. The nutrition situation improved over the following two years when improved security allowed expanded programmes on health, therapeutic and supplementary feeding, water and sanitation, and WFP had a reliable food pipeline. As a result, acute malnutrition rates remained stable at below 10 percent.

Table 12: Prevalence of Acute Malnutrition (<-2z scores) among children 6–59 months in IDP and Refugee Camps/settlements in Uganda under PRRO 10121.1 (%)

	2003 Baseline*	2005 Follow-up	2006 Follow-up
Apac IDP camps	4.4	4.4	4.7
Gulu IDP camps	24.9	4.9	4.3
Kitgum IDP camps	15.9	11.8	7.2
Lira IDP camps	25.4	2.5	5.9
Pader IDP camps	11.6	3.4	4.5
Palorinya refugee settlements	6.9	7.9	9.7

* Except Palorinya, where the baseline survey was conducted in October 2004.

131. The situation in refugee camps assisted through **Ethiopia** PRRO 10127.1 improved from 2005 to 2006: rates of acute malnutrition were lower on average. Reducing acute malnutrition rates to less than 10 percent was difficult as a result of inadequate supplies of drinking water, high incidence of diseases, especially malaria, and inadequate health and nutrition services.

Table 13: Prevalence of Acute Malnutrition (<-2z scores) among Children 6–59 months in Ethiopia under PRRO 10127.1 (%)

	Baseline	Follow-up	Latest follow-up
Bonga camp	11.2	19.3	8.6
Dimma camp*	5.5	9.8	-
Fugnido camp	-	21.9	9.3
Kebribeyah camp	14.7	16.2	10.5
Sherkole camp	5.5	9.5	10.2
Shimelba camp	14.7	16.4	13.7
Yarenja camp	9.5	12.0	11.8

*One survey undertaken in Dimma was discounted because of technical errors.

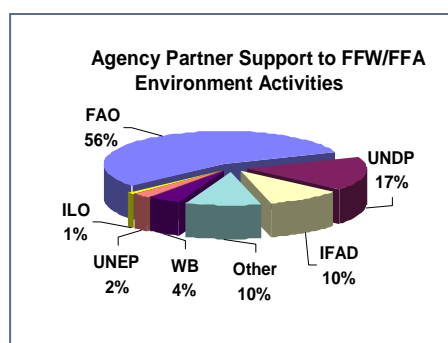
Outputs and Expenditures

Table 14: Strategic Objective 1: Output Performance Indicators					
1.1	Timely provision of food in sufficient quantity for targeted beneficiaries in conflict- and disaster-affected areas.				
Estimated Number of Beneficiaries 2006 (million)					
	Women			5.3	
	Girls			6.7	
	Boys			6.6	
	Men			4.6	
	TOTAL			23.1	
Beneficiaries, Tonnages and Expenditures by Programme Category					
Programme Category	Beneficiaries (million)	Food Distributed (000 mt)	% of food Distributed	Estimated Direct Expenditures (US\$ 000)	% of Expenditure
DEV	0.4	9	0.6	2 906	0.3
EMOP	8.9	637	44.8	421 533	44.8
PRRO	13.8	775	54.6	396 272	42.2
SO	-	-	-	119 271	12.7
TOTAL	23.1	1 421	100	939 982	100
Tonnages and Expenditures by Main Activities					
Activity Types		Food Distributed (000 mt)	% of Food Distributed	Estimated Direct Expenditures (US\$ 000)	% of Expenditure
GFD		1 376	96.8	798 745	85.0
FFA/FFW		41	2.9	20 149	2.1
Passenger HAS		-	-	110 112	11.7
Other		4	0.3	10 976	1.2
TOTAL		1 421	100	939 982	100

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

Table 15: Strategic Objective 2 - Outcome				
2.1	Increased ability to meet food needs in targeted households in crisis situations or vulnerable to shocks.			
2.2	Increased ability to manage shocks in targeted households in crisis situations or vulnerable to shocks.			
Outcome Performance Indicators			Target	Actual
2.1.1	Proportion of beneficiary household expenditures devoted to food (to be collected on a pilot basis).	to	65–70	See text below.
2.1.2	Dietary diversity (to be collected on a pilot basis).		TBD	
2.2.1	Appropriate indicators are under discussion		TBD	

Performance Targets



132. WFP assistance helped vulnerable people in protracted refugee and displaced situations to secure their basic food needs, cope with shocks and enhance their resilience to future shocks through building sustainable livelihoods. Activities, which were undertaken in partnerships, included GFD, FFA (FFW and FFT), emergency preparedness and response, support for safety-net programmes and repatriation packages.

133. Sixty-six operations had objectives related to Strategic Objective 2, of which 29 reported on the corporate outcome indicator “proportion of beneficiary household expenditures devoted to food”. Two thirds reported improvements over base values and previous follow-ups.

Table 16: Trends in Corporate Outcome Indicators		
Indicator	Reporting No.	Improvement %
Proportion household expenditures devoted to food	29	66
Non-corporate Indicators	77	22

134. Seventy-seven additional indicators were used to report outcomes, reflecting the diversity of context-specific, community-based activities implemented by WFP under this Strategic Objective. The indicators, grouped by thematic area, are as follows:

- Food consumption outcomes – increasing quantities of food consumed, securing food during lean seasons, increasing dietary diversity and reducing food expenditure shares. Agricultural production outcomes were reported in terms of increased output and yields, expanded areas under irrigation and crop diversification; and

- Asset protection and enhancement indicators linked to creation, rehabilitation, maintenance and improved use of assets.

Of these additional outcome indicators, 22 percent reported improvements.

Regional and Country Highlights

135. In **ODJ**, two innovative ways of measuring Strategic Objective 2 were applied in 2006: the Coping Strategies Index (CSI) and Food Consumption Score (FCS). By examining the diet of household members, WFP identified households with poor, borderline or good consumption patterns. Through PRRO 10309 in **Malawi**, for example, the CSI for beneficiary households was 49, compared with 66 for non-beneficiaries. Reductions in vulnerability were greater for beneficiaries than they were for non-beneficiaries. FFA initiatives helped food-insecure households to increase food production through soil and water conservation, communal gardens and crop diversification, and to maximize food utilization through improved food processing.
136. Under **Bangladesh** CP 10059, the proportion of households taking at least two meals a day increased from 72 percent to 91 percent for vulnerable group development (VGD) and 92 percent for integrated food security (IFS) activities. Household access to cereals, vegetables and meat increased from 64 percent to 80 percent among beneficiaries targeted under VGD and IFS.
137. Under **Colombia** PRRO 10366, food expenditure as a share of household expenditure declined from 58 percent in 2004 to 39 percent in 2006. The percentage of household expenditures devoted to meat and fish reached 18 percent in 2006, up from 9 percent in 2004. Expenditure on seeds and tools increased from 3 percent in 2004 to 12 percent. Savings generated during periods of WFP food assistance were used to repay debts and improve housing.
138. In **Mali**, WFP collaborated with FAO and the NGO German Agro Action (GAA) to enable communities to withstand food crises: FAO provided seeds and GAA provided farming implements and financed the cost of a local NGO to train beneficiaries in horticulture. WFP food aid supported beneficiaries while they completed training and first harvest.
139. Under **Georgia** PRRO 10211.0, 88 percent of assets rehabilitated through WFP assistance were properly maintained by beneficiary households; 90 percent of these assets were used for agricultural purposes. This led to increased food production in 74 percent of assisted communities. Harvests increased by 15–25 percent; flood-protection infrastructure built through FFW helped to mitigate the damage from floods.

Outputs and Expenditures

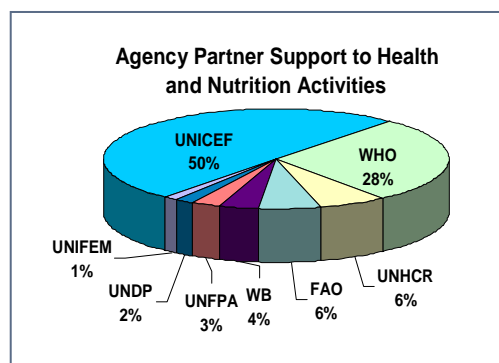
Table 17: Strategic Objective 2: Output Performance Indicators					
2.1	Timely provision of food in sufficient quantity for targeted beneficiaries in crisis and transition situations or vulnerable to shocks.				
Estimated Number of Beneficiaries (million)					
	Women	6.2			
	Girls	8.1			
	Boys	8.2			
	Men	5.5			
	TOTAL	28.0			
Beneficiaries, Tonnages and Expenditures by Programme Category					
Programme Category	Beneficiaries (million)	Food Distributed (000 mt)	% of Food Distributed	Estimated Direct Expenditures (US\$ 000)	% of Expenditure
DEV	4.9	128	9.5	40 554	4.8
EMOP	5.6	345	25.6	232 295	27.7
PRRO	17.5	874	64.9	449 013	53.5
SO	-	-	-	118 031	14.1
TOTAL	28.0	1 347	100	839.893	100
Tonnages and Expenditures by Main Activities					
Activity types		Food Distributed (000 mt)	% of Food Distributed	Estimated Direct Expenditures (US\$ 000)	% of Expenditure
GFD		664	49.3	385 152	45.9
FFA/FFW		635	47.1	309 174	36.8
Settlement/resettlement		25	1.8	15 169	1.8
Emergency infrastructure rehabilitation/logistics support		-	-	118 031	14.0
Other		24	1.8	12 367	1.5
TOTAL		1 347	100	839 893	100

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

Table 18: Strategic Objective 3 – Outcome			
3.1	Reduced level of malnutrition among targeted children.		
3.2	Reduced level of malnutrition among women.		
3.3	Reduced level of anaemia among pregnant and lactating women and targeted children.		
3.4	Improved quality of life of beneficiaries targeted in HIV/AIDS supported programmes.		
Outcome Performance Indicators		Target	Actual
3.1.1	Prevalence of under-5 malnutrition among targeted children assessed using height, weight and age, disaggregated by gender: - Prevalence of acute malnutrition among girls and boys under 5 - Prevalence of underweight children	< 10 % < 5 %	See text below.
3.2.1	Prevalence of malnutrition among targeted women of childbearing age, assessed using body mass index (BMI) and/or low birthweight (to be collected on a pilot basis).		“
3.3.1	Prevalence of anaemia among targeted beneficiaries (to be collected on a pilot basis).	No target set.	“
3.4.1	Weight gain among beneficiaries (to be collected on a pilot basis).	See text below.	“
3.4.2	Treatment adherence rate by treatment and care programmes – duration of programme, percent treatment compliance, etc. (to be collected on a pilot basis).	“	“

Performance Targets

140. The aim of Strategic Objective 3 is to improve nutrition and health by providing quality food for children, mothers and other vulnerable groups in situations where inadequate food consumption contributes to malnutrition or poor health. Activities under Strategic Objective 3 include community-based initiatives to improve child growth, mother-and-child health and nutrition (MCHN) and HIV/AIDS and tuberculosis treatment.



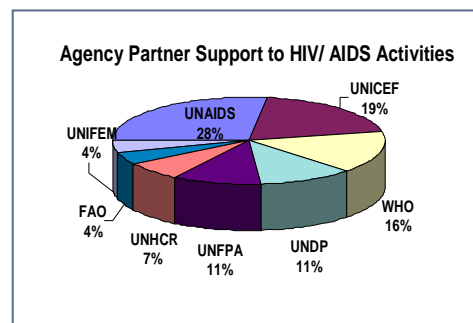
141. **Nutrition programmes.** Of the 79 projects that included Strategic Objective 3 among their operational objectives, 50 reported on one or more corporate indicators. In 2005, 108 projects had included Strategic Objective 3, of which 54 reported one or more corporate indicators. The most commonly reported indicators for children under 5 were: (i) chronic malnutrition/stunting (25 percent of projects), (ii) acute malnutrition (25 percent) and (iii) underweight (20 percent). Fewer than 10 percent of projects reported on the other corporate indicators; 26 projects reported additional indicators relating to the main intended outcomes of the project.

Table 19: Trends in Corporate Outcome Indicators

Indicator	Reporting No.	Improvement %
Under 5 chronic malnutrition	13	62
Under 5 acute malnutrition	13	69
Under 5 underweight	10	90

142. Of the 79 projects, 50 were able to review base and follow-up values from comparable datasets. There were 56 instances where nutrition trends could be reported, but trends for only three indicators were reported by ten or more projects; detailed trend analysis was thus impossible, though some changes were observed. Other projects reported clear changes in malnutrition rates but provided insufficient detail to understand why rates had changed or the extent to which objectives were achieved.

143. **HIV/AIDS and TB.** As a co-sponsor of UNAIDS, WFP worked with other United Nations organizations, governments and NGOs to enhance responses to AIDS and to expand access to food support for food-insecure PLHIV. WFP is also incorporating HIV prevention and AIDS education in its school feeding activities in 18 countries for 4.5 million children.



144. Reporting on HIV/AIDS interventions increased significantly in 2006 compared with 2005. The number of projects reporting on one or a combination of outcome indicators increased from 13 in 2005 to 20 in 2006. Generally, a combination of indicators was reported, covering most of the HIV and TB activities, but measuring trends in outcomes was hindered by lack of baseline data.

Country Highlights

145. The urban HIV/AIDS project in **Ethiopia** promotes increased use of HIV/AIDS-related services, particularly ART and prevention of MTCT provided by the Government and other partners. Potential ART users live in chronic food insecurity, so the food support and nutritional counselling provided by the project helped to attract more people to ART and increased retention and maximized impact. According to respondents of the 2006 project result survey, many beneficiaries would have dropped out of the ART programme or would not have started it without WFP food support. Clinics reported that the food support coupled with the drugs had enabled weight gains.

146. The MCHN project in **Cambodia** DEV 10170.1, started in 2002. Implemented in conjunction with NGO and Government programmes, it includes an expanded programme for immunization, distribution of vitamin-A capsules and deworming tablets and other preventive health interventions for children under 5 and pregnant and lactating women in target villages. Health and nutrition education classes for mothers and caregivers are linked to a regular programme to monitor child growth. A 2005 evaluation found significant improvements in nutrition and care as a result of the project.

Table 20: Key Outcome Indicators in the Cambodia MCHN Project (%)

Indicator	Baseline 2002	Evaluation Oct. 2005
Low BMI among lactating mothers	16.8	5.3
Iron deficiency anaemia:		
- pregnant women	80.1	57.0
- lactating mothers	70.9	58.8
- children under 5	77.3	60.1
Awareness and knowledge of good health:		
- nutrition practices:		
- breastfeeding within 1 hour of birth	24.8	50.0
- boiling drinking water	31.5	46.1

147. A joint 2006 survey in **Afghanistan** by WFP, the Ministry of Health and WHO concluded that most TB patients identified free treatment coupled with food support as their main motivations for attending clinics. The percentage of TB patients cured after completing the 8-month treatment increased from 35 percent to 63 percent.

148. In **Uganda**, WFP food assistance enabled 75 percent of ART beneficiaries to adhere to the therapy, up from 55 percent 18 months previously. Beneficiary expenditure on food decreased, and more money was available to pay school fees and invest in other assets. Beneficiaries utilized nutrition knowledge acquired at WFP food distributions to establish vegetable gardens.

149. A container converted into a wellness centre has been at the **Malawi/Mozambique** border since 2005; it was established through a WFP/TNT initiative to provide truckers and local sex workers with free access to confidential counselling, diagnosis and treatment of sexually transmitted infections (STIs). In 16 months, 1,500 people were treated for sexually transmitted infections, 15,000 people were trained in HIV/STI prevention and 144,000 condoms were distributed.

150. In **southern Africa**, WFP assisted 7 million PLHIV through the social-protection platform, a system developed in 2006 to address the chronic and multi-faceted nature of the emergency in the region.

151. The NGO *Amis d'Afrique*, one of WFP's main HIV/AIDS partners in the **Central African Republic**, calculated that it could generate money by selling empty bags from WFP food distributions to start a small credit union. Most participants secured loans to buy items such as soap and candles which they sold at a profit. Loan repayment rates have been high: most participants reimburse the credit union within two or three months. More importantly, the morale of participants improved as they contributed to their families' welfare.

Outputs and Expenditures

Table 21: Strategic Objective 3 – Output Performance Indicators					
3.1 Timely provision of nutritious food in sufficient quantity for targeted young children, mothers and other targeted beneficiaries vulnerable to nutrition and health risks.					
3.2 Provision of deworming tablets for targeted children and mothers.					
Estimated Number of Beneficiaries (million)					
	Women			2.8	
	Girls			5.0	
	Boys			4.9	
	Men			1.8	
	TOTAL			14.5	
2006 HIV/AIDS Beneficiaries (million)					
				Number of Beneficiaries	
	PMTCT				.098
	ART				.192
	TB treatment				.275
	Home-based care				.694
	Orphans and other vulnerable children (OVC)				1.08
	TOTAL				2.33
Beneficiaries, Tonnages and Expenditures by Programme Category					
Programme Category	Beneficiaries (million)	Food Distributed (000 mt)	% of Food Distributed	Estimated Direct Expenditures (US\$ 000)	% of Expenditure
DEV	4.9	176	31.8	53 819	19.5
EMOP	1.1	40	7.1	30 215	11.0
PRRO	8.5	338	61.1	191 432	69.5
TOTAL	14.5	554	100	275 467	100
Tonnages and Expenditures by Main Activities					
Activity Types		Food Distributed (000 mt)	% of Food Distributed	Estimated Direct Expenditures (US\$ 000)	% of Expenditure
MCHN/supplementary/therapeutic/vulnerable group feeding		402	72.6	193 987	70.4
HIV/AIDS and OVC		115	20.7	60 483	22.0
School feeding ³⁵		35	6.3	19 811	7.1
Other		2	0.4	1 185	0.4
TOTAL		554	100	275 467	100

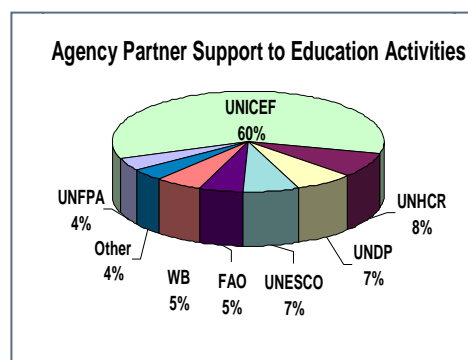
³⁵ Includes figures from preschools attributed entirely to Strategic Objective 3.

