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Mundial  
de Alimentos

**Executive Board  
Annual Session**

**Rome, 24–26 May 2004**

## **ANNUAL REPORTS**

### **Agenda item 4**

*For consideration*

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## **ANNUAL PERFORMANCE REPORT FOR 2003**



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

## NOTE TO THE EXECUTIVE BOARD

**This document is submitted for consideration to 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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## EXECUTIVE SUMMARY

WFP's first Annual Performance Report bridges two planning and budget periods: it examines performance in the light of (i) the objectives in the Strategic and Financial Plan (2002–2005), and (ii) WFP's five new Strategic Priorities and nine Management Priorities defined in the Biennial Management Plan (2004–2005). The aim is to provide the Executive Board with information on performance in 2003 from two perspectives, and to begin to refine WFP's approach to annual performance reporting in a results-based framework.

In 2003, WFP provided 4.6 million tons of food aid. An additional 1.4 million tons of food were delivered through Iraq Oil-for-Food resources. Total operational expenditures amounted to US\$3.3 billion, 106 percent more than in 2002. As a result, WFP was able to assist 104 million beneficiaries, of whom 54 million were women and girls.

The bulk of WFP food went for relief assistance. WFP's Iraq operation was by far the largest: 2.1 million tons of food from donor contributions and from the Oil-for-Food programme reached the entire Iraqi population of approximately 27 million people. Complex crises in Southern Africa, the Horn of Africa, West Africa, and the Great Lakes Region required substantial relief assistance. In Afghanistan and the Democratic People's Republic of Korea, food needs also remained large. In line with its Memorandum of Understanding with the Office of the United Nations High Commissioner for Refugees, WFP continued to provide food assistance for refugees around the world: 2.6 million refugees received assistance in 2003.

WFP reached 61 million beneficiaries through emergency operations and 27 million through protracted relief and recovery operations. WFP managed to cover 90 percent of total food needs, though late or unpredictable contributions continued as in past years to frustrate efforts to reach all beneficiaries on time with the full ration. In 2003, WFP spent US\$83 million on special operations, including activities in support of the Iraq operation and joint United Nations logistics and aviation services.

Slightly more than half the beneficiary target for development programmes was achieved. Contributions to the development programme category slightly increased in 2003, but they were insufficient to meet the planned needs. In the development category, WFP exceeded its targets for directing resources to least-developed countries and low-income food-deficit countries; 71 percent of development resources were directed to least-developed countries and 99 percent to low-income food-deficit countries.



A breakdown of 2003 expenditures reveals that two of WFP's Strategic Priorities for 2004–2007 dominated the work of the Programme. Strategic Priority 1 (Saving Lives) and Strategic Priority 2 (Protecting Livelihoods) accounted for about 86 percent of operational expenditures. The balance of expenditures was shared during the period between Strategic Priority 3 (Support to Nutrition) and Strategic Priority 4 (School Feeding). A policy document outlining the strategy for Strategic Priority 5 will be presented to the Executive Board in October 2004.

Reporting of project outputs was strong across the portfolio in 2003 based on a review of the Standardized Project Reports for all active operations; systematic reporting on outcomes was uneven. WFP has made steady progress on measuring performance, including outcomes, for school feeding projects through the Standardized School Feeding Survey, begun in 2001. Initial findings of the survey suggest that absolute enrolment rates and attendance are positively affected in schools with WFP-supported school feeding programmes. The effect on girls' attendance is particularly pronounced when in-school feeding is combined with a take-home ration. The net enrolment rate, a WFP and Millennium Development Goal indicator, has proved difficult to measure.

In 2003, WFP launched a number of management initiatives to ensure that it remains responsive to immense food needs—foreseen and unforeseen—in the coming years. In addition to outlining five core Strategic Priorities, WFP's Strategic Plan 2004–2007 also identified nine management priority areas. The 2004–2005 budget was constructed to address these strategic and management priorities. WFP's biennial commodity needs, as reflected in the budget, are for the first time based on actual food needs identified in the field, rather than on expected contributions. This planning process culminated in the Biennial Management Plan, approved by the Executive Board in October 2003. WFP also adjusted its internal structures to reflect its growth more accurately and to respond to future challenges: departments for Fundraising and Communication and for Policy and External Affairs were established. Finally, WFP initiated a comprehensive business process review to improve understanding of the effects of under-resourcing or unpredictable/late resourcing and to identify and address areas of inefficiency.