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

Table 22: Strategic Objective 4 – Outcome			
4.1	Increased enrolment of girls and boys in WFP-assisted schools.		
4.2	Improved attendance of boys and girls in WFP-assisted schools.		
4.3	Improved capacity to concentrate and learn among boys and girls in WFP-assisted schools.		
4.4	Reduced gender disparity between girls and boys in WFP-assisted primary and secondary schools, and non-formal education centres.		
Outcome Performance Indicators ³⁶		Target	Actual
4.1.1	Absolute enrolment: number of girls and boys enrolled in WFP-assisted primary schools and, if applicable, preschools and secondary schools. ³⁷ Annual rate of Change:		
	- % of girls and boys	10	6
	- % of girls	12	8
	- % of boys	8	6
4.1.2	Net enrolment rate: percentages of primary school-age girls and boys enrolled in WFP-assisted primary schools:		
	- Net enrolment of girls	70	55
	- Net enrolment of boys	70	62
4.2.1	Attendance rate: percentage of girls and boys attending classes in WFP-assisted primary schools and, if applicable, preschools and secondary schools.	80	Boys 90 Girls 91
4.3.1	Teachers' perceptions of children's ability to concentrate and learn in school as a result of school feeding (%)	90	96
4.4.1	Ratio of girls to boys enrolled in WFP-assisted schools.	1	0.90

Performance Targets

152. Activities under Strategic Objective 4 include school meals, take-home rations and training. As in previous years, most outcome level data for Strategic Objective 4 were collected through standardized school feeding surveys and monthly post-distribution monitoring. Over the last six years, standardized school feeding surveys have provided outcome-level data on FFE in 67 countries and provide a comparable basis for monitoring and assessing the educational context in which activities are implemented.



³⁶ Indicators 4.1.3, 4.2.2 and 4.4.2 are being revised after field testing and have not been included.

³⁷ Absolute enrolment captures the number of children registered in school. Total absolute enrolment is a measure of coverage of WFP assistance; increases in this indicator do not necessarily relate to performance: they may, for example, indicate an expansion of the food for education programme. Yearly changes in average/median absolute enrolment monitors short-term trends. M&E data show that FFE has different impacts depending on the life of the project: in the first year changes in absolute enrolment are usually high, followed by much lower changes in subsequent years (see forthcoming paper in the *Food and Nutrition Bulletin* of June 2007).

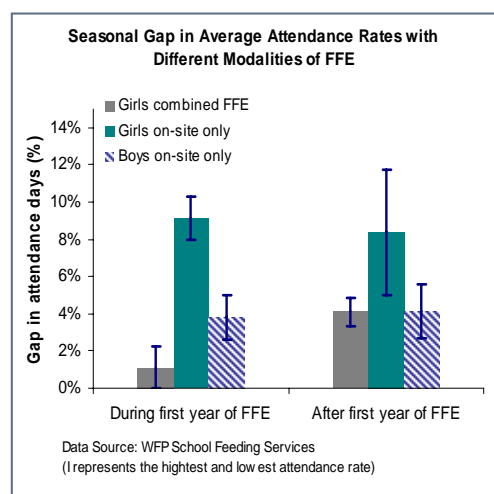
Table 23: Trends in Corporate Outcome Indicators

Indicator ³⁸	Reporting ³⁹ No.	Improvement %	Met/exceeded target %
Annual rate of change in absolute enrolment			
- Boys	26	69	56
- Girls	25	68	64
Attendance rate			
- Boys	39	65	67
- Girls	38	61	89
Gender ratio	51	73	25

153. **Indicator 4.1.1.** In 2006, performance targets for yearly increases in absolute enrolment were set on the basis of an analysis of standardized school feeding surveys in 51 countries. Surveys conducted in 12 countries in 2005–2006 found that absolute enrolment of boys and girls in WFP-assisted schools had increased steadily, but at rates lower than the target rates.

154. **Indicator 4.2.1.** Attendance at WFP-assisted schools averaged 90 percent for boys and girls during the two months surveyed. The gap between high and low attendance months was 3 percent for boys and 4 percent for girls.

155. **Indicator 4.3.1.** Teachers in 88 percent of new programme schools observed improvement in pupils' classroom behaviour following the introduction of on-site meals or snacks. Teachers in nearly all new programme schools found positive changes in pupils' attentiveness, attention span and learning; in 85 percent of schools, teachers found reduced violence and aggressiveness among pupils.



156. Pupils reported similar findings: 78 percent reported improved attentiveness, concentration and learning; 82 percent of children in new schools, and 97 percent of children in existing schools said that school feeding was a good programme. Seventy-seven percent of pupils in new programme schools and 93 percent in schools with long-standing programmes liked the food that was being served. The

³⁸ Teachers perception of children's ability to concentrate and learn in school as a result of school feeding was not reported on systematically in the SPRs.

³⁹ Changes in absolute enrolment report the number of projects that provided at least two values over time. For attendance and gender ratio, two different denominators were used: for the percentage reporting improvement, the denominator was the number of projects reporting at least two points in time; for the comparison to target, the denominator was the number of projects reporting at least one value.

surveys found that 40 percent of pupils in long-standing programmes and 63 percent in new programmes ate nothing before attending school.

157. **Indicator 4.4.1.** Survey results found that girls' enrolment lagged behind that of boys: nine girls were enrolled for every ten boys.

Performance Highlights

158. A WFP pilot initiative to combine take-home rations with on-site meals reduced the attendance gap for girls compared with on-site meals alone. Take-home rations appeared to increase girls' absolute enrolment rates in primary schools, particularly in the higher grades.

159. A 2006 study of yearly WFP expenditure per beneficiary in standard FFE interventions found that the weighted average yearly expenditure per beneficiary over all projects was US\$15.79. The projected yearly cost per beneficiary standardized over 200 school feeding days with an average ration was US\$16.61. But the cost per beneficiary varied according to the modality used: a snack of fortified biscuits was the least expensive at US\$9 per year; the most expensive was take-home rations at US\$30 per year.

School feeding programmes in **Kenya** include cash and in-kind contributions from communities to cover expenses such as fees for cooks, firewood and water. The cost of school feeding, excluding community contributions, is estimated at US\$15.36 per child per year. If community contributions are added, the total cost per child per year is US\$16.75.

160. FFE programmes have greater impact when linked to school nutrition and health interventions. WFP collaborated with UNICEF in 2002 on an integrated package of interventions – the “Essential Package” – to improve the nutritional status and health of schoolchildren. Surveys found that WFP-assisted schools were successful as platforms for promoting complementary school health and nutrition activities. Micronutrient supplementation was provided for children in 40 percent of WFP-assisted schools; deworming reached 56 percent of assisted schoolchildren. Results showed that deworming and micronutrient supplementation were increasingly being introduced into FFE programmes and universal coverage was achieved in several WFP-assisted countries. In 2006, WFP supported deworming reached 11 million children.

CHILD is an approach to Food for Education that takes the WFP-UNICEF essential package concept a step further. Using a community development planning tool developed by WFP and the **Ethiopian** Ministry of Education, the school is used as a focal point for community discussions, planning exercises and training on various livelihood enhancing activities from farming practices to child nutrition and HIV/AIDS awareness. The entire local community is involved in determining their own development and future. All planning, implementation and monitoring by the school community is supported by local level government, NGOs and WFP.

Country Highlights

161. In **Afghanistan**, UNICEF, WHO, WFP and the Government launched a deworming campaign to treat 6 million children.
162. WFP school feeding programmes in **Sri Lanka** fed 214,000 children, 48 percent more than in 2005. Enrolment in schools was 8 percent higher than in 2005. Gender parity was achieved in schools assisted by WFP for more than one year, compared with the 45:55 ratio of girls to boys in schools new to the programme.
163. Under the memorandum of understanding (MOU) with the New Partnership for Africa's Development (NEPAD) and the Government of **Ghana** for the promotion of home-grown school feeding, WFP, the Government and private partners have supported the National School Feeding Programme with locally produced foods.
164. In **Indonesia**, a three-year partnership agreed in 2006 between WFP and a multinational company will cover the cost of rations for schoolchildren from the village where many of the company's workers live and where overall malnutrition rates are high. This unique partnership has helped 4,000 students to reduce hunger at school.

Outputs and Expenditures

Table 24: Strategic Objective 4 – Output Performance Indicators					
4.1 Timely provision of food in sufficient quantity for targeted children, adolescent girls and adults to improve access to education in schools and non-formal education centres.					
Estimated Number of Beneficiaries (million) ⁴⁰					
	Girls		9.3		
	Boys		10.1		
	Adults		2.9		
	TOTAL		22.2		
Beneficiaries, Tonnages and Expenditures by Programme Category					
Programme Category	Beneficiaries (million)	Food Distributed (000 mt)	% of Food Distributed	Estimated Direct Expenditures (US\$ 000)	% of Expenditure
DEV	14.1	420	56.6	137 459	40.4
EMOP	0.8	34	4.6	20 861	6.1
PRRO	7.4	288	38.8	182 165	53.5
TOTAL	22.2	742	100	340 485	100
Tonnages and Expenditures by Main Activities					
Activity Types		Food Distributed (000 mt)	% of Food Distributed	Estimated Direct Expenditures (US\$ 000)	% of Expenditure
School feeding ⁴¹		494	66.6	280 920	82.5
FFT		239	32.2	51 011	15.0
Other		9	1.2	8 555	2.5
TOTAL		742	100	340 485	100

⁴⁰ Includes FFT, take-home rations and school meals.

⁴¹ Excludes preschools; subtotal attributed entirely to Strategic Objective 3.

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

Table 25: Strategic Objective 5 –Outcome

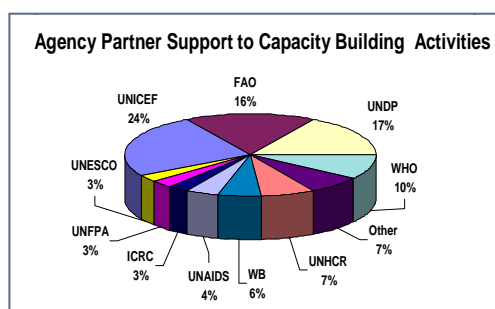
5.1	Increased capacities to identify food needs, develop strategies and carry out food-based programmes within target countries.
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Performance Targets

165. Thirty seven SPRs reported on Strategic Objective 5, an increase from 30 in 2005.⁴² Fifty percent of Strategic Objective 5 activities were undertaken in CPs; 39 percent in PRROs and 11 percent in EMOPs. WFP used training programmes, technical workshops and consultations, and targeted studies and investigations as the main modalities to support Strategic Objective 5 in 2006.
166. A set of outcome and output indicators to measure performance for Strategic Objective 5 is being developed. Capacity-building interventions may be linked to particular WFP food-aid projects – the most common approach – or may be interventions independent of a food aid input.
167. Data drawn from the 2006 SPRs and a 2006 survey of Strategic Objective 5 activities that yielded responses from 19 country office and regional bureaux reported 82,000 people trained; another 13 countries and a regional capacity development project in Latin America reported an additional 5,000 people trained by WFP. The figure probably understates the actual number of people trained by WFP in 2006. In Angola, Egypt, Ethiopia, Malawi, Mauritania, South Africa and Zambia, WFP professional staff were posted to national institutions. There were 20 such postings in 2006.

Performance Highlights

168. Nearly 88,000 partners – government agencies, NGOs and community organizations – participated in WFP training in 2006.⁴³ A quarter of the sessions covered VAM and M&E; nutrition, food management, logistics, emergency needs assessment and results-based management were the other main subjects.



⁴² In addition to the SPRs, 19 country offices responded to a PDP targeted survey of Strategic Objective 5 activities as part of the 2006 APR process.

⁴³ This figure is based on data drawn from the 2006 SPRs, a 2006 survey of Strategic Objective 5 activities that yielded responses from 19 country office and regional bureau submissions. The 19 countries responding to the 2006 survey of Strategic Objective 5 activities reported 82,000 people trained; another 13 countries and a regional capacity development project in Latin America reported an additional 5,000 people trained by WFP. The figure probably understates the actual number of people trained by WFP in 2006.

169. Cambodia, Indonesia, Iraq and Niger reported 26 special studies on food-security issues, which were published as food-security and market-monitoring bulletins, food-security atlases or food-security and vulnerability reports.

Country Highlights

170. In 2006 new CPs for **Bangladesh, Egypt, India** and **Senegal** were developed, with emphasis on capacity-development.
171. In **Egypt**, WFP supported the enhancement of food-based social safety-net programmes targeting large segments of the population. The Government increased its commitment to poor vulnerable groups supported through WFP food-based programmes, improving the composition of the subsidized food basket and fortifying *baladi* bread (an Egyptian staple) with iron and folic acid to address widespread anaemia.
172. In **Malawi**, WFP capacity-building supports Government take-over of the school feeding programme. WFP and other agencies supported the Government in finalizing a School Health and Nutrition Policy that will target children in primary schools throughout the country. In 2006, WFP contributed expertise in VAM and livelihood analysis to government-led disaster-management and posted a staff member in the Department of Poverty and Disaster Management Affairs to help build capacity to monitor, evaluate and manage relief interventions.
173. In **Latin America**, WFP and the Inter-American Development Bank sponsored an extensive stakeholder and technical consultation in June 2006 that established criteria for developing national plans to fight malnutrition in infants and young children; eight countries in the sub-region are developing national nutrition programmes in line with these criteria.
174. In **Southern Africa**, the SADC Secretariat and WFP signed an MOU to establish a five-year programme management unit that includes two regional experts. A one-week training programme for national staff covered geographical information system (GIS)/spatial analysis and mapping, health and nutrition, market analysis, survey design and analysis and the FEWS-NET integrated spreadsheet. Following the training course, a nutrition component was included in five of the national annual assessments.

INCOME AND EXPENDITURES

Contributions

Table 26: 2006 Total Contributions to WFP By Funding Window (US\$ million)

	Multilateral	Directed multilateral	Total	% of Total
Contributions for food and associated costs:				91
In-kind*	4	1 110	1 114	41
Cash*	233	1 107	1 340	50
Other contributions:				9
SOs (including in-kind contributions)	3	200	203	7.5
Standby agreements and other in-kind services	2	2	4	0.1
Trust funds and special accounts	-	37	37	1.3
JPOs	-	6	6	0.2
Government counterpart cash contributions (GCCCs)	1	-	1	0.04
TOTAL	243	2 462	2 705	100

* Including associated costs.

175. In 2006, contributions including food, associated costs, services and others reached US\$2.7 billion, US\$61 million less than in 2005. Contributions to WFP are classified as multilateral, directed multilateral or bilateral depending on the degree of direction and condition imposed by the donor. Nearly 91 percent of 2006 contributions were directed, continuing the upward trend seen since 2002, when only 81 percent of contributions were directed.

176. Cash contributions for food, services and associated costs amounted to US\$1.6 billion, or 59 percent of total contributions. Of the cash contributions, over US\$1.3 billion, or 84 percent, was provided for food activities. In-kind contributions for food decreased by 5 percent, or US\$58 million, from the previous year; in-kind non-food contributions decreased by US\$53 million. Standby agreements and other in-kind services declined from US\$6 million in 2005 to US\$4 million in 2006, because they were not called on to the same extent as they were in 2005.

Table 27: Funding Window (US\$ million)	2002	2003	2004	2005	2006
Directed multilateral	1 458	2 270	1 927	2 487	2 462
Multilateral	351	303	278	279	243
TOTAL	1 809	2 573	2 205	2 766	2 705

Income and Expenditure Overview

177. Total income in 2006 decreased by US\$39 million, or 1.3 percent, from 2005. This figure includes interest, exchange rate variations, and carry-overs. The US\$2.93 billion in income includes a carry-over of US\$134 million from 2005. Total expenditures reached US\$2.88 billion, a decrease of 7.3 percent from 2005. The year-end balance was US\$57 million.

Table 29: Income and Expenditures (US\$ million)

	2004 ⁴⁴	2005	BIENNIAL 2004–2005	2006
Total income	3 340	2 971	6 311	2 932
Total expenditures	3 073	3 104	6 177	2 876
Balance	267	(133)	134	57

178. Total expenditures for the PRRO category remained nearly the same as in 2005, making it the largest category for the second successive year. The high PRRO expenditures – they exceeded the EMOP category by 18 percent in 2005 and by 69 percent in 2006 – reflect the transition of large emergency operations to PRROs. In previous years, EMOP expenditures were greater than the PRRO category; in 2003 EMOP expenditure was almost three times larger than for the PRRO.

Table 28: Total Expenditures (US\$ million)

Programme category ⁴⁵	2005	2006	% Change 2005–2006
DEV	259	268	4
EMOP	1 046	729	-30
PRRO	1 237	1 233	0
Sub-total food projects	2 542	2 230	-12
SO	196	236	20
TOTAL programme category expenditures	2 738	2 466	-10
Bilateral operations and trust funds	109	94	-14
PSA	212	212	0
Special accounts and other	104	129	24
Accounting eliminations	(59)	(25)	-58
TOTAL non-programme category expenditures	366	410	-12
TOTAL EXPENDITURE	3 104	2 876	-7

179. EMOP expenditures decreased by 30 percent, or US\$317 million, compared with 2005. The low level of EMOP expenditures in 2006 is partially a result of lower EMOP requirements and the timing of EMOP contributions: 25 percent arrived in the last quarter of 2006.

⁴⁴ Includes US\$788 million earmarked for the Iraq bilateral operation.

⁴⁵ Expenditure figures for 2006 include DEV, EMOP and PRRO programme categories and exclude operations managed by the General Fund and trust funds.

180. Expenditures for the development category have increased each year since the low level of US\$195 million in 2002; the 2006 expenditures of US\$268 million were 4 percent higher than 2005. However, as a percentage of total expenditures, development has declined from the 2002 level of 12 percent to 10 percent in 2006. The 2006 proportion was higher than in 2003, 2004 and 2005.
181. SO expenditures increased for the second successive year, reaching US\$236 million; this is a 20 percent increase over 2005, compared with a 224 percent increase between 2004 and 2005. The 21 SOs for common services accounted for most of the increase in expenditures, reflecting WFP support for partners.⁴⁶ The SOs that contributed mainly to the increase in common service expenditures were: (i) the UNHAS in Pakistan and Sudan, which accounted for 54 percent of 2006 common services expenditures, (ii) the Lebanon Cluster operation at 11 percent, and (iii) the UNHAS in Afghanistan at 7 percent.

**Table 30: Special Operations Expenditures
(US\$ Million)**

SOs	2005 ACTUAL	2006 ACTUAL	% Change 2005–2006
WFP relief	159.0	111.0	-30
Common services	37.4	125.3	235
Total SO	196.4	236.3	20

Analysis by Cost Component

182. Expenditures for food-assisted activities were reviewed on a unit-cost basis, following the method used in the 2006 *Analysis of WFP Cost Components*,⁴⁷ which separates expenditures related to non-food assisted activities – SOs and non-programme category expenditures – from expenditures related to food-assisted activities. The cost per metric ton for food projects decreased by 8 percent between 2005 and 2006, as shown in the 2006 cost component analysis.
183. **Food Cost.** Expenditures on food decreased by US\$252 million, or 21 percent, compared with 2005. The decline was mainly a result of a high level of carry-over stocks from 2005 to 2006. On the basis of distributed tonnage, there was a decrease of 17 percent in food expenditures per metric ton. However, when considering the 20 percent reduction in the tonnage purchased and donated, the decline in the average expenditure per metric ton was less than 2 percent.

⁴⁶ Twelve SOs for UNHAS, five for UNJLC, two for inter-agency emergency telecommunications and two for cluster operations.

⁴⁷ WFP/EB.A/2006/6-G/1.



184. The proportion of cereals in the overall food basket, purchased and donated, increased by 2.7 percent in 2006, with a corresponding decrease in more expensive foods: for example the proportion of pulses declined by 1.6 percent. These relatively small declines became significant when averaged over the total quantity of food distributed.⁴⁸ The distribution of fortified food increased by 5 percentage points.

Table 31	Expenditures Related to Food Projects by Cost Component (US\$ million)			Average Direct Expenditure for Food Projects per mt (US\$)		
	2005 ACTUAL	2006 ACTUAL	% Change	2005 ACTUAL	2006 ACTUAL	% Change
Food	1 196	944	-21	281.6	233.6	-17
External transport	284	242	-15	66.9	59.9	-10
LTSH	764	720	-6	179.8	178.3	-1
ODOC	51	52	2	12.1	13.0	8
DSC	247	272	10	58.2	67.3	16
TOTAL:	2 542	2 230	-12	598.6	552.1	-8
Distribution (million mt)	4.2	4.0	-5	-	-	-

185. **External Transport.** External transport expenditures decreased by US\$42 million from the 2005 level. When calculated per metric ton, average direct expenditures per metric ton decreased by 10 percent. This resulted from market readjustments in ocean freight prices during 2005 and 2006, following the very high rates between 2003 and 2005.

186. **LTSH.** In 2006, total LTSH expenditures decreased by 6 percent. But the decline in average LTSH expenditures per metric ton was down 1 percent from 2005. As a proportion of total direct expenditures, LTSH costs decreased in 2006 after rising sharply from 18 percent to 26 percent over the 2004–2005 biennium. About 25 percent of the total LTSH rate was influenced by fuel costs.

187. **ODOC.** ODOC continued to account for less than 3 percent of total expenditures for food assisted activities. This has been a constant trend since the introduction of this cost component in 2000. Increases in ODOC expenditures were largely a result of the size of the PRRO portfolio, which often required significant rehabilitation components.

⁴⁸ The 2.7 percent shift to cereals in the food basket accounted for 102,000 mt, equivalent to a reduction of US\$294.60 per mt for every mt shifted to cereals. The total reduction in expenditures as a result of the shift to cereals was US\$30.0 million.

188. **DSC.** DSC expenditures increased by US\$24.9 million, or 10 percent, between 2005 and 2006; average DSC expenditures per metric ton increased by 16 percent. The increase in DSC expenditures was composed of:

- US\$6.1 million related to payments in United Nations staff security costs;
- US\$1.8 million increase in international staff incentives and allowances;
- US\$16.3 million increase in local staff expenditures; and
- US\$0.7 million increase in other DSC lines.

189. Organizations participating in the United Nations security management system (DSS) assume collective responsibility for the safety and security of United Nations personnel. Field-related costs are apportioned under a cost-sharing formula, with central management costs assumed by the United Nations. WFP's share for the 2006–2007 biennium is projected at US\$22.6 million.

Table 32: United Nations Field-Related Security Costs (US\$ million)

	UN system	WFP's share
2004	39.40	4.6
2005	73.70	8.6
2006	70.35	9.4 ⁴⁹
2007 (projected)	98.80	13.2

190. In 2006, US\$6.3 million in related costs was charged to project DSC. However, in its 2007 First Regular Session the Board agreed that these costs should be considered as PSA charges for the entire biennium 2006–2007, funded from the General Fund.⁵⁰ Accounting adjustments will be made to reflect this.

191. The US\$1.8 million increase in international incentives reflects the increase in incentive payments resulting from the increasingly difficult conditions under which many country office staff are expected to work.

192. The US\$16.3 million increase in local staff expenditures consists of a US\$2.4 million increase for national officers and US\$13.9 million in local general service expenditures. These increases reflect the emphasis on improving the contractual status of staff members. The number of field-based general service staff increased significantly between 2005 and 2006, mainly as a result of the appointment of 1,056 staff as fixed term who were previously holders of short-term or short-service contracts (SSCs), following confirmation that they were employed by WFP for at least five continuous years and performing core function in line with the IASC recommendation on contractual arrangements. The conversion increased the benefits and entitlements of these staff: for example, the increase in pension payments alone was estimated to add US\$4,300 per employee to their entitlements.

In highly insecure areas such as Sudan and Afghanistan, the demanding security requirements increased DSC expenditures. For example, in Sudan it was estimated that the need to meet minimum operating security standards (MOSS) and additional security needs accounted for US\$32 million in 2006.

⁴⁹ WFP received a credit note of US\$3.1 million against the 2004–2005 biennium.

⁵⁰ "Update on the WFP Management Plan (2006–2007)" (WFP/EB.1/2007/6-A/1).



Cost Containment

193. WFP sought cost-reduction measures such as sharing costs with partners. The Rome-based agencies continued to search for new ways to work together to carry out their complementary missions as cost-effectively as possible. In 2006, WFP, IFAD and FAO participated in a joint tender for electricity on the deregulated market, resulting in savings of 9 percent.

194. WFP Dubai together with a sub-office in Delhi took the lead as an off-shore office for services. Eventually these offshore offices may provide services for the entire humanitarian community. The ICT helpdesk was moved offshore in 2006; it is envisaged that this will lead to a 40 percent cost reduction, or US\$1.3 million per biennium. Non-food procurement was also moved offshore in 2006. The introduction of FOODSAT, the corporate communications network, saved WFP an estimated US\$3 million per year in inter-office telephone charges.

PART V: RESULTS BY MANAGEMENT OBJECTIVE

Table 33: Indicators Reported and Targets Met or Exceeded

Year	Reported			Met or exceeded targets ⁵¹		
	2006	2005	2004	2006	2005	2004
Percent ⁵²	98	84	85	53	55	47

Management Objectives – Main Results

195. WFP's Management Objectives aim to strengthen operational effectiveness and organizational capacity. Ultimately, the Management Objectives lead to improvements in operations, enabling WFP to provide sufficient quality food for beneficiaries. However, the linkages between improved management efficiency and enhanced operational effectiveness are usually unspecified.
196. The seven Management Objectives include 26 indicators through which WFP measured the performance of its operational support functions in 2006.⁵³ WFP reported on 25 indicators and 18 sub-indicators, reaching a 98 percent reporting rate in 2006. The percentage of indicators reported, including sub-indicators, has increased over the last three years.
197. The percentage of targets met or exceeded since 2004 has also increased, although the percentage in 2006 was slightly lower than in 2005. Some indicators that measure progress in management achievements proved unreliable and were modified or replaced in the Biennial Management Plan (2006–2007).⁵⁴
198. Targets for most indicators were set at higher levels in 2006 than for previous years, so the failure to meet targets does not necessarily reflect a decline in overall performance.

⁵¹ Indicators that reported results without established targets are excluded.

⁵² Percentages are for all indicators reported, including sub-indicators.

⁵³ For the 2006–2007 biennium, the number of Management Objectives and the number of indicators were consolidated: the number of Management Objectives was reduced from nine to seven, and the number of indicators was reduced from 34 to 26.

⁵⁴ Details of indicators that have been modified or replaced are discussed in footnotes of the 2006 APR.



Management Objective 1 – Build strong partnerships to end hunger

Table 34: MO 1.1 Enhanced partnerships at the global, regional and country levels		2006	Actual		
		Target	2006	2005	2004
1.1.1	Percentage of WFP projects where WFP collaborates with United Nations, international organizations and NGOs to provide complementary inputs and services. ⁵⁵	80	83	77	71

Performance Targets

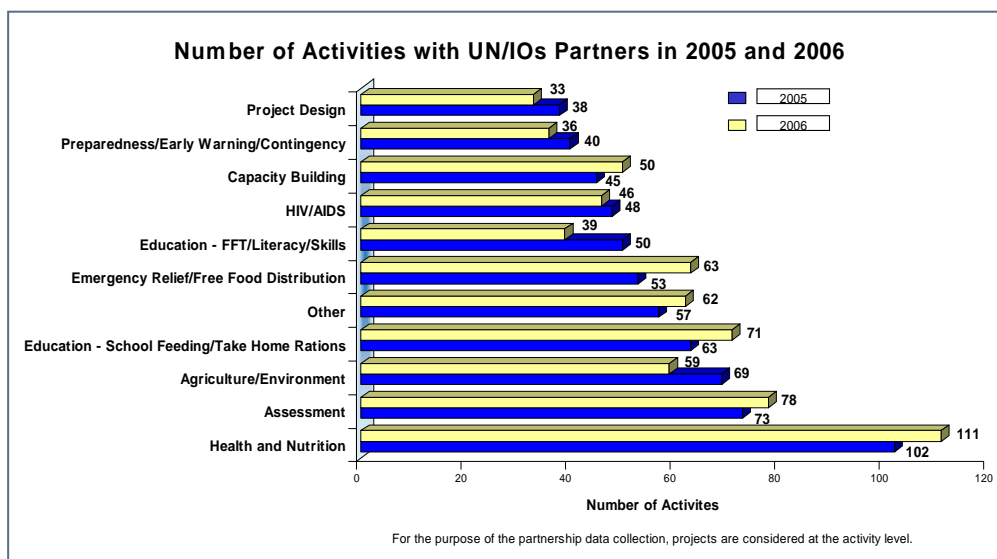
199. WFP has long recognized the need to work in collaboration with partners in hunger-reduction programmes. This approach was advanced in 2006: the proportion of joint projects with WFP food aid complemented by inputs from United Nations and NGO partners increased for the third year to a record level, exceeding the 2006 target by 3 percent.
200. WFP worked with 13 United Nations agencies, four international organizations and the World Bank in 2006. Seventy-nine percent of emergency needs assessments (ENAs) that served as a basis for EMOPs and PRROs were carried out with United Nations partners. In 2005 and 2006, complementary inputs and services with United Nations partners were most often in health and nutrition.

Performance Highlights

201. UNICEF was WFP's largest United Nations partner, mainly in projects to overcome child hunger, reduce the impact of HIV/AIDS and improve education. FAO was WFP's second largest United Nations partner. The two agencies also worked with WFP on food security assessments. Recent initiatives included setting up food security monitoring sentinel sites in particularly vulnerable countries to provide early warning of potential food crises.
202. WFP and UNHCR jointly provided assistance for refugees and displaced people. The two agencies regularly conducted joint assessment missions to identify populations requiring assistance, the level of resources needed and appropriate exit strategies. In 2006, initiatives included the first joint global work-plan, plans of action at the country level and a high-level working group to review issues related to IDPs.

⁵⁵ Management Objective 1.1.1 was previously Management Objective 1.1.2 in the *Indicator Compendium 2006–2007*. For 2006 the target was increased to 80 percent from 38 percent in 2005. The indicator on the percentage of programmes and projects jointly designed with United Nations organizations, IOs and cooperating partners (previously Management Objective 1.1.1 in the *Indicator Compendium 2006–2007*) was dropped because it did not accurately measure WFP collaboration with partners in programming. A more appropriate indicator is being developed.





203. NGOs handled half of WFP food in 2006 – 2 million mt. Partnerships with NGOs increased by 44 percent between 2005 and 2006: there were 3,264 operational partnerships in 2006, up from 2,270 in 2005, largely because of a substantial increase in the recording of NGO partnerships in Colombia; 88 percent of WFP country offices recorded operational partnerships with NGOs. WFP tended to turn to NGOs to manage large-scale food distributions in crisis situations where local operational capacity was lacking. WFP relied on local NGOs to increase outreach to communities or to implement interventions designed to assist smaller groups of beneficiaries.

204. Complementary inputs from NGOs were most common in MCHN, school feeding, and GFD. In 2006, WFP involved 320 NGOs in 43 projects in 27 countries in the identification, planning and design of activities, mainly PRROs; NGOs were also involved in project design in 25 percent of EMOPs and participated in 28 percent of emergency needs assessments (ENAs).⁵⁶ A more systematic approach to evaluating NGO performance was developed on the basis of a best practice review in the Sudan. It has already proved to be a useful tool in other countries; Niger is an example.

Differing mandates can impede partnerships. When WFP phased out of emergency assistance to earthquake victims in Pakistan and implemented a PRRO to support recovery activities, many of the partners with whom the organization had implemented the relief intervention did not have a mandate to undertake recovery and rehabilitation activities. Consequently a new set of partners were identified, a time consuming process.

⁵⁶ Emergency food security assessments (EFSAs) – 35; interagency/joint assessments – 26; joint assessment missions (JAMs) – 20; crop and food security assessment missions (CFSAMs) – 9.

Country Highlights

205. **Colombia** PRRO 10366.0 had the largest network of partners of any WFP-assisted operation in the world. In 2006, WFP implemented small-scale food projects through 1,000 national and international NGOs, community-based organizations and church organizations to reach IDPs. The relationship with partners in Colombia was one of mutual benefit and exchanges of ideas. Collaboration was established through an informal agreement whereby WFP committed food and partners provided in-kind and cash resources. Partners used their own resources to distribute food to beneficiaries. WFP's partnership approach in Colombia improved targeting effectiveness, enhanced community participation, expanded complementary activities and addressed security and protection issues.

206. In **Mozambique**, WFP and FAO supported junior farmer field and life schools, which provide vulnerable teenagers with opportunities to acquire skills beyond those offered by the formal education system, thus contributing to their livelihood security. WFP provided school meals; FAO provided materials and tools for agricultural training.

207. In **Guinea Bissau**, NGOs were involved in the design and formulation of the PRRO. Their views, comments and suggestions were collected during the self-evaluation and appraisal mission. NGOs had an opportunity to comment and give suggestions on the logframe, the M&E plan matrix and data-collection tools. Their observations were incorporated into the M&E toolkit for the PRRO.

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

Table 35: MO 2.1 Staff satisfied with WFP as its employer of choice. They feel supported and their skills are recognized, developed and managed.	2006	Actual		
	Target	2006	2005	2004
2.1.1 Average staff satisfaction rating (percentage). ⁵⁷	80	67	N.A.	64
Table 36: MO 2.2 WFP has a staff composition with the appropriate mix of gender, nationalities, competencies and motivation in place to respond to the diversity of needs.	2006	Actual		
	Target	2006	2005	2004
2.2.1 Percentage of required competencies met through PACE. ⁵⁸	N.A.	N.A.	N.A.	N.A.
2.2.2 Percentage of international professional staff, by gender and geographical distribution. ⁵⁹				
- Women	50	39.5	40.2	39.8
- Geographical distribution from developing countries	40	40.4	40.4	39.5
2.2.3 Percentage of women among WFP employees. ⁶⁰	50	30.1	29.7	31.7

Performance Targets

208. Over 8,500 WFP staff participated in the Second Global Staff Survey in 2006. The 50 percent increase over the first survey in 2004 demonstrated staff confidence that their opinions matter. Thirty-eight percent of all respondents indicated they had seen changes in their office environment because of the 2004 survey results. Field staff were generally more positive: 40 percent noted improvements, but the figure for Headquarters staff was only 18 percent.
209. The 2006 survey aimed to collect more specific data on staff satisfaction: in answer to the question “How do you rate WFP as a place to work?”⁶¹ 67 percent of respondents rated WFP as “one of the best”, an increase over the 2004 survey. In response to the question “How do you feel about your job?” 90 percent of respondents replied “satisfied”.
210. Areas requiring improvement as indicated by staff in the 2006 survey included: training, career development, upward communications, management effectiveness, stress reduction and better management of work-life balance.
211. The Performance and Competency Enhancement (PACE) programme identifies the competencies required of staff to carry out their jobs and allows managers and staff to identify agreed developmental needs. In 2006, there were 512 instances of developmental needs identified; action management and communication were identified most often.⁶²

⁵⁷ The target was increased to 80 percent from 64 percent in 2005 in the *Indicator Compendium 2006–2007*. Actual data for 2005 are not available because the WFP Global Staff Survey is conducted every two years.

⁵⁸ Performance and Competency Enhancement Programme. The indicator is currently under review. PACE data collected in 2006 were incomplete because only 68 percent of staff participated.

⁵⁹ Previously indicator MP2.3.1 in the *Indicator Compendium 2004–2005*.

⁶⁰ This is the first year in which this indicator has been used; it reflects total WFP employees by gender with a target of 50 percent women.

⁶¹ A proxy to compare average staff satisfaction with the 2004 Global Staff Survey, which rated overall staff satisfaction at 64 percent.

⁶² Action Management: Staff members must plan, implement, manage and provide support to a wide variety of projects, operations and programmes.

Performance Highlights

212. WFP launched an on-line 360 feedback tool based on PACE for managers in grades P-5 to D-2. Of the 140 managers who participated, 60 percent received “very strong” ratings indicating that they frequently demonstrated the behaviours related to the ten managerial competencies applicable to their role. As a follow up to the 360 feedback report, individual coaching was offered to help managers explore strengths and identify areas for improvement.

Lessons from the re-opening of a WFP office in the **Philippines**, to support the peace process in Mindanao through EMOP 10489.0, included the following:

- Lack of resources resulted in highly qualified staff leaving because of job insecurity;
- Staff on temporary duty played a critical role in launching the Philippines operation, but there was a disruptive effect from the “revolving door” TDY staff, who typically only stayed for a few months;
- Insufficient time was allowed for planning, training and relationship building: it took longer than expected to train staff and partners in standard WFP procedures and establish relationships with counterpart organizations.

213. One possible strategy to address the lack of gender parity is to provide more opportunities for women and to prepare women more effectively for work in emergency situations. In 2006, 40 percent of participants in the corporate emergency-response training were women. A target of 50 percent was set for 2007.

214. The Management Development Centre programme was revised in 2006 to allow staff from each of the Rome-based agencies to participate. For each of the ten participants that WFP nominates for the programme, six will be women.

215. In the 15 months since it opened in September 2005, 260 individuals and groups have contacted the Office of the Ombudsman. Half of the issues raised referred to evaluative relationships between staff and supervisors such as performance appraisals and communications. In 2006, 232 cases were closed and the Office of the Ombudsman made 17 proposals to WFP management on the basis of issues raised; these included conflict resolution in the workplace, standards of conduct and behaviour, ensuring policy coherence and compliance, gender balance and zero tolerance for harassment.