## DRAFT DECISION\*

The Board takes note of the information and results reported in WFP's first Annual Performance Report. The Board recognizes that the format and approach of this Annual Performance Report for 2003 (WFP/EB.A/2004/4-A) reflects the scope and function of the new governance arrangements being implemented by WFP.

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



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## Preface of the Executive Director

By any measure, WFP was put to extraordinary tests in 2003, fighting hunger in a world that sometimes seems intent on producing ever more hungry people. Political divisions, violent conflict, terrorism, natural disasters and the unyielding pandemic of HIV/AIDS all came together in 2003—as they have increasingly over the past decade—to challenge the limits of WFP and the United Nations family. We began 2003 already faced with unprecedented needs around the world—US\$1.8 billion in Africa alone—and finished the year having delivered close to twice that: an astounding US\$3.3 billion of assistance to more than 104 million hungry and food-insecure people around the world.

Even without the Iraq emergency, our largest-ever operation, WFP increased its food assistance in 2003 by more than 40 percent over 2002; counting the Iraq operation, WFP's operational expenditures grew by 106 percent. That we were able to handle so many crises simultaneously around the world is a true testament to the dedication of our staff, to the contributions of our United Nations and NGO partners, and to the confidence of our donors.

WFP played a major role in staving off hunger in humanitarian crises—in Iraq, Afghanistan, Southern Africa, the Horn of Africa, Liberia, the Democratic People's Republic of Korea and more than 50 other countries. We also worked to build the lasting foundations for food security through school feeding, HIV/AIDS programmes and mother-and-child health programmes and other activities in 74 countries.

The global humanitarian community is losing the battle against hunger. The latest figures from the Food and Agriculture Organization of the United Nations (FAO) show that hunger across the developing world has increased in recent years, with 18 million more undernourished people since 1997. Excluding China, the number of hungry people actually rose by more than 50 million during the period 1992–2001. At the same time, global food aid availability continues to decline. When we measure our contribution against the dimensions of hunger in the world, when we know that 1 billion people in the developing world are living from day to day without being certain of their next meal, WFP's achievements—though crucial to many of our beneficiaries—have admittedly been modest. So although the events of 2003 proved the resilience of WFP's staff and our partners, the job is hardly done.

There is no excuse for hunger in a world of food surpluses. But more food aid contributions alone are not the answer: we need leadership and foresight to confront the complex political, economic and health factors that conspire to keep people poor and hungry. WFP's most important achievements in 2003 may well have been the investments in staff, partnerships, systems and accountability that we began to put in place to deal with the overwhelming burden of world hunger in the coming years and to meet the Millennium Development Goal of halving hunger by 2015.

In 2003, on top of the unrelenting crises we faced, WFP launched initiatives to become a more effective force for eliminating hunger. Of course we cannot do it alone: we must be a truly effective partner to our sister United Nations agencies, NGOs, governments, the private sector and caring individuals, so that collectively we can offer a hopeful future to HIV/AIDS orphans, mothers, schoolchildren and so many others. In 2003, it meant reaching out to emerging donor countries such as India and Russia and to private-sector supporters such as Benetton and TPG. It meant establishing effective partnerships, as we did by becoming a sponsor of UNAIDS. It meant taking advocacy for the hungry to the highest levels, as we did

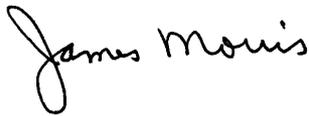


at the G-8 Summit in Evian, France, which issued a first-ever *communiqué* calling for action against famine, especially in Africa.

Being ready to face future challenges meant formulating a Strategic Plan for 2004–2007 with five clear strategic priorities and nine management priorities. The zero-based budget for 2004–2005, adopted by the Executive Board in October 2003 and valued at an all-time high of US\$4.8 billion, places our commitment to those priorities and to results-based management at the very centre of our work. More than ever, WFP has constructed a solid foundation to do our job better.