216. For some years, WFP has had an important role in the UNDG sub-group on harassment. The member organizations agreed that each would revise its policies on sexual harassment, harassment and abuse of power; WFP's acronym for this is SHAP. WFP's revised policy was issued in early 2007, with immediate effect. It defines the roles of employees, supervisors and managers in prevention of SHAP and in enforcement of the policy. Informal and formal processes for investigation of complaints are set out. Provisions for monitoring the effectiveness of implementation are included in the policy.

Management Objective 3 – Excellence in implementing efficient and effective programmes

Table 37: MO 3.1 WFP's capacity to identify impending crises and resulting needs is strengthened.	2006	Actual		
	Target	2006	2005	2004
3.1.1 a. Number of countries with WFP presence that have developed new/updated contingency plans. ⁶³	62	60	N.A.	N.A.
b. Percentage of "countries of concern" with developed/updated contingency plans. ⁶⁴	75	78	N.A.	N.A.
3.1.2 Percentage of comprehensive food security and vulnerability analyses (CFSVAs) available for priority countries. ⁶⁵	100	72	100	24

Table 38: MO 3.2 An adequate, timely and effectively managed food aid response.	2006	Actual		
	Target	2006	2005	2004
3.2.1 Cost of post-delivery commodity losses as a percentage of cost of commodity handled, by programme category, expressed as a percentage. ⁶⁶	2	0.45	0.47	0.37
3.2.2 Percentage of EMOPS and PRROs approved during the period that are supported by needs assessments and VAM analysis. ⁶⁷	100	96	70	45

Performance Targets

217. WFP is on track with respect to the number of countries with contingency plans. The number of comprehensive food security and vulnerability analyses (CFSVAs) increased, although the target was not met because some planned CFSVAs were delayed for operational reasons; they will be completed in 2007. The target was increased in 2006 from 70 percent to 100 percent.
218. Of the emergency needs assessments that served as a basis for the 26 EMOPs and PRROs approved during 2006, 85 percent were carried out with partners. The remainder included assessments conducted by WFP alone.
219. Post-delivery losses in 2006 were 0.45 percent of commodities handled, worth US\$9.9 million; the net tonnage decreased slightly from 2005. In commodity terms net losses were 24,133 mt, or 39 percent of total commodities handled. Reporting at the country level continues to be encouraged and is improving. Notable percentage

⁶³ Previously indicators MP5.1.5 and MP5.1.6 in the *Indicator Compendium 2004–2005*. The target establishes a measure of maintaining the level of countries with contingency plans at 75 percent. Results are not available for 2004 and 2005 because the indicator was changed in 2006 to reflect the objective.

⁶⁴ Previously indicators MP5.1.5 and MP5.1.6 in the *Indicator Compendium 2004–2005*. The target establishes a measure for contingency plans developed or updated for countries of concern – countries or situations for which WFP activates crisis monitoring – currently 10–15 per year; a target of 75 percent was chosen because WFP may not have representation in some of these countries or there is no preparedness phase, as for example with rapid onset disasters where WFP may be required to move straight to a response phase. Results are not available for 2004 and 2005 because the indicator was changed in 2006.

⁶⁵ Previously MP5.1.7 in the *Indicator Compendium 2004–2005*; the indicator was modified in 2005. The target was increased from 70 percent in 2005 to 100 percent for 2006. The 2004 target was 23 percent.

⁶⁶ Previously indicator MP5.1.3 in the *Indicator Compendium 2004–2005*.

⁶⁷ Previously indicator MP5.1.5 in the *Indicator Compendium 2004–2005*. Targets were 33 percent in 2004 and 67 percent in 2005. Excludes the IRA and budget revisions.

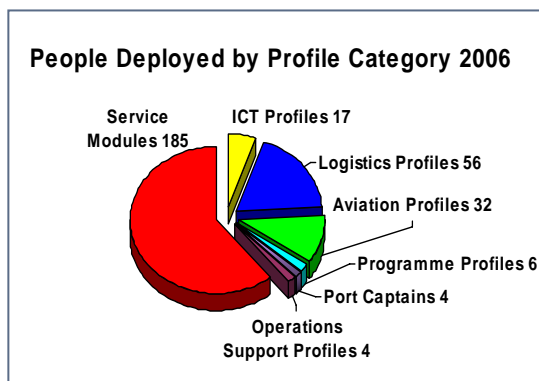


losses occurred in Chad, mainly related to hostilities and ensuing theft. Losses of US\$2.86 million in the Sudan were the highest in absolute terms, but this was mainly a matter of the enormous quantities – 1 million mt – of food delivered.

Performance Highlights

220. In line with United Nations humanitarian reform, WFP set itself an ambitious goal: readiness to respond to four major emergencies at any time, three of which might be at their peak simultaneously. WFP recognized that its capacities were stretched, having experienced five large simultaneous emergencies in 2005 – the Indian Ocean tsunami, the Pakistan earthquake, crises in Darfur and Niger and drought in southern Africa. The supply chain was put under pressure, but, more significantly, human resources proved insufficient, even with stand-by partners.
221. To achieve this goal, measures identified as priorities in the Strategic Plan were fast-tracked to enhance response capacity at the management and operational levels. In 2006, the focus was on:
- Conducting more robust and accurate ENAs;
 - Deploying suitably qualified staff more rapidly;
 - Supplying more appropriate foods quickly, particularly to populations on the move;
 - Ensuring access to response equipment in or near to disaster-prone regions;
 - Streamlining mechanisms for quick access to start-up funds; and
 - Tightening financial and administrative procedures for emergencies.
222. In 2006, an analysis of training needs recommended a more comprehensive strategy for emergency-response training. This will enable more people to benefit from emergency-related training at a lower cost per trainee. Curriculum development for the new programme will continue through 2007. Technical field operations training was piloted at the end of the year to provide skills and management tools for programme and logistics staff to enable them to respond rapidly to sudden-onset emergencies.
223. Preliminary results from the Quality Monitoring Checklist (QMC), launched in May 2006 to assess the quality of needs assessment reports, indicated improvements in content, methods and analysis of nutrition and markets. Challenges remained in areas such as analysis of the appropriateness of food and non-food transfers, gender issues and the potential negative effects of food aid and non-food responses. Progress was made in developing improved tools to assess cash interventions.
224. Achieving consistent quality in needs assessments was difficult given the large number of staff involved and the importance of collaborating with partners and governments. In 2006, WFP training workshops improved basic assessment skills of its own staff and staff of partner agencies. Where feasible, such workshops were linked with planned needs assessment missions, which have proved to be effective in ensuring greater technical quality throughout the assessment process.

225. CFSVAs and food-security monitoring systems were completed in partnership with governments, United Nations agencies and NGOs in Liberia, Madagascar, Mali, Mauritania, Nepal, Rwanda, Tanzania and Timor Leste. They provided in-depth analysis of food security and vulnerability, identifying and describing the most vulnerable population groups and their livelihood strategies and the areas most affected by food insecurity. The CFSVAs proposed strategies for safety-net programmes and longer-term recovery and helped to improve the targeting of assistance to regions and populations most in need.
226. By the end of 2006, three quarters of country offices had prepared new contingency plans or had updated existing ones; most country offices and regional bureaux had recent or updated logistics capacity appraisals (LCAs), facilitating WFP's capacity to respond to crises quickly and appropriately. Most contingency plans were incorporated in emergency preparedness frameworks. Monitoring potential crises in countries where WFP does not have a regular presence but where assistance may be required in the future was increasingly important in 2006. Regional bureaux prepared LCAs, VAM studies and contingency plans for several such countries, including Kosovo, Kyrgyzstan, Lebanon and Uzbekistan.
227. To augment its emergency response capacity, WFP called on 14 arrangements with stand-by partners to provide additional logistics, aviation and ICT expertise, and different types of service packages. Stand-by partnerships provided added flexibility to scale up activities quickly during rapid-onset crises such as that in Lebanon. Stand-by partners also provided expertise in areas that are not part of the normal WFP staff skills profile.⁶⁸



Country Highlights

228. **Swaziland** illustrates the importance of advance planning for on-time deliveries of food. For planning purposes, the country office set itself a target of 14 days to deliver food to partners. The average delivery time achieved over the year was 14.36 days.
229. In **Zambia**, pre-positioning food in advance of the rainy season ensured that distribution targets were fully met during the peak January–March lean season.

⁶⁸ Categories for stand-by partners include ICT profiles, logistics profiles, aviation profiles, programme profiles, port captains, operations support profiles and service modules, which are combinations of stand-by personnel and/or support equipment for a particular task; in general, service modules are related to areas of air and/or surface transport and base-camp operations.

230. In **Sri Lanka**, WFP initiated intensive contingency planning and was able to identify the need to upgrade security standards, pre-position food and enhance logistics facilities. WFP's early planning served as a basis for an inter-agency contingency plan.
231. In **West Africa** and **Central Africa**, 15 of the 18 country offices had contingency plans; 5 country offices updated their plans in 2006.⁶⁹ All 18 countries had LCAs, of which 7 were updated in 2006.
232. Various actions were undertaken to reduce post-delivery losses in the **Asia region**, including country office support to keep such losses to a minimum. Training in food-quality management was provided, with regular information updates on fumigation, microbiology, packaging and laboratory analysis. Superintendent and supplier contracts were reviewed for technical aspects and fumigation contracts were improved.
233. EFSA training in disaster management and response was conducted by the Asia regional bureau for WFP staff, government counterparts and cooperating partners. It was replicated in each sub-office for WFP food aid monitors with a view to improving the collection of data to enable them to target limited resources more effectively to the neediest populations.

Table 39: MO 3.3 Corporate results-based planning, monitoring and performance analysis is strengthened.		2006	Actual		
		Target	2006	2005	2004
3.3.1	Percentage of new WFP project documents that follow RBM guidelines submitted to the Project Review Committee (PRC) for approval. ⁷⁰	90	86	93	85
3.3.2	Percentage of country offices, regional bureaux and Headquarters units carrying out work-planning and performance reviews according to RBM guidelines: ⁷¹				
	- Work-plan	100	99	95	Avg. 81
	- Mid-year performance review	100	81	59	
	- End-year performance review	100	82	72	

Performance Targets

234. For the third year in succession, the proportion of approved EMOPs and PRROs based on a needs assessment or VAM analysis increased; the target of 100 percent was almost met – only one PRRO was not backed up by a needs assessment before approval.⁷² The percentage of new project documents that followed RBM guidelines decreased from 2005 as a result of more rigorous review standards for outcome level

⁶⁹ Nigeria and Togo, where WFP does not have an office, also had contingency plans.

⁷⁰ Previously indicator MP3.1.1 in the *Indicator Compendium 2004–2005*. Projects are considered as EMOP, PRRO, CP, DEV or SO; a regional operation counts as one project. Targets were: 60 percent for 2004, 80 percent for 2005 and 90 percent for 2006.

⁷¹ Previously indicator MP3.1.3 in the *Indicator Compendium 2004–2005*. The actual for 2004 is an average for work plans, mid-year and end-of-year reviews; disaggregated data are not available.

⁷² Excludes immediate response EMOPs and budget revisions.



reporting.⁷³ Results highlight the continued need for RBM mainstreaming. Project documents were reviewed against seven criteria; those meeting at least four criteria were considered to be RBM-compliant.⁷⁴

235. Fewer than three quarters of projects used outcome indicators from the *Indicator Compendium* (Criterion 3). This is a worrying trend, because standardized indicators are essential for measurement, aggregation and comparison of regional and corporate results. Only 21 percent of projects set targets for expected results (Criterion 4). Targets at the outcome level were often missing: one reason for this was that baseline data were not available and so setting targets became a challenge. Almost half of all project documents did not contain baseline study/survey information (Criterion 5).

Table 40: Percent of Project Documents Meeting RBM Standards by Criteria		%
1: Are project objectives linked with WFP's Strategic Objectives?		68
2: Does the project have a logical framework?		86
3: Are project indicators stated consistent with those in the <i>Indicator Compendium</i> ?		73
4: Does the project set measurable targets?		21
5: Does the project have a plan for baselines?		54
6: Does the project describe result monitoring, reviewing and reporting?		93
7: Does the project indicate any performance evaluation or follow-up survey?		82

236. In response to a fall in the percentage of country offices, regional bureaux and Headquarters units carrying out work-planning and performance reviews in 2005, increased efforts were made to improve guidance, facilitation and monitoring of work-planning. These resulted in a 12 percent increase in work-planning for 2006. Nearly all WFP offices produced a work-plan at the beginning of the year; 80 percent conducted mid-year and end-of-year reviews.
237. There is a large variation in the quality of work-plans and performance reviews, and work-plans have not yet been integrated into a management accountability system.

⁷³ WFP increased review standards by requiring a distinction between output and outcome targets. If 2006 project documents were to be analysed with the methods used in 2005, results would be nearly the same – 93 percent.

⁷⁴ Excluding SOs, budget revisions and EMOPs with a duration of less than 6 months, all EMOPs, PRROs, CPs and DEVs submitted to the PRC were reviewed. Excludes four projects approved without PRC consideration, and three projects approved in early 2006 but included in the 2005 APR.

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

Table 41: MO 4.1 Policy development and knowledge generation improved project design and implementation.		2006 Target	Actual		
			2006	2005	2004
4.1.1	Percentage of WFP projects designed in accordance with WFP policies and strategies. ⁷⁵	100	100	100	87
4.1.2	Percentage of evaluation recommendations fully implemented. ⁷⁶	87	72	N.A.	88

Performance Targets

238. All projects submitted to the PRC were designed in accordance with WFP policies and strategies. The criteria used to evaluate compliance are contained in policy documents approved by the Board and in programme guidance produced by Headquarters units and regional bureaux. Projects must comply with standards for vulnerability analysis, needs assessment, nutrition, economic analysis, markets, gender, HIV/ADS, social protection, livelihoods, emergencies and transitions, school feeding and emergency preparedness and response.
239. Of 147 evaluation recommendations, 106 (72 percent) were accepted for implementation, 25 percent were partially accepted and 3 percent were not accepted or found practical.⁷⁷ Implementation of evaluation recommendations depends on (i) management at Headquarters, regional bureaux and country offices, (ii) ownership and (iii) acceptance of evaluation findings, conclusions, and recommendations.

Performance Highlights

240. To support quality programming, WFP intensified its efforts to enhance its understanding of responses to hunger crises, analysing issues critical to effective hunger programming in three main areas: (i) analysis of issues, (ii) outreach to academic institutions and (iii) knowledge sharing.

Analysis of Issues

241. **HIV/AIDS.** WFP made significant advances in its work on HIV/AIDS and nutrition, collaborating with major research institutions to enhance understanding of the relationship between nutrition and HIV/AIDS and its impact on treatment. Work was also undertaken to analyse the costs of providing nutritional support for PLHIV.

⁷⁵ In the 2004 APR, the actual reported was the number of projects – 52 out of 60 projects, or 87 percent.

⁷⁶ Previously indicator MP4.1.3 in the *Indicator Compendium 2004–2005*. WFP is developing a tracking system that will provide data on the extent to which recommendations are implemented.

⁷⁷ Recommendations contained in the management response matrices annexed to OEDE-managed evaluation reports presented to the Board in 2006.

242. **Local food procurement.** By purchasing food from areas where there is a surplus, WFP has the potential to strengthen local markets and provide more timely assistance. The 2006 procurement policy paper drew on several country case studies to identify the circumstances in which local procurement of food is the best option.⁷⁸ WFP has increased the number of procurement officers in the field as a result of policy recommendations in this area.
243. **Market analysis.** The importance of understanding the critical role of markets in emergencies was readily apparent following the 2005 crisis in Niger, after which market analysts were placed in regional bureaux and Headquarters to support country offices in designing interventions that take into account the diverse market contexts in which WFP works.
244. **Non-food responses such as cash transfers.** To explore alternative ways of responding to the factors underlying food vulnerabilities, WFP and partners piloted several initiatives that combined food with non-food items and cash. These initiatives provided a deeper understanding of the best options for alleviating food insecurity, including social-protection strategies. No formal evaluations or reviews have yet been completed, but experience to date is positive.
245. **Humanitarian protection.** WFP conducted six case studies to understand the protection needs of beneficiaries, especially women, who may be exposed to violence as a result of receiving assistance. These case studies will be the basis of a policy paper and guidance for country offices in the coming year.

Outreach to Academic Institutions

246. In 2006, WFP developed an academic outreach strategy that draws on the best academic thinking to improve programming and that shares its expertise on hunger issues with current and future policymakers. WFP expanded its collaboration with universities on issues ranging from nutritional supplementation to hurricane risk assessment. It also established a Hunger Seminar Series with experts from the Centre for Humanitarian Dialogue and FAO. WFP and Auburn University expanded Universities Fighting World Hunger, which has helped to increase awareness of hunger issues on 50 campuses in the United States.

⁷⁸ “Food Procurement in Developing Countries” (WFP/EB.1/2006/5-C).

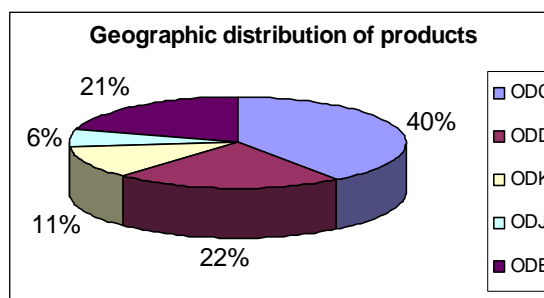


Table 42: WFP Academic Partnerships and Joint Hunger Activities	
Partner Institution	Joint Hunger Research Activity
IDS (University of Sussex)	Chronic and transitory food insecurity.
Harvard School of Public Health	Guidance to trigger emergency needs assessments. Nutrition interventions, including supplementation.
International Food Policy Research Institute (IFPRI)	Livelihood programming.
Tufts University	Comparative advantage of non-food and food assistance. Improving geographical and community targeting.
University of Central Florida	Supporting WFP's hurricane risk assessment.
Columbia University and University of Perugia	Refining risk assessment models for storm surges.
Polytech of Turin	Identifying, testing and validating analytical tools using satellite-based technologies.
Michigan State University	Assessment tools to anticipate the impact of food aid on local markets.
Cornell University	Effects of food aid on disincentives to labour supply and income generation (dependency).

Knowledge Sharing

247. WFP launched its flagship publication in 2006 – the World Hunger Series. The inaugural edition took a comprehensive look at the relationship between hunger and learning through the lifecycle. Since its launch in June, the report has been presented in a number of leading universities.

248. The Practical Advice Sharing System (PASS-*it-on*) launched in 2006 aimed to improve programme quality and the sharing of experiences from the field. In 2006, 31 countries submitted products which highlighted lessons learned, and enabled the exchange of best practices and innovative approaches. Exchanging knowledge enabled WFP to inform policy and strategic processes in addition to improving the quality of its programmes.



249. By the end of the year, the system had been rolled out to four regional bureaux and ten lessons-learned workshops had been carried out; 140 documents were posted on the PASS-*it-on* website. Ten after-action reviews were carried out, providing an extensive stakeholder review of major operations.

Country Highlights

250. In **Bangladesh**, WFP created an intranet site that provides access to its M&E database and studies of hunger-related issues. The site helps to raise awareness and share best practices on hunger and food-security issues.
251. In **Malawi**, a cash voucher programme enabled households to diversify their diets by including items such as meat and dairy products. Some of the cash was used to widen livelihood opportunities, for example starting small businesses. Further work will determine how best to combine food and cash transfers, taking account of seasonal factors in food production and markets.
252. In **Sri Lanka**, a cash-transfer pilot assisted victims of the 2004 tsunami living in remote areas where small-scale food transfers were not cost-effective.
253. In **southern Africa**, WFP and the Famine Early-Warning System Network (FEWS-NET) created the *Informal Cross Border Food Trade System* to monitor previously unrecorded “informal” trade flows of maize, rice and beans and their prices. The system covered the borders of Malawi, Mozambique, Zambia and Zimbabwe; it disseminated information through monthly bulletins. The benefits accrued to WFP and to governments in the region, regional bodies, donor countries and other United Nations agencies.

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

Table 43: MO 5.1 Security and safety of staff in WFP operational areas ensured.		2006 Target	Actual		
			2006	2005	2004
5.1.1	Number of staff detained, injured or killed through malicious actions while on duty. ⁷⁹	< 10	2	9	12
	- Total staff injured				
	- Total staff detained	< 38	18	17	47
	- Total staff killed	0	0	0	0
5.1.2	Percentage of designated staff evacuated or relocated. ⁸⁰	100	100	98	100

Table 44: MO 5.2 Connectivity between offices and access to information inside and outside WFP is strengthened.		2006 Target	Actual		
			2006	2005	2004
5.2.1	ICT infrastructure reliability as: ⁸¹				
	- Percentage central infrastructure availability.	99.0	99.66	98.80	98.91
	- Percentage private network availability.	99.0	99.26	98.00	99.02

Performance Targets

254. WFP continued to make progress in improving staff safety and reducing security incidents.⁸² In 2006 there were two incidents of work-related injuries, but no work-related deaths as a result of malicious acts. One local staff member died as a result of a work-related accident.
255. Staff relocations/evacuations were conducted in 28 cases, all caused by civil unrest. Sudan had the largest number – 12 relocations – followed by Chad with 11 relocations and one evacuation. Two relocations were reported in Côte d’Ivoire and one each in Afghanistan and Somalia.
256. The greatest number of work-related security incidents involving WFP staff and assets occurred in Chad, Côte d’Ivoire, Guinea, Kenya, Liberia and the Sudan. Most incidents occurred in the Sudan, mainly Darfur, where WFP staff continued to face extreme insecurity. Travel in vehicles was particularly dangerous: 24 significant travel-related incident reports were submitted.
257. WFP Uganda led an initiative to improve inter-agency emergency telecommunications (IAET) for selected areas in northern Uganda and Karamoja. Collaboration with the United Nations Department of Safety and Security (UNDSS) helped to define the needs on which the design and costs of the project were based.

⁷⁹ Previously MP5.2.1 in the *Indicator Compendium 2004–2005*. The performance indicator was modified in 2006. For staff “injured” and “detained”, targets were revised downwards by 10 percent.

⁸⁰ MO 5.1.2 was slightly modified in 2006 to represent more accurately the intention of the indicator.

⁸¹ Previously MP5.3.2 in the *Indicator Compendium 2004–2005*. The target for central infrastructure availability was increased for 2006; the private network availability target remained the same. Annual targets for 2006 represent unplanned downtime of 3 days 15 hours 36 minutes.

⁸² Work-related malicious incidents resulting in the death, injury or detention of WFP staff members, medical evacuation or relocation of staff for security reasons. Work-related detentions include a person or persons (i) unlawfully detained against their will, or the national equivalent e.g. using force, threat, fraud or enticement, for the purpose of demanding for their liberation an illicit gain or any other economic gain or other material benefit, or in order to oblige someone to do or not do something; and (ii) detained by police for questioning.

Management Objective 6 – Be transparent, accountable and manage risk

Table 45: MO 6.1 Improved transparency, oversight and accountability ensured.		2006	Actual		
		Target	2006	2005	2004
6.1.1	Percentage of audit, inspection and investigation recommendations implemented. ⁸³				
	- Percentage of audit recommendations implemented. ⁸⁴	80	60	73	N.A.
	- Percentage of inspection recommendations implemented. ⁸⁵	85	90	87	80
	- Percentage of investigation recommendations implemented. ⁸⁶	85	65	79	82
6.1.2	Percentage of monthly financial statements produced in required timeframe. ⁸⁷	100	100	100	100

Performance Targets

258. In 2006, WFP conducted internal audits of 22 non-IT processes in 26 field offices and 4 Headquarters units, and two IT audits covering 36 IT processes. Several audits were conducted in the last quarter of 2006, so recommendations were still being implemented at the end of the year. Implemented recommendations have:

- Improved WFP governance processes;
- Enabled management to formulate uniform guidelines to ensure consistent practice across WFP; and
- Clarified delegation of authority to managers, contributing to effective delivery of WFP services worldwide.

259. Only two country office inspections were completed in 2006, as a result of increased investigation activity. In WFP, investigations have priority. Together with the carryover from 2005, there were 118 investigations in 2006, of which 69 were brought to closure. Efforts to publicize the WFP Hotline paid off: 209 complaints were recorded, more than double the number in 2005, resulting in 74 new investigation cases.

⁸³ Previously MP7.1.1 in the *Indicator Compendium 2004–2005*.

⁸⁴ Data available through the Audit Leverage Tracking System. The percentage is derived from the total of audit recommendations implemented; WFP is updating its data-collection methods in 2007 to improve reporting.

⁸⁵ Action addressees are requested to advise on the implementation of recommendations at 6 months and at 12 months after completion of the investigation. 2006 data reflects investigations conducted between 1 June 2005 and 31 May 2006.

⁸⁶ Action addressees are requested to advise on the implementation of recommendation at three-month intervals until 12 months after issue. 2006 data reflects investigation reports submitted between 1 October 2005 and 30 September 2006.

⁸⁷ Previously MP7.1.2 in the *Indicator Compendium 2004–2005*.



260. The internal investigation into the fraudulent transfer of US\$6.3 million by two staff members of the ODJ finance unit was completed in early 2006. All material evidence was handed over to the local authorities for prosecution; the matter is now the subject of court proceedings. Assets belonging to the two accused individuals have been frozen and are in the custody of the court-appointed curator.

Performance Highlights

261. An external assessment of WFP internal audit practices and methods conducted by the Institute of Internal Auditors (IIA) in 2006 concluded that WFP conformed to the International Standards for the Professional Practice of Internal Auditing.
262. WFP started a “best practice” project called Continuous Control Mode, using advanced data-mining technology to review and analyse transactions on a continuous basis to identify and resolve transaction issues as they occur. The first phase, covering the largest WFP business cycle by value and volume – the Procurement/Accounts Payable cycle – was completed in 2006. The *Transparency and Accountability* intranet site was launched in 2006.
263. A new WFP policy for protection against retaliation for reporting misconduct and for cooperating with authorized audits, inspections, investigations and evaluations – the WFP Whistleblower Protection Policy – was issued in 2006. Pamphlets announcing the new policy were included in the pay statements of all WFP staff, along with further publicity of the WFP Hotline.
264. In 2006, financial statements were prepared at the end of each month, meeting 100 percent of the target. Full sets of financial statements were prepared in September and December. In 2006, WFP prepared annual financial statements for the first time, and internal and external auditors each undertook a review.

Table 46: MO 6.2 Best practices in cash and financial contribution management adopted and improved upon.	2006 Target	Actual		
		2006	2005	2004
6.2.1 Percentage of cash held in earning accounts. ⁸⁸	92	96	96	96
6.2.2 Percentage of contributions receivable. On 31 Dec. 2006, contribution receivable balances were: ⁸⁹				
- From the current year	> 73	72	72	67
- One year old	< 16	20	11	16
- Two years old	< 8	3.4	11	10
- Three years old or more	< 3	4.0	6	7

Table 47: MO 6.3 Corporate results-based reporting capacity is strengthened.	2006 Target	Actual		
		2006	2005	2004
6.3.1 Percentage of SPRs that received a satisfactory rating for reporting outcome-level results. ⁹⁰	95	89.5	93	90

Performance Targets

265. All cash accounts held at Headquarters are interest-earning, but most accounts in the field are not. WFP continued to pool cash resources not immediately required for disbursement in order to optimize interest income and reduce financial risks such as counter-party risk, country risk and foreign exchange risk. Country offices with large operations have access to “zero-balance accounts” that give them instant access to funds while keeping local cash balances to a minimum.

Table 48: Cash Held in Earning Accounts (US\$)	
Cash at country offices	46.6 million
Total cash and short-term investments	1.1 billion
Percentage of cash held in earning accounts	95.84

266. There was overall improvement in the aging of contributions receivable as a result of settlement of old receivables during 2006, even though some sub-targets were not met.

267. To improve the quality of SPRs and RBM compliance, training was held in each regional bureau on reporting requirements that provided guidance on software integration and emphasized outcome-level reporting. There was a 10 percent improvement over 2005 in the number of SPRs reporting outcomes. A change in the grading method resulted in stricter assessment of compliance. All projects with at least six months duration, including SOs, were graded.

⁸⁸ Previously indicator MP7.2.1 in the *Indicator Compendium 2004–2005*. It was assumed that no field accounts earned interest.

⁸⁹ Previously indicator MP7.2.2 in the *Indicator Compendium 2004–2005*. Targets were made more restrictive in 2006.

⁹⁰ Previously indicator MP3.1.2 in the *Indicator Compendium 2004–2005*. Targets were consistently revised upward: 25 percent in 2004, 50 percent in 2005 and 95 percent for 2006.

Management Objective 7 – Raise resources to meet needs

Table 49: MO 7.1 Increased awareness of WFP and its mission among donor government officials, key media, influential people, and the general public.		2006 Target	Actual		
			2006	2005	2004
7.1.1	Number of mentions of WFP in print and online media outlets in major countries. ⁹¹	4 000	8215	5106	5280
7.1.2	Number of parliamentarians, congressional representatives, government officials and journalists who visited WFP projects on trips organized by WFP. ⁹²				
-	Parliamentarians, congressional representatives and government officials	25	130	43	31
-	Journalists	100	379	415	215

Performance Targets and Highlights

268. Results surpassed targets by a substantial margin, indicating increased visibility for WFP and hunger-related issues. In Japan, for example, recognition of the name “WFP” increased from 36.4 percent in June 2005 to 42 percent in June 2006, according to an independent survey conducted by Nippon Research Centre, a member of Gallup International. In 2006, the Japanese Advertising Council provided WFP with US\$20 million worth of advertising time.
269. WFP activities were highlighted in 8,215 news clips published in selected newspapers, magazines and online news services in 14 major donor countries, a significant increase over 2004 and 2005.⁹³ Globally, there were 44,311 mentions of WFP in published news clips, including 44 editorials and letters in 82 newspapers and magazines.
270. WFP produced 24 TV and radio spots and 21 print advertisements, which were broadcast and published free in international and local TV networks, newspapers, magazines, stadiums and cinemas. Values could be verified for one third of advertisements placed by WFP: this amounts to US\$34 million, including US\$9 million for the TV spot featuring football player Ronaldinho, which was broadcast during the World Cup by 109 outlets in 32 countries, including 99 TV networks.
271. WFP launched proactive multimedia campaigns to raise funds and increase visibility for EMOPs such as the Darfur crisis, the Horn of Africa, Lebanon and the Indonesian earthquake. Hundreds of thousands of copies of WFP’s video game “Food Force”, the world’s first educational video game on humanitarian work, were downloaded in 70 countries. The game is now available in seven languages.
272. Visits by members of parliament and ministers helped to raise resources for operations such as school feeding, refugee assistance and the Darfur crisis.⁹⁴ Given the smaller number of large-scale, high-profile emergencies, the number of journalists who visited projects organized by WFP was down from 2005 but still well above the target.

⁹¹ Previously MP8.1.2 in the *Indicator Compendium 2004–2005*.

⁹² Previously MP8.1.3 in the *Indicator Compendium 2004–2005*.

⁹³ Australia, Canada, Denmark, Finland, France, Germany, Ireland, Italy, Japan, the Netherlands, Norway, Sweden, the United Kingdom and the United States of America.

⁹⁴ Members of parliament and ministers from Belgium, Cyprus, Denmark, Estonia, Germany, Hungary, Italy, Norway, Spain, the Netherlands, the United Kingdom and the United States of America.



Table 50: MO 7.2 Total volume of contributions is increased; higher percentage of operational needs are met; and an increased proportion of flexible donations meet WFP's resource needs	2006 Target	Actual		
		2006	2005	2004
7.2.1 Contributions to WFP by donors: ⁹⁵				
(a) Total by value of contributions (assessed needs)	US\$3 billion	US\$2.7 billion	US\$2.8 billion	US\$2.2 billion
(b) Percentage of contributions that are multilateral ⁹⁶	10.1	9.0	10.1	12.6
(c) Percentage of contributions that are in cash	54	58.5	56.8	50.9
(d) Percentage of contributions that are unrestricted ⁹⁷	3.3	3.7	3.3	N.A.
(e) Number of donors ⁹⁸	80	97	80	70
(f) Percentage of resources contributed by the top ten donors ⁹⁹	84	78.6	84	85
7.2.2 Percentage of assessed needs met. ¹⁰⁰	100	91	82	93
7.2.3 The difference between income forecast and actual contributions. ¹⁰¹	+/-5	-1	-14	-15

Performance Targets

273. The engagement of donors working with WFP to reduce hunger allowed it to achieve almost all of its fundraising objectives in 2006. WFP raised US\$2.7 billion to meet 91 percent of its needs against a target of US\$3 billion. Although total contributions were down from 2005 and below the target, the level surpassed the original 2006–2007 Management Plan forecast.

Increased visibility was crucial to higher contributions: for example a single media campaign in May helped to generate US\$108 million in confirmed contributions for Darfur in three weeks.

274. Over the past five years, the number of donors has increased from 60 to 97, a 62 percent increase. In 2006, 12 new donors supported WFP operations, including the DRC, Libya, Mauritania, the Government of Southern Sudan and the Sudanese Government of National Unity.

⁹⁵ Previously MP9.1.1 in the *Indicator Compendium 2004-2005*. Sub-indicators b, c, and d were added in the *Indicator Compendium 2006-2007*.

⁹⁶ The target reflects the baseline figure of what was accomplished in 2005. As reported in the 2004 APR, the proportion of multilateral contributions was rounded from 12.6 percent to 13 percent.

⁹⁷ The target was changed and based on what was achieved in 2005. Results cannot be generated before 2005 because of significant changes to WFP's Resource Mobilization System (RMS), a Lotus Notes application for recording details of donor contributions.

⁹⁸ Target was changed to reflect the baseline figure achieved in 2005.

⁹⁹ Target was changed to reflect the baseline figure achieved in 2005.

¹⁰⁰ The indicator and target are new, as defined in the *Indicator Compendium 2006-2007*. The percentage of net needs met is to be considered with caution, because contributions were predominately directed.

¹⁰¹ The indicator and target are new, as defined in the *Indicator Compendium 2006-2007*. Before 2006, the BPR was not mainstreamed as a business process, so 2006 forecast data are not comparable with the 2005 and 2004 figures.



275. Dependency on the top few donors was reduced, creating a more balanced donor base. Nevertheless, over-reliance on a small number of donors remained. WFP support from the private sector continued to grow: 84 private organizations contributed in 2006.¹⁰² Donations from private donors increased from US\$4 million in 2002 to a high of US\$55.5 million in 2006. WFP also receives on average US\$38 million annually in extraordinary in-kind donations such as free advertising.¹⁰³

Table 51: 2006 Required Resources Compared to Confirmed Contributions (US\$ million)

	Net Needs	Contributions Received	Net Needs Met (%)
DEV	339.0	248.0	73
EMOP*	1 137.3	1 075.6	95
PRRO	1 133.0	1 094.8	97
SO	373.8	202.9	54
Other	-	83.7	N.A.
Total	2 983.1	2 705.0	91

*Contributions to the EMOP category include contributions to the IRA.

276. In a year when no major new emergency occurred, apart from the Lebanon crisis, support for WFP remained strong. WFP's 2006 fund raising strategy helped to increase stable funding from major donors, attract additional new donors and encourage occasional donors to become regular contributors.

277. Donor support for EMOPs and PRROs was strong: almost all assessed needs were met; 18 donors provided US\$32 million for the IRA. Contributions for SOs were well below the 2005 level: just over half of assessed needs were met. Contributions for longer-term development have fluctuated year by year, but the downward trend as a percentage of total contributions continued in 2006.

Table 52: Contributions for Development Operations (2001 – 2006)

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

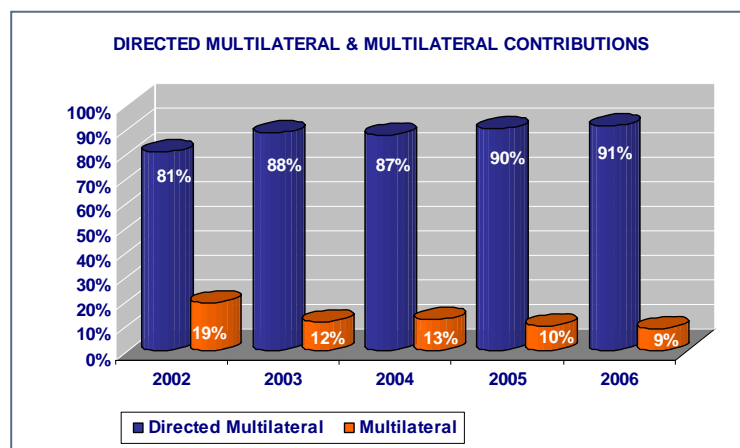
278. Several donors reduced the constraints placed on their contributions, allowing greater flexibility in their use. The growing openness of donors about their planned contributions enabled WFP to refine contribution forecasting, resulting in improved project planning and pipeline management.

279. Donors from non-Organisation for Economic Co-operation and Development (OECD) countries have become increasingly significant. Most of WFP's donors are now non-OECD countries, and several are also recipients of WFP food assistance. India, for example, continued its support for WFP operations in Afghanistan and Iraq in 2006. When Indian government food reserves declined during the latter part of the year, the Government agreed to provide cash in lieu of wheat for the Afghanistan operation.

¹⁰² Of the 97 WFP donors in 2006, the 84 private-sector organizations that contributed to WFP are reported as one donor.

¹⁰³ Extraordinary in-kind donations are defined as donations that do not offset WFP's budget.

280. In 2006, the proportion of multilateral contributions continued to decline. Of the multilateral funds received, 40 percent – US\$91 million – was used to support relief operations, of which US\$34 million assisted displaced people in operations in Chad, DRC and Ethiopia. A further US\$11 million helped to avert major breaks in food pipelines, targeting operations in Cambodia, the Democratic People’s Republic of Korea and Guinea Bissau.



Performance Highlights

281. WFP secured several new multi-year, multi-million-dollar corporate partnerships in 2006. Some examples of corporate partnership support include (i) the development of an emergency preparedness and response network for corporate partners in humanitarian crises, in which companies provide resources and assets for pre-positioning in WFP depots, and (ii) a three-year partnership providing US\$2.5 million cash annually, along with plans to raise additional funds through cause-related marketing and employee fundraising for improving the nutrition and health of undernourished school-aged children through WFP’s school feeding programme.
282. The Food Security Journalist Network in **Bangladesh** was established in 2006 to encourage media professionals to reflect more clearly the plight of food-insecure ultra-poor people and raise awareness at the national policy level. The network currently has representatives from 15 newspapers and agencies.
283. Twinning arrangements whereby an in-kind contribution from one donor is matched with a cash donation from another to cover the associated costs were a particular feature of 2006, allowing WFP to receive more food to feed a greater number of people with less delay: US\$36 million in cash contributions leveraged US\$53 million of in-kind contributions, equivalent to 330,000 mt of food. If the cash had been used for international or local purchases instead of being twinned, the food equivalent would have been between 20,000–45,000 mt. Twinning partnerships enabled eight countries to provide in-kind contributions to WFP, including first-time donors **Lebanon** and **Swaziland**.

284. US\$7.8 million in cash provided by Australia, Norway and the United Kingdom was coupled with a contribution of 184,000 mt of cereals valued at US\$19.5 million from the Government of **Bangladesh** in 2006. This enabled WFP's Vulnerable Group Development Programme to feed 2.5 million people. This food was immediately available for distribution.

WFP and the Appeals Process

285. In 2006, WFP received US\$1,449 million through the Consolidated Appeals Process (CAP), 88 percent of the amount WFP requested through the CAP. WFP's share of the total appealed for by United Nations agencies and NGOs was 40 percent, the lowest proportion for the past seven years. WFP participated in 16 of the 17 appeals in 2006.

286. Food accounted for 90 percent of the resources requested by WFP through the CAP. SOs, part of the coordination and support services funding category, constituted the remaining 10 percent; 40 percent of global CAP/Flash Appeal requirements were for food, with WFP the main recipient of contributions for food-related needs.

Year	WFP requirements as % of total CAP requirements	% WFP requirements covered
2000	57.0	72.5
2001	64.2	69.7
2002 ¹⁰⁵	58.2	88.3
2003 ¹⁰⁶	71.0	90.9
2004	51.8	85.0
2005	44.8	70.4
2006	40.2	88.2

¹⁰⁴ OCHA CAP Financial Tracking Service (FTS). 2006. OCHAonline2.un.org as of 2 March 2007 CAP/Flash Appeals.

¹⁰⁵ Includes Afghanistan, 2002, United Nations Immediate and Transitional Aid Programme (ITAP) for the Afghan People.

¹⁰⁶ Includes Iraq crisis, 2003.



PART VI: LOOKING FORWARD

287. In the context of the new Strategic Plan, WFP will position itself to respond to a number of evolving demands and challenges. To continue to work more effectively and efficiently WFP will:

- Meet the challenge of United Nations Reform;
- Become more effective and efficient in responding to emergencies;
- Secure funding to meet needs;
- Strengthen accountability mechanisms; and
- Work in partnership to end hunger.

The Challenge of United Nations Reform

288. The tasks for WFP in 2007 and beyond are to consolidate internally and enhance the implementation of reforms to improve country-level performance. Support for the clusters will again be sought through a special cluster appeal; mainstreaming cluster leadership will be an issue in 2008 and the next Strategic Plan and Management Plan. WFP will continue to address the special challenges that United Nations reform may present for agencies with a dual mandate for relief and development.

289. On the development side, reform measures are still a subject of debate in the United Nations and its member states. WFP sees opportunities to improve the coherence and effectiveness of the system in relation to addressing the problems of hunger and food security. Of importance are the United Nations reforms that provide a stronger foundation for inter-agency collaboration at the country level in planning, funding and implementing programmes to achieve the MDGs. WFP will work with the other Rome-based agencies to position development activities in a United Nations strategy for contributing to nationally-owned plans.

In view of the Government of Pakistan's initiative to accelerate country-level reform, the United Nations country team (UNCT) will support "One Vision" for the United Nations to deliver "as one" with a focus on five programmes areas: health, education, poverty, HIV/AIDS and disaster management. WFP will have a significant role in joint programming.

290. WFP will participate in "One UN" pilots in its country offices in Mozambique, Pakistan, Rwanda and Tanzania; there has been a joint office in Cape Verde since 2004.

Effective and Efficient Emergency Response

291. Emergency response will be further improved by:

- Upgrading WFP's staffing database to capture emergency skills, allow for identification of training gaps and facilitate identification of the best qualified staff on the first day of an emergency;
- Continuing to stress the need for common needs assessments and frameworks;
- Developing training modules for emergency managers and responders;
- Finalizing a ready-to-eat meal strategy and widening WFP's supplier base to provide immediate-response food items;
- Expanding stocks in its network of UNHRDs in partnership with public and private sectors; and
- Streamlining emergency funding mechanisms to provide "one-stop shopping" for country directors, in particular those responding, to sudden-onset emergencies.

Securing Funding to Meet Needs

292. WFP will continue to aspire to a membership where every member is a donor and some are also recipients. WFP received contributions from 97 different donors in 2006, and will work with all donors to expand the list through innovative arrangements that encourage contributions according to the means of each country.

293. By early 2007, CERF had received pledges of US\$343 million, a 15 percent increase over the amount of confirmed contributions to CERF in 2006. With a target annual allocation of US\$500 million, CERF will play an increasingly significant role in global humanitarian response.

294. With regard to the private sector, WFP is developing a new strategy to consolidate and institutionalize private-sector fundraising. The strategy will build on what has been achieved to date and shift the focus to seeking cash from a variety of corporations, individuals and foundations. The strategy aims to raise US\$200 million annually by 2014, a significant portion of which can be used without restriction.

Strengthening Accountability Mechanisms

295. **Advance Funding Mechanisms.** Internal advance funding has become an important element in helping WFP to meet the needs of its beneficiaries. Each advance mechanism plays a unique role in ensuring the readiness, sustainability, efficiency and effectiveness of WFP operations.
296. A review of the advanced funding mechanisms will look at four areas to improve accountability and oversight in the mechanisms:
- A phased approach to eligibility for the mechanisms to ensure that country offices are equipped to manage the financial risks associated with advanced financing;
 - A standard process for requesting and repaying advanced funding;
 - A two-tier approach to approving advance funding; and
 - Centralized monitoring to facilitate corporate overview of WFP's financial exposure.
297. **WINGS II.** WFP is carrying out a major upgrade of WINGS. As far as possible, the upgraded WINGS will be free of customization and will use only industry-standard software. WINGS II will focus on accountability in all aspects of WFP's work from forecasting of needs and acquiring donations to purchasing and delivering food and monitoring. Under the first phase of the project, a fully unified system will cover:
- Availability of financial and commodity data for earlier decision making, previously inaccessible before publication of the APR;
 - Commodity information on quantity and monetary value, in line with IPSAS; and
 - Automation or elimination of some administrative tasks.
298. The WINGS II teams devoted the greater part of 2006 to analysis. The project steering committee agreed on a timetable for introducing the new systems and processes, beginning with two releases in 2008.

299. **Results-Based Management.** In 2007, WFP will assess progress in implementing RBM in the framework established by the United Nations Joint Inspection Unit (JIU) in its 2004 report *Managing for Results*.¹⁰⁷ Systematic feedback on progress will be obtained from the Executive Board and WFP managers. WFP will consolidate gains by:

- Facilitating coherence in the policies, tools and guidance by divisions that have assumed the functions formerly carried out by the RBM Division;
- Ensuring that WINGS II meets WFP's reporting requirements, including a cost-allocation model to enhance resources-to-results reporting;
- Enhancing capacity and clarifying roles and responsibilities for implementing RBM; and
- Supporting corporate risk assessment and the routine incorporation of mitigation strategies in work planning and performance reviews.

Partnerships to End Hunger

300. WFP will continue to define its role in ending hunger by working in partnership to address hunger and undernutrition in all their complexity. In addition to increasing the level of resources to feed more hungry people, WFP will engage at different levels to strengthen its global commitment to ending hunger. WFP will expand its strategic partnerships, for example with African regional bodies, on issues of food and nutrition security.

301. WFP will develop its Academic Outreach Strategy to ensure access to the best available knowledge on hunger and nutrition so that its ability to share its own experiences with national policy makers is enhanced. Addressing hunger is part of WFP's core business, so it will strengthen the coalition of actors committed to making a world without hunger a reality.

¹⁰⁷ JIU. 2004. *Managing for Results in the United Nations System*, parts I, II and III (JIU/REP/2004/5-8).



ANNEXES

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ANNEX I A - WFP STRATEGIC OBJECTIVE RESULTS MATRIX

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

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



ANNEX I A - WFP STRATEGIC OBJECTIVE RESULTS MATRIX

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

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



ANNEX I A - WFP STRATEGIC OBJECTIVE RESULTS MATRIX

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

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



ANNEX I A - WFP STRATEGIC OBJECTIVE RESULTS MATRIX

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

Activity types ⁱ	Outputs	Outcomes ⁱⁱ
Strategic Objective 5: Strengthen the Capacities of Countries and Regions to Establish and Manage Food-Assistance and Hunger-Reduction Programmes		
Counterpart training, exchange visits Technical advice, secondment of staff, guidelines and manuals Counterpart involvement in WFP processes and surveys Information sharing and support to networks Support to community organization and decision-making Support to local government and civil society organization Support to public awareness & resource mobilization capacities	Output 5.1: Provision of capacity-building assistance to country and regional entities involved in food assistance and hunger reduction efforts Indicator 5.1.1: Actual counterpart staff at local, regional and national levels trained under WFP's technical assistance activities as a percentage of the planned number. Indicator 5.1.2: Number of areas of technical services and cooperation where capacity-building activities were provided.	Outcome 5.1: Increased capacity to identify food needs, develop strategies and carry-out food based programmes within targeted countries Indicator 5.1.1: To be determined.



i This is not an exhaustive list. Each WFP operation will use its discretion to select the activities that would best achieve the stated outputs and outcome(s). Changes to indicators in this results matrix are presented in the APR 2006 as footnotes.

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

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

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

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

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

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

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

ANNEX I B - WFP MANAGEMENT OBJECTIVES RESULTS MATRIX

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

MO1 – Build strong partnerships to end hunger

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

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

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

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

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

Indicator 2.1.1 Average staff satisfaction rating.

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

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

Indicator 2.2.2 Percentage of staff by gender and geographical distribution.

MO3 – Excellence in implementing efficient and effective programmes

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

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

Indicator 3.1.2 Percentage of CFSVAs available for priority countries.

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

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

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

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

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

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

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

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

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

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

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



ANNEX I B - WFP MANAGEMENT OBJECTIVES RESULTS MATRIX

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

recommendation.

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

Expected result 5.1 Security and safety of staff in WFP operational areas ensured.

Indicator 5.1.1 Total number of staff detained, injured or killed through malicious actions while on official duty.

Indicator 5.1.2 Percentage of designated staff successfully evacuated or relocated.

Expected result 5.2 Connectivity between offices and access to information inside and outside WFP is ensured

Indicator 5.2.1 ICT infrastructure reliability.

MO6 – Be transparent, accountable and manage risk

Expected result 6.1 Improved transparency, oversight and accountability ensured.

Indicator 6.1.1 Percentage of audit, inspection and investigation recommendations implemented.

Indicator 6.1.2 Percentage of monthly financial statements produced in required timeframe.

Expected result 6.2 Best practices in cash and financial contribution management adopted and improved upon.

Indicator 6.2.1 Percentage of cash held in earning accounts.

Indicator 6.2.2 Percentage of contributions receivable.

Expected result 6.3 Corporate results-based reporting capacity is strengthened.

Indicator 6.3.1 Percentage of standard project reports (SPRs) that received a satisfactory rating for reporting outcome level results.



ANNEX I B - WFP MANAGEMENT OBJECTIVES RESULTS MATRIX

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

MO7 – Raise resources to meet needs

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

¹ Changes to indicators in this results matrix are presented in the APR 2006 as footnotes.



ANNEX II WFP EMPLOYEES WITH CONTRACTS OF ONE YEAR OR LONGER			
CATEGORY	TOTAL	NUMBER OF WOMEN	PERCENTAGE OF WOMEN
Higher categories (D-2 and above)	44	9	20
International professionals (P-1 to D-1)	1 251	502	40
SUBTOTAL	1 295	511	39
Junior professional officers (JPOs)	72	41	57
United Nations volunteers (UNVs)	142	35	25
National professional officers (NPOs)	396	149	38
Assignments of limited duration (ALDs)	7	2	29
Service contracts (SCs)	102	31	30
TOTAL PROFESSIONAL AND HIGHER CATEGORIES	2 014	769	38
General service	2 563	1 004	39
ALDs	8	1	13
SCs	6 002	1 414	24
TOTAL GENERAL SERVICE CATEGORIES	8 573	2 419	28
TOTAL WFP EMPLOYEES ⁽¹⁾	10 587	3 188	30

Notes:

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

Data Source: ADHI



ANNEX III WFP FOOD PROCUREMENT IN 2006				
	Quantity (mt)	% of total	US\$ million	% of total
<i>Developing countries</i>				
Least developed	618 313	31	161.7	27
Other low-income	394 543	20	89.5	15
Lower middle-income	245 800	12	117.9	20
Upper middle-income	293 206	15	91.3	15
Sub-total	1 551 862	78	460.3	77
<i>Developed countries</i>				
Sub-total	463 526	23	140.7	23
TOTAL	2 015 388	100	601	100

WFP FOOD PROCUREMENT IN 2006			
<i>Developing countries</i>			
No.	Country	Quantity mt	US\$
1	Uganda	162 281	41 202 876
2	Ethiopia	158 214	37 011 737
3	Pakistan	147 979	34 733 974
4	Kenya	113 959	29 661 206
5	South Africa	109 217	28 580 576
6	Ecuador	26 399	28 006 026
7	Turkey	98 040	27 872 926
8	Indonesia	24 466	22 511 962
9	Malaysia	27 824	17 061 399
10	Nepal	49 189	16 475 059
11	Occupied Palestinian Territory	51 139	15 741 841
12	India	103 527	15 721 528
13	Argentina	15 767	10 449 187
14	Malawi	37 272	9 446 430
15	Sudan	33 187	8 693 784
16	United Republic of Tanzania	30 298	8 583 806
17	Honduras	18 114	7 951 504
18	Mozambique	31 143	7 439 410
19	Colombia	12 815	6 674 032
20	Mexico	39 573	6 479 531

ANNEX III WFP FOOD PROCUREMENT IN 2006			
<i>Developing countries</i>			
No.	Country	Quantity mt	US\$
21	Burkina Faso	19 506	5 648 425
22	Guatemala	14 013	5 621 513
23	Cambodia	21 617	5 389 383
24	Zambia	18 425	4 719 288
25	China	9 843	4 365 536
26	Bolivia	9 968	4 167 714
27	Rwanda	10 675	4 095 722
28	Vietnam	13 254	3 642 172
29	Brazil	17 607	3 480 044
30	Myanmar	13 324	3 287 539
31	Sri Lanka	9 666	3 233 263
32	Ukraine	11 326	2 980 775
33	Egypt	10 556	2 927 298
34	Mali	8 543	2 448 406
35	Thailand	5 223	2 154 072
36	Namibia	5 969	1 868 993
37	Ghana	5 324	1 733 919
38	Benin	6 101	1 708 353
39	Cameroon	4 442	1 676 503
40	Côte d'Ivoire	3 556	1 619 044
41	Kazakhstan	6 948	1 421 219
42	Armenia	5 595	1 382 065
43	Cuba	1 735	1 274 002
44	Lesotho	5 334	1 256 434
45	Democratic Republic of the Congo	2 300	925 042
46	Bangladesh	1 671	781 972
47	Azerbaijan	1 930	689 140
48	Nicaragua	2 249	663 319
49	Afghanistan	2 400	569 960
50	Bhutan	2 239	565 248
51	Morocco	658	555 892
52	Syria	935	549 698
53	Lebanon	1 634	455 296
54	Yemen	1 488	385 031
55	Chad	366	322 792

ANNEX III WFP FOOD PROCUREMENT IN 2006			
<i>Developing countries</i>			
No.	Country	Quantity mt	US\$
56	Uruguay	912	299 136
57	Senegal	1 594	217 355
58	Lao People's Democratic Republic	471	189 643
59	Philippines	470	160 961
60	Niger	217	154 624
61	El Salvador	183	87 516
62	Peru	243	68 947
63	Belize	200	62 278
64	Central African Republic	150	58 188
65	Togo	129	49 252
66	Somalia	25	15 550
67	Tajikistan	255	14 167
68	Botswana	40	12 400
69	The Gambia	96	7 838
70	Mauritania	59	6 186
Subtotal (77% of total value)		1 551 862	460 267 906
<i>Developed countries</i>			
No.	Country	Quantity mt	US\$
1	Canada	134 186	32 532 091
2	Belgium	49 451	21 975 276
3	Russian Federation	54 175	14 930 206
4	Japan	51 638	14 425 222
5	Italy	49 054	13 306 150
6	United States of America	43 730	11 819 956
7	France	29 628	11 746 925
8	Denmark	14 345	8 083 846
9	Germany	16 214	4 228 336
10	Netherlands	7 186	4 146 471
11	Australia	4 106	1 350 056
12	Bulgaria	6 170	995 504
13	United Kingdom	3 300	983 439
14	Austria	344	173 720
Subtotal (23% of total value)		463 526	140 697 196
Total		2 015 388	600 965 102

ANNEX IV TOTAL CONFIRMED CONTRIBUTIONS IN 2006 (thousand dollars)

DONOR	TOTAL	DEVELOPMENT	EMERGENCY	IRA	PRRO	SO	OTHERS*
AFRICAN DEV. BANK	4 068		500		3 568		
ALGERIA	3			3			
ANDORRA	133	18	44		33		38
ANGOLA	3 500				3 500		
ASSOC. OF S.E ASIAN NATIONS	54				54		
AUSTRALIA	59 777	4 328	6 616	3 819	16 442	1 244	27 328
AUSTRIA	1 839		616	14	1 209		
AZERBAIJAN	2 085				2 085		
BANGLADESH	19 514	19 514					
BELGIUM	11 132		1 901		8 402	635	195
BHUTAN	1						1
BULGARIA	10						10
CANADA	149 414	28 302	36 939	10 526	68 756	2 033	2 857
CHINA	1 800	1 750					50
COLOMBIA	890				859		31
CONGO, REP. OF	249				249		
CUBA	865				865		
CYPRUS	400				400		
CZECH REP	308	31	98				179
DENMARK	43 564	26 488	4 092		9 463	1 026	2 495
ECUADOR	397						397
EGYPT	487	200	31		70		186
EL SALVADOR	160						160
EUROPEAN COMMISSION	265 762		105 431		138 645	13 672	8 014
FAROE ISLANDS	249	222		27			
FINLAND	18 308	7 121	1 962	32	7 746	659	789
FRANCE	26 940	6 302	6 517	218	9 920	1 333	2 650
GERMANY	59 573	27 426	8 415	3 807	17 691	510	1 724
GHANA	10	10					
GREECE	4 201	38	521		2 712	164	766

ANNEX IV TOTAL CONFIRMED CONTRIBUTIONS IN 2006 (thousand dollars)							
DONOR	TOTAL	DEVELOPMENT	EMERGENCY	IRA	PRRO	SO	OTHERS*
GUATEMALA	186						186
HAITI	307						307
HOLY SEE	10						10
HONDURAS	3						3
HUNGARY	65						65
ICELAND	536		300		181	55	
INDIA	8 141	6 331	1 743				68
INDONESIA	7 002				7 002		
INTER-AMERICAN DEVELOPMENT BANK	199				199		
INTL COMMITTEE OF THE RED CROSS	584		584				
IRELAND	31 005	317	6 941	1 254	19 546	932	2 014
ITALY	12 301	2 048	8	6	2 823	2 538	4 877
JAPAN	72 257	10 721	31 704	401	24 072	2 750	2 609
JORDAN	38	38					
KENYA	21 174	2 180	18 994				
KOREA REP. OF	427			8	100		319
KUWAIT	143		143				
LEBANON	26		26				
LIBYA	4 515		4 515				
LIECHTENSTEIN	65				41		23
LITHUANIA	112				112		
LUXEMBOURG	15 387	5 938	3 188		5 943	318	
MADAGASCAR	1						1
MALAWI	8 907				8 907		
MALAYSIA	250		250				
MAURITANIA	1 207	1 197			10		
MONACO	36				36		
MOROCCO	38		38				
NEPAL	100				100		
NETHERLANDS	79 985		23 449	5 015	46 294	5 228	

ANNEX IV TOTAL CONFIRMED CONTRIBUTIONS IN 2006 (thousand dollars)

DONOR	TOTAL	DEVELOPMENT	EMERGENCY	IRA	PRRO	SO	OTHERS*
NEW ZEALAND	5 710	2 787	1 485	752	680	6	
NICARAGUA	20						20
NIGERIA	201				201		
NORWAY	51 604	32 197	2 265	2 694	9 277	3 193	1 978
OPEC FUND	2 000				2 000		
PAKISTAN	9 376		9 338				38
PANAMA	1						1
PERU	47						47
PHILIPPINES	42						42
POLAND	1 200	200	100		900		
PORTUGAL	488		4		118	256	110
PRIVATE DONORS**	55 524	13 226	9 507		25 352	785	6 654
QATAR	152		43		109		
RUSSIAN FEDERATION	11 008	3 000	2 000		6 008		
SAN MARINO	38					38	
SAUDI ARABIA	33 419		6 500		26 919		
SINGAPORE	50		25		25		
SLOVAKIA	48				33		15
SOUTH AFRICA	1 112	1 095			17		
SPAIN	16 936	2 536	2 266		9 535	628	1 971
SRI LANKA	12						12
SUDAN (GOVT OF NATIONAL UNITY)	6 220		6 220				
SUDAN (GOVT OF SOUTH SUDAN)	30 000					30 000	
SWAZILAND	617				617		
SWEDEN	58 520		19 595	1 108	31 115	3 443	3 259
SWITZERLAND	33 910	3 238	6 019	1 569	19 720	2 330	1 035
SYRIA	1 028	1 028					
THAILAND	125		14		25		85
TRINIDAD & TOBAGO	15						15
TURKEY	1 200	100	400		700		

ANNEX IV TOTAL CONFIRMED CONTRIBUTIONS IN 2006 (thousand dollars)

DONOR	TOTAL	DEVELOPMENT	EMERGENCY	IRA	PRRO	SO	OTHERS*
UK	100 372	1 683	21 644	671	59 612	11 788	4 974
USA	1 122 307	34 170	645 136		428 430	12 763	1 807
UN	159 216	2 178	45 107		63 855	44 810	3 265
UNITED ARAB EMIRATES	5 000					5 000	
VENEZUELA	1 800		300		1 500		
VIET NAM	129		129				
WORLD BANK	54 810					54 810	
Grand Total	2 704 956	247 956	1 043 663	31 921	1 094 783	202 949	83 685

Bilateral Contributions

56 504

* Others: contributions to Trust Funds, Special Accounts, and General Fund.

** 2006 Private contributions do not include US\$37.4 million of extraordinary gifts-in-kind such as advertising.

ANNEX V TABLE 1: DIRECT EXPENDITURES¹ BY REGION AND CATEGORY, 2003-2006 (thousand dollars)

	2003		2004		2005		2006	
	Expenditures	%	Expenditures	%	Expenditures	%	Expenditures	%
GRAND TOTAL	3 254 748	100	2 899 628	100	2 892 401	100	2 664 994	100
DEVELOPMENT	228 678	7	256 458	9	258 884	9	268 210	10
RELIEF	2 811 441	86	1 670 055	58	2 282 892	79	1 962 307	74
Emergency	2 072 988		992 990		1 046 223		729 025	
PRRO	738 453		677 066		1 236 669		1 233 282	
SPECIAL OPERATIONS	82 769	3	60 628	2	196 724	7	236 336	9
BILATERALS	80 470	2	794 372	27	23	0	11 764	0
OTHER ²	51 390	2	118 115	4	153 878	5	186 376	7
SUB-SAHARAN AFRICA	1 480 457	100	1 381 743	100	2 042 876	100	1 761 907	100
Percentage of all regions	45		48		69		66	
DEVELOPMENT	117 299	8	126 364	9	145 704	7	130 139	7
RELIEF	1 333 542	90	1 202 709	87	1 762 296	86	1 517 868	86
Emergency	790 229		757 281		745 297		635 785	
PRRO	543 313		445 427		1 016 999		882 083	
SPECIAL OPERATIONS	20 992	1	43 975	3	130 188	6	112 399	6
BILATERALS	8 625	1	8 695	1	4 688	0	1 501	0
ASIA	389 081	100	417 521	100	516 254	100	474 125	100
Percentage of all regions	12		14		18		18	
DEVELOPMENT	63 969	16	76 226	18	71 047	14	94 317	20
RELIEF	299 235	77	326 263	78	379 069	73	274 646	58
Emergency	186 249		155 817		241 316		56 120	
PRRO	112 985		170 446		137 753		218 526	
SPECIAL OPERATIONS	20 868	5	9 012	2	63 343	12	99 285	21
BILATERALS	5 009	1	6 020	1	2 794	1	5 877	1



ANNEX V TABLE 1: DIRECT EXPENDITURES¹ BY REGION AND CATEGORY, 2003-2006 (thousand dollars)

	2003		2004		2005		2006	
	Expenditures	%	Expenditures	%	Expenditures	%	Expenditures	%
EASTERN EUROPE AND CIS	67 707	100	40 411	100	35 874	100	32 044	100
Percentage of all regions	2		1		1		1	
RELIEF	67 144	99	40 411	100	35 874	100	32 044	100
Emergency	18 494		12 209		8 018		5 928	
PRRO	48 649		28 202		27 856		26 116	
BILATERALS	563	1	-	-	-	-	-	-
LATIN AMERICA AND THE CARIBBEAN	49 142	100	59 326	100	73 480	100	71 984	100
Percentage of all regions	2		2		2		3	
DEVELOPMENT	31 920	65	30 212	51	31 831	43	24 442	34
RELIEF	17 222	35	26 208	44	41 188	56	46 339	64
Emergency	1 433		8 102		10 295		13 951	
PRRO	15 789		18 107		30 893		32 389	
SPECIAL OPERATIONS	-		2 906	5	461	1	1 202	2
MIDDLE EAST AND NORTH AFRICA	1 213 215	100	856 973	100	84 116	100	91 333	100
Percentage of all regions	37		30		3		3	
DEVELOPMENT	15 228	1	16 633	2	15 774	19	10 090	11
RELIEF	1 094 299	90	73 114	9	55 629	66	61 150	67
Emergency	1 076 583		57 920		35 798		9 901	
PRRO	17 716		15 194		19 831		51 249	
SPECIAL OPERATIONS	40 610	3	4 735	1	2 699	3	15 783	17
BILATERALS	63 078	5	762 490	89	10 013	12	4 310	5

¹ Excludes programme support and administrative costs.

² Operational Expenditures such as General Fund, Special Accounts, Insurance and Trust Funds that cannot be apportioned by project/operation.

Negative figures, shown in parentheses, represent financial adjustments.



ANNEX V TABLE 2: DIRECT EXPENDITURES¹ BY COUNTRY, REGION AND CATEGORY, 2003-2006
(*thousand dollars*)

	2003					2004					2005					2006				
	Develop- ment	Relief	Special Oper.	Bilaterals	Total	Develop- ment	Relief	Special Oper.	Bilaterals	Total	Develop- ment	Relief	Special Oper.	Bilaterals	Total	Develop- ment	Relief	Special Oper.	Bilaterals	Total
GRAND TOTAL	228 678	2 811 441	82 769	80 470	3 254 748	256 458	1 670 055	60 628	794 372	2 899 628	258 884	2 282 892	196 724	23	2 892 401	268 210	1 962 307	236 336	11 764	2 664 994
SUB-SAHARAN AFRICA																				
Angola	-	137 820	7 625	41	145 486	-	73 486	5 903	-11	79 377	-	43 986	6 793	-2	50 777	-	21 210	6 844	-	28 054
Benin	2 409	-	-	-	2 409	2 346	-	-	-	2 346	2 124	942	-	-	3 067	2 266	875	-	-	3 141
Burkina Faso	4 589	151	-	-6	4 734	5 614	1 248	-	14	6 876	2 766	833	-	100	3 699	5 199	605	-	394	6 199
Burundi	27	43 492	842	537	44 898	-6	41 422	960	1 419	43 795	-	37 603	1 096	2 119	40 818	-	46 029	876	65	46 970
Cameroon	2 005	599	-	-	2 604	2 757	282	-	-	3 039	1 050	951	-	-	2 001	1 625	1 115	-	0	2 740
Cape Verde	1 500	454	-	-	1 954	3 649	46	-	-	3 695	557	-	-	-	557	932	-	-	-	932
Central African Republic	947	1 942	-	-	2 890	1 154	3 436	-	-	4 590	1 698	2 004	-	-	3 702	2 675	4 345	209	-	7 228
Chad	4 416	1 277	-	-	5 693	3 110	31 454	2 317	-	36 881	2 460	41 806	5 987	-	50 254	4 271	46 270	4 767	-	55 308
Congo	-	4 905	-	-	4 905	-	4 868	-	-	4 868	-	3 983	-	-	3 983	-	2 748	-	-	2 748
Congo, Dem. Rep. of the	-	61 926	1 945	-	63 870	-	42 613	43	-	42 656	-	59 007	3 016	-	62 023	-	43 464	4 409	-	47 874
Côte d'Ivoire	283	16 689	260	420	17 651	46	19 908	1 059	2 740	23 753	-	21 892	1 795	619	24 306	-	21 058	2 466	267	23 791
Djibouti	60	3 783	74	-	3 917	671	2 229	-	-	2 900	1 103	3 943	-	-	5 046	1 089	4 208	-	-	5 297
Eritrea	-	66 479	-	-	66 479	0	44 917	-	-	44 917	-	64 364	-	-	64 364	-	-9 904	-	-	-9 904
Ethiopia	16 483	207 986	-	1 233	225 702	11 887	147 931	-	1 298	161 115	25 031	311 209	-	-	336 239	19 037	174 461	882	-	194 380
Gabon	-	1	-	-	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Gambia	1 701	1 571	-	-	3 272	1 429	56	-	-	1 485	2 138	10	-	-	2 148	2 037	92	-	-	2 129
Ghana	3 923	97	-	-	4 020	2 477	396	-	-	2 873	2 818	2 099	-	-	4 918	1 892	1 369	-	-	3 261
Guinea	1 128	18 529	1 320	-	20 978	2 190	9 493	557	-	12 240	3 242	9 005	208	-	12 455	3 004	7 493	165	-	10 662
Guinea-Bissau	-	4 154	-	-	4 154	-	3 745	-	-	3 745	-	3 110	-	-	3 110	-	3 844	-	-	3 844
Kenya	7 787	44 344	-	-	52 132	15 534	56 574	-	-	72 107	16 417	63 551	-	-	79 968	17 180	134 400	1 553	-	153 134
Lesotho	1 954	20 851	-	-	22 805	3 483	21 892	-	-	25 375	2 630	19 458	-	-	22 088	2 876	7 761	-	-	10 638
Liberia	1 851	41 526	3 040	-	46 418	583	35 438	1 780	-	37 801	-1	35 141	150	-	35 290	-	33 832	450	-	34 282
Madagascar	3 510	6 622	-19	-	10 113	1 773	5 981	-	-	7 754	4 472	1 796	-	693	6 960	3 425	525	-	64	4 014
Malawi	4 905	51 927	3 145	-	59 977	6 090	19 915	1 051	-	27 057	6 004	54 996	-99	360	61 261	6 743	41 785	-	136	48 664
Mali	4 638	1 369	-	-	6 006	6 205	1 443	-	-	7 648	6 834	9 934	-	257	17 025	3 662	12 662	-	572	16 897
Mauritania	5 273	18 728	-	-	24 001	1 210	6 946	-	-	8 156	3 888	14 973	-	-	18 861	3 753	9 768	-	-	13 521
Mozambique	13 188	52 058	18	-	65 265	10 710	20 568	-	-	31 278	13 855	31 615	-	-	45 470	7 504	29 365	-	2	36 871
Namibia	-	1 316	-	-	1 316	-	2 971	-	-	2 971	-	791	-	-	791	-	2 488	-	-	2 488
Niger	2 386	39	-	-	2 425	6 457	0	-	-	6 457	6 595	37 290	184	-	44 069	6 602	31 519	35	-	38 157
Rwanda	5 146	11 500	123	-	16 770	7 352	8 412	0	-	15 764	5 445	13 323	-	-	18 768	5 196	17 396	-	-	22 592
Sao Tome and Principe	589	-	-	-	589	446	-	-	-	446	768	-	-	-	768	816	-	-	-	816
Senegal	3 884	2 628	-	-	6 511	4 900	1 885	-	-	6 785	3 361	2 860	-	-	6 221	3 464	2 703	-	-	6 167
Sierra Leone	2 033	25 113	11	-	27 157	4 471	9 279	37	-	13 788	4 127	9 128	75	-	13 330	4 275	5 753	90	-	10 118
Somalia	-	9 529	-	-	9 529	-	18 147	-	-	18 147	-	22 761	-	-	22 761	-	53 465	-	-	53 465
South Africa	-	-	-	-	-	-	-	-	-	-	480	-	-	-	480	893	-	-	-	893
Sudan	5 847	126 421	907	-	133 176	4 819	354 338	30 133	-	389 290	4 400	569 691	110 879	-	684 970	3 191	465 543	88 897	-	557 631
Swaziland	-	10 049	2	-	10 051	-	7 999	-	817	8 816	-	10 779	-	-5	10 774	-	8 136	-	-	8 136
Tanzania	6 569	50 179	-	-	56 747	5 231	27 535	-	-	32 766	6 092	37 556	-	-	43 649	5 409	33 199	-	-	38 608
Togo	-	-	-	-	-	-	-	-	-	-	-	289	-	-	289	-	465	-	-	465
Uganda	5 631	80 768	-	-	86 399	4 714	83 027	-	-	87 741	6 791	103 952	-	-	110 744	4 557	98 696	-	-	103 253
Zambia	2 320	50 815	-	1 674	54 809	4 886	18 168	-	-	23 054	8 147	43 863	-	-	52 010	6 501	53 634	-	-	60 135
Zimbabwe	-	155 906	-	4 725	160 631	-	70 599	-	2 418	73 017	-	67 450	-	548	67 998	-	98 870	-	-	98 870
Other Regional Expenditure	318	-	1 696	-	2 014	178	4 062	136	-	4 376	409	4 346	106	0	4 861	66	6 621	757	-	7 444
TOTAL REGION	117 299	1 333 542	20 992	8 625	1 480 457	126 364	1 202 709	43 975	8 695	1 381 743	145 704	1 762 296	130 188	4 688	2 042 876	130 139	1 517 868	112 399	1 501	1 761 907



ANNEX V TABLE 2: DIRECT EXPENDITURES¹ BY COUNTRY, REGION AND CATEGORY, 2003-2006
(thousand dollars)

	2003					2004					2005					2006				
	Development	Relief	Special Oper.	Bilaterals	Total	Development	Relief	Special Oper.	Bilaterals	Total	Development	Relief	Special Oper.	Bilaterals	Total	Development	Relief	Special Oper.	Bilaterals	Total
ASIA																				
Afghanistan	-	126 576	11 715	-	138 291	-	119 073	11 603	-	130 676	-	92 260	1 779	-	94 040	-	81 938	12 934	-	94 872
Bangladesh	16 700	2 997	-	3 525	23 221	28 184	19 502	-	3 136	50 821	16 629	18 247	-	1 061	35 938	42 113	4 125	-	3 283	49 521
Bhutan	4 685	-	-	-	4 685	3 138	-	-	-	3 138	2 287	-	-	-	2 287	1 694	-	-	-	1 694
Cambodia	660	15 966	-	578	17 204	1 264	11 221	-	2 719	15 205	1 641	7 159	-	358	9 158	1 943	11 238	-	759	13 940
China	10 670	-	-	864	11 533	9 296	-	-	165	9 462	9 933	-	-	-	9 933	181	-	-	-	181
India	3 098	8	2	-	3 108	8 690	-	-	-	8 690	12 721	266	-	-	12 986	14 990	-	-	-	14 990
Indonesia	-	21 287	-	-	21 287	-	20 911	-	-	20 911	-	103 392	29 008	1 375	133 775	-	63 145	27 047	1 835	92 026
Islamabad Cluster	-	1 691	2 528	-	4 219	-	-136	-2 667	-	-2 803	-	-66	-0	-	-67	-	-	-	-	-
Korea D.P.R. of	-	99 955	611	42	100 608	-	121 416	54	-	121 470	-	55 402	8	0	55 410	-	9 964	-	-	9 964
Lao, People's Dem. Rep. of	1 953	232	-	-	2 185	2 568	1 723	-	-	4 291	3 849	815	-	-	4 664	3 092	1 305	-	-	4 397
Maldives	-	-	-	-	-	-	-	-	-	-	-	2 096	2 623	-	4 719	-	366	2 943	-	3 309
Myanmar	-0	1 947	-	-0	1 946	-	4 611	-	-	4 611	-	9 119	-	-	9 119	-	9 527	-	-	9 527
Nepal	10 184	5 921	-	-	16 105	12 633	7 867	-	-	20 500	10 919	5 762	228	-	16 909	15 215	9 599	531	-	25 345
Pakistan	15 082	14 817	-0	-	29 899	8 059	9 251	-	-	17 310	12 748	19 511	17 517	-	49 776	14 497	45 346	53 438	-	113 281
Philippines	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	4 551	-	-	4 551
Sri Lanka	842	6 857	-	-	7 700	2 319	8 505	-	-	10 824	278	53 482	7 041	-	60 801	592	22 175	824	-	23 591
Thailand	-	-	-	-	-	-	10	-	-	10	-	400	-	-	400	-	-	-	-	-
Timor-Leste	-	980	-	-	980	-	2 310	-	-	2 310	-	1 331	-	-	1 331	-	7 275	-	-	7 275
Other Regional Expenditure	96	-	6 012	-	6 108	73	-	23	-	96	43	9 893	5 138	-	15 074	-	4 091	1 568	-	5 659
TOTAL REGION	63 969	299 235	20 868	5 009	389 080	76 226	326 263	9 012	6 020	417 521	71 047	379 069	63 343	2 794	516 254	94 317	274 646	99 285	5 877	474 125
EASTERN EUROPE AND CIS																				
Albania	-	2 949	-	-	2 949	-	3 176	-	-	3 176	-	2 103	-	-	2 103	-	8	-	-	8
Armenia	-	7 122	-	-	7 122	-	3 455	-	-	3 455	-	2 345	-	-	2 345	-	2 725	-	-	2 725
Azerbaijan	-	6 455	-	-	6 455	-	3 940	-	-	3 940	-	5 548	-	-	5 548	-	5 084	-	-	5 084
Georgia	-	6 782	-	-	6 782	-	4 720	-	-	4 720	-	4 622	-	-	4 622	-	4 589	-	-	4 589
Kyrgyzstan	-	-	-	-	-	-	-	-	-	-	-	4	-	-	4	-	-	-	-	-
Macedonia, FYR	-	92	-	-	92	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Russian Federation	-	13 494	-	563	14 057	-	12 515	-	-	12 515	-	8 019	-	-	8 019	-	5 931	-	-	5 931
Serbia and Montenegro	-	3 664	-	-	3 664	-	201	-	-	201	-	-	-	-	-	-	-3	-	-	-3
Tajikistan	-	26 381	-	-	26 381	-	12 436	-	-	12 436	-	13 234	-	-	13 234	-	13 709	-	-	13 709
Turkmenistan	-	204	-	-	204	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Regional Expenditure	-	-	-	-	-	-	-33	-	-	-33	-	-	-	-	-	-	-	-	-	-
TOTAL REGION	-	67 144	-	563	67 706	-	40 411	-	-	40 411	-	35 874	-	-	35 874	-	32 044	-	-	32 044



ANNEX V TABLE 2: DIRECT EXPENDITURES¹ BY COUNTRY, REGION AND CATEGORY, 2003-2006
(thousand dollars)

	2003					2004					2005					2006				
	Develop- ment	Relief	Special Oper.	Bilaterals	Total	Develop- ment	Relief	Special Oper.	Bilaterals	Total	Develop- ment	Relief	Special Oper.	Bilaterals	Total	Develop- ment	Relief	Special Oper.	Bilaterals	Total
LATIN AMERICA AND THE CARIBBEAN																				
Barbados	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	166	18	-	184
Bolivia	6 779	16	-	-	6 795	3 865	398	-	-	4 262	3 632	646	-	-	4 279	3 500	1 452	-	-	4 952
Colombia	600	1 488	-	-	2 088	15	6 712	-	-	6 727	-	11 041	-	-	11 041	0	12 544	-	-	12 544
Cuba	2 548	11	-	-	2 558	3 457	181	-	-	3 638	5 750	1 840	-	-	7 590	4 245	862	-	-	5 106
Dominican Republic	400	94	-	-	493	185	-3	-	-	182	19	-0	-	-	19	2	-	-	-	2
Ecuador	1 590	356	-	-	1 946	93	-1	-	-	92	-	204	-	-	204	-	1 146	-	-	1 146
El Salvador	1 807	1 988	-	-	3 795	1 395	644	-	-	2 039	705	1 403	-	-	2 107	422	1 871	1	-	2 293
Guatemala	2 632	3 900	-	-	6 532	1 349	2 679	-	-	4 028	2 164	6 819	-	-	8 983	879	14 169	-	-	15 048
Guyana	-	-	-	-	-	-	-	-	-	-	-	245	-	-	245	-	-	-	-	-
Haiti	5 545	2 195	-	-	7 739	6 356	10 364	2 906	-	19 626	7 651	13 520	302	-	21 473	4 748	9 938	-	-	14 687
Honduras	2 895	3 446	-	-	6 341	5 234	2 859	-	-	8 093	1 530	2 112	-	-	3 643	788	1 134	-	-	1 922
Nicaragua	3 804	3 733	-	-	7 537	6 274	2 189	-	-	8 462	6 828	2 255	-	-	9 082	7 639	2 777	-	-	10 416
Panama	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	281	575	-	856
Peru	3 317	0	-	-	3 318	1 958	187	-	-	2 145	3 207	1 103	-	-	4 309	1 351	0	-	-	1 352
Other Regional Expenditure	4	-3	-	-	0	30	-	-	-	30	345	-	159	-	504	869	-	608	-	1 478
TOTAL REGION	31 920	17 222	-	-	49 142	30 212	26 208	2 906	-	59 326	31 831	41 188	461	-	73 480	24 442	46 339	1 202	-	71 984
MIDDLE EAST AND NORTH AFRICA																				
Algeria	-	11 367	-	-	11 367	-	13 920	-	-	13 920	-	11 330	-	-	11 330	-	10 411	-	-	10 411
Egypt	4 070	-	-	-	4 070	4 202	-	-	-	4 202	4 452	-	-	-	4 452	1 389	112	-	-	1 501
Iran	-	10 937	21	-	10 959	-	1 831	-	-	1 831	-	763	-	-	763	-	384	-	-	384
Iraq *	-	1 022 882	38 358	63 067	1 124 307	-	32 419	5 898	762 490	800 807	-	18 553	374	10 013	28 940	-	5 851	-	1 420	7 271
Jordan	1 294	14 193	143	-	15 630	2 238	-514	-	-	1 725	402	8	-	-	409	500	-	-	-	500
Lebanon	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	6 930	14 519	2 890	24 339
Lybia	-	-	-	-	-	-	-	-	-	-	-	-	2 326	-	2 326	-	-	1 265	-	1 265
Morocco	366	-	-	-	366	-	191	-	-	191	-0	16	-	-	16	-	-	-	-	-
Palestinian Territory	133	27 290	1 870	-	29 293	-	28 771	-	-	28 771	-	24 432	-	-	24 432	-	36 625	-	-	36 625
Syrian Arab Republic	980	6 968	218	-	8 166	3 102	-199	-	-	2 903	3 900	-	-	-	3 900	926	110	-	-	1 036
Yemen	8 323	662	-	11	8 995	7 021	500	-	-	7 521	6 988	527	-	-	7 514	7 241	649	-	-	7 891
Other Regional Expenditure	62	-	-	0	62	70	-3 806	-1 163	-	-4 898	34	-	-	-	34	33	78	-	-	111
TOTAL REGION	15 228	1 094 299	40 610	63 078	1 213 215	16 633	73 114	4 735	762 490	856 973	15 774	55 629	2 699	10 013	84 116	10 090	61 150	15 783	4 310	91 333
OTHER ²	262	-	300	3 197	55 148	7 022	1 350	-1	17 166	143 654	-5 472	8 836	32	-17 472	139 801	9 223	30 261	7 666	76	233 601

¹ Excludes programme support and administrative costs.

² Operational Expenditures such as General Fund, Special Accounts, Insurance and Trust Funds that cannot be apportioned by project/operation, which are cumulated under the column total. Negative figures, shown in parenthesis, represent financial adjustments.

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



ANNEX V TABLE 3: DIRECT EXPENDITURES¹ BY COUNTRY SPECIAL STATUS CATEGORY AND REGION, 2003-2006 (*thousand dollars*)

	2003		2004		2005		2006	
	Expenditures	%	Expenditures	%	Expenditures	%	Expenditures	%
DEVELOPMENT AND RELIEF:	3 040 119	100,0	1 926 513	100,0	2 541 776	100,0	2 230 517	100,0
BY SPECIAL STATUS CATEGORY²								
Least developed countries	1 434 586	47,2	1 407 530	73,1	1 936 214	76,2	1 598 180	71,7
Low-income, food-deficit countries	2 751 419	90,5	1 828 126	94,9	2 426 995	95,5	2 063 484	92,5
BY REGION/COUNTRY GROUP								
Sub-Saharan Africa	1 450 840	47,7	1 329 073	69,0	1 908 000	75,1	1 648 007	73,9
Asia	363 203	11,9	402 488	20,9	450 117	17,7	368 962	16,5
Eastern Europe and CIS ³	67 144	2,2	40 411	2,1	35 874	1,4	32 044	1,4
Latin America and the Caribbean	49 142	1,6	56 420	2,9	73 019	2,9	70 782	3,2
Middle East and North Africa	1 109 527	36,5	89 748	4,7	71 403	2,8	71 240	3,2
DEVELOPMENT:	228 678	100,0	256 458	100,0	258 884	100,0	268 210	100,0
BY SPECIAL STATUS CATEGORY²								
Least developed countries	151 163	66,1	166 538	64,9	174 493	67,4	184 529	68,8
Low-income, food-deficit countries	210 974	92,3	234 621	91,5	247 167	95,5	246 228	91,8
BY REGION/COUNTRY GROUP								
Sub-Saharan Africa	117 298	51,3	126 364	49,3	145 704	56,3	130 139	48,5
Asia	63 968	28,0	76 226	29,7	71 047	27,4	94 317	35,2
Latin America and the Caribbean	31 919	14,0	30 212	11,8	31 831	12,3	24 442	9,1
Middle East and North Africa	15 228	6,7	16 633	6,5	15 774	6,1	10 090	3,8

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

ANNEX VI CHANGE INITIATIVES

INITIATIVE	OBJECTIVE	END DATE	MO
IASC, Humanitarian Reform	Develop capacity as lead agency in interagency emergency logistics (ODT) and telecommunications (ADI).	Mainstreamed	MO1
Staff Matters follow-up	Foster on-going and constructive dialogue between staff and management.	Mainstreamed	MO2
RBM	Implement corporate RBM approach.	Mainstreamed	MO3
PASS- <i>it-on</i>	Systematic knowledge management system to benefit from lessons learnt. Website to record best practices.	Mainstreamed	MO4
ERM (Enterprise Risk Management)	1. Establish a risk-management framework. 2. Mainstream and embed a systematic, effective and sustainable approach to managing risks and opportunities.	Mainstreamed	MO6
Reaching Targeted Children	Develop action plan to fill gap between number of children committed to feed and actual (estimated at 8 million children).	December 2007	MO3
Career Management	Offer training to meet needs, coordinate to avoid gaps and overlaps, with fair access by staff.	December 2007	MO2
New Business Model	Harmonizes three initiatives – BPR, BPP and CMEA.	December 2007	MO3
Business Process Roll-out	Maximize the utilization of resources and improve on-time delivery of food aid.		
Common Monitoring and Evaluation Approach (CMEA)	Ease and fasten M&E reporting; improve SPRs and APRS; present accurate information about performance and impact of operations; attract more donors and partners.		
Best Practice Project	Enhance efficiency and cost effectiveness of needs and supply chain.		
Supply Chain Management Project	Optimization of WFP's supply chain management.		
Strengthening Emergency Needs Assessment Capacities	Bolster credibility in emergency needs assessments.	December 2007	MO3
International Accounting Standards	Adoption of International Accounting Standards to improve governance and management.	January 2008	MO6
WINGS II	Update core of WFP's IT infrastructure and enable new user requirements	December 2008	MO5
Emergency Response Capacity	Enhance capacity to respond to several large complex emergencies in time.	June 2009	MO3



ANNEX VII GLOBAL FOOD AID PROFILE

	2002	2003	2004	2005	2006*
Food aid deliveries (million mt)					
1) Total food aid	9.4	10.2	7.3	8.2	6.7
WFP share of total	3.7	4.8	3.7	4.4	3.7
Cereals	7.9	8.9	6.4	7.0	5.7
Non-cereals	1.5	1.3	0.9	1.2	1.0
Percentages of global food aid deliveries					
2) Procurement in developing countries %	11.0	21.1	21.4	27.7	35.1
3) Deliveries by channel %					
Bilateral %	31.5	21.4	23.3	22.9	14.8
Multilateral %	40.4	47.9	52.1	54.3	56.3
NGOs %	28.1	30.7	27.6	22.8	28.9
4) Food Aid deliveries by category %					
Programme %	25.3	15.0	18.1	13.4	13.4
Relief %	46.0	62.8	57.1	63.5	62.3
Project %	28.7	22.2	24.8	23.1	24.3
5) Food Aid deliveries by region %					
Sub-Saharan Africa %	30.7	51.7	49.8	55.7	60.4
South and east Asia %	39.1	23.3	27.9	30.3	18.0
Europe and CIS %	10.1	7.0	6.2	4.1	5.1
Latin America and Caribbean %	12.8	4.3	7.6	7.2	9.3
N.Africa and Middle East %	7.3	13.7	8.5	2.7	7.2
6) Deliveries to					
Developing %	98.7	99.1	99.5	99.7	99.8
LIFDC %	83.6	89.2	87.1	94.1	90.0
LDC %	39.5	53.3	53.8	60.4	61.5
7) Total cereal food aid deliveries as % of					
World cereal production	0.5	0.5	0.3	0.4	0.3
World cereal imports	1.3	1.5	1.0	1.2	n/a
8) Cereal food aid deliveries to LIFDC expressed as % of					
LIFDC cereal production	1.2	1.3	0.9	1.0	0.8
LIFDC cereal import	12.1	13.8	9.8	8.6	7.7

Source: Interfais

(*) 2006 data are provisional as at May 2007

ANNEX VIII

ACRONYMS USED IN THE DOCUMENT

AAR	after-action review
APR	Annual Performance Report
ART	anti-retroviral therapy
BCP	Business Continuity Project
BMI	body mass index
BPP	best-practice project
BPR	Business Process Review
CAP	Consolidated Appeals Process
CARE	Cooperative for Assistance and Relief Everywhere
CBTD	community-based targeting distribution
CDC	Centers for Disease Control and Prevention
CERF	Central Emergency Response Fund
CFA	Committee on Food Aid Policies and Programmes
CFSAM	crop and food supply assessment mission
CFSVA	comprehensive food security and vulnerability analysis
CHS	community and household surveillance
CILSS	Permanent Interstate Committee for Drought in the Sahel
CMEA	Common Monitoring and Evaluation Approach
COMPAS	Commodity Movement Processing and Analysis System
CP	country programme
CRED	Centre for Research on the Epidemiology of Disasters
CSI	coping strategy index
DAC	development assistance committee
DEV	development project
DOTS	direct observed treatment with short-course chemotherapy
DPRK	Democratic People's Republic of Korea
DSC	direct support costs
DSCAF	Direct Support Cost Advance Facility
ECW	Enhanced Commitments to Women
EDMF	Emerging Donor Matching Fund
EMOP	emergency operation
ENA	emergency needs assessment
ERR	Emergency Response Roster
ESF	emergency school feeding
EU	European Union

ANNEX VIII

ACRONYMS USED IN THE DOCUMENT

FAO	Food and Agriculture Organization of the United Nations
FFA	food for assets
FFE	food for education
FFT	food for training
FFW	food for work
FITTEST	Fast IT and Telecommunications Support Team
FRC	Federal Relief Commission
GAM	global acute malnutrition
HEB	high-energy biscuits
HR	human resources
HRD	humanitarian response depot
IASC	Inter-Agency Standing Committee
ICT	information and communications technology
IDP	internally displaced person
IFPRI	International Food Policy Research Institute
IRA	Immediate Response Account
ISC	indirect support costs
JPO	junior professional officer
LCA	logistics capacity assessments
LDC	least-developed country
LIFDC	low-income, food-deficit country
LNO	local national officer
LTSH	landside transport, storage and handling
MCHN	mother-and-child health and nutrition
MDC	Management Development Centre
M&E	monitoring and evaluation
MDG	Millennium Development Goal
MDTF	multi-donor trust funds
MOSS	minimum operating security standards
MOU	memorandum of understanding
NBP	New Business Project
NGO	non-governmental organization
NSP	National Staff Project
OCHA	Office for the Coordination of Humanitarian Affairs
ODA	Official Development Assistance

ANNEX VIII

ACRONYMS USED IN THE DOCUMENT

ODI	Overseas Development Institute
ODOC	other direct operating costs
OECD	Organisation for Economic Co-operation and Development
OVC	orphans and other vulnerable children
PACE	Performance and Competency Enhancement
PASS- <i>it-on</i>	Practical Advice Sharing System
PCA	project cash account
PLHIV	people living with HIV
PRC	Project Review Committee
PRRO	protracted relief and recovery operation
PSA	Programme Support and Administrative (budget)
RBM	results-based management
RTE	real-time evaluation
SADC	Southern Africa Development Community
SEA	sexual exploitation and abuse
SENAC	Strengthening Emergency Needs Assessment Capacity
SO	special operation
SPLM	Sudan People's Liberation Movement
SPR	standard project report
SSFS	standardized school feeding surveys
TB	tuberculosis
TDY	temporary duty
THR	take-home ration
UNCT	United Nations country team
UNDSS	United Nations Department of Safety and Security
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
UNJLC	United Nations Joint Logistics Centre
VAM	vulnerability analysis and mapping
WCF	working-capital financing
WHO	World Health Organization
WTO	World Trade Organization
WINGS	WFP Information Network and Global System