WFP's first Annual Performance Report is the beginning of a new era of accountability: measuring tangible results against what we set out to achieve. Each year, the Annual Performance Report will become a more concise and informative document as we refine indicators, carry out new baseline surveys and begin to measure achievements systematically. Already, though, our efforts in results-based management are paying off: this Annual Performance Report shows, for example, that the ratio of girls to boys in primary schools in Africa has grown by 15 percent over the past four years where there were WFP school feeding programmes. And when take-home rations for girls have been given, as in Pakistan and Cameroon, WFP has measured exceptional increases in girls' enrolment. Similarly, in our strategic priorities of saving lives, protecting livelihoods and improving nutrition WFP is increasingly collecting valid output and outcome results.

For WFP's partners and Executive Board, the Annual Performance Report should serve as a convincing summary of what WFP achieved and failed to achieve during the year. For all of us at WFP, the Annual Performance Report—a process of critically and continually challenging our performance at all levels—should bring us ever closer to a world with less hunger.



James T. Morris  
Executive Director



# Part I: Measuring Performance in 2003

## I. INTRODUCTION

1. The 2003 Annual Performance Report (APR) is the first such report presented to the WFP Executive Board. The APR was one of several tools—along with the Strategic Plan and the Biennial Management Plan—proposed by the Working Group on Governance in 2000 and subsequently approved by the Board. 2004 marks the beginning of the use of these new tools.
2. This is a transition document in that it examines WFP's performance in 2003 against (i) the objectives and indicators in the Strategic and Financial Plan 2002–2005, which was approved in 2001, and (ii) the strategic and management priorities in the Strategic Plan 2004–2007 and the Biennial Management Plan 2004–2005, which were approved in 2003. It thus bridges two strategic planning and budgetary periods, looking back at 2003 performance against the original strategic framework, and looking forward to see how that performance stands up against the new strategic and management priorities.
3. Part I of the APR assesses performance against the objectives and indicators in the Strategic and Financial Plan 2002–2005, which included for the first time a results matrix that identified output results and indicators related to WFP's four programme categories. The Plan noted that outcome results and related indicators would be introduced in 2004.
4. Part II looks at 2003 performance in terms of the five strategic priorities (SPs) and nine management priorities identified in the Strategic Plan 2004–2007 and the Biennial Management Plan 2004–2005. The Strategic Plan included expected results for outputs and outcomes and their indicators against the SPs as part of a performance matrix that will be the basis for measuring and reporting performance from 2004. The Secretariat recently completed a corporate results matrix for the nine management priorities, which is attached as Annex IV. These results will also be measured and reported in next year's APR. WFP is, however, already able to begin reporting on performance in 2003 against the new priorities.
5. As an operational organization, WFP performs well in reporting on short-term results, or outputs, related to the delivery of food aid and the number of beneficiaries fed. Efforts to improve output monitoring are on-going. The major shift for WFP is in placing greater emphasis on outcomes—on attempting to measure and assess real changes in the lives of the hungry poor and to judge the contribution of WFP to that change. Experience over the past several years with WFP's school feeding programme, which was the first to use an RBM approach, illustrates the magnitude of the challenge: carrying out a comprehensive baseline survey in over 10,000 schools required substantial time and investment. WFP project areas often lack basic government and services, and have few or no up-to-date demographic data or records. Technological solutions such as the Argos satellite communication system, which is being piloted in ten countries to gather beneficiary data from remote schools, may help to overcome some of the challenges.
6. WFP is not facing these challenges alone: collaborative work is underway with governments, non-governmental organizations (NGOs) and academic institutions to develop measurable indicators that all agencies can use to assess the outcomes of development and humanitarian programmes. One example is the Standardized Monitoring



and Assessment of Relief and Transitions (SMART) consortium: WFP has adopted the indicators proposed by SMART for measuring the results of SP 1—Saving Lives and is participating in developing and testing the methodology. WFP is also working with partners and stakeholders to develop and test the most appropriate indicators for the other SPs, notably HIV/AIDS.

7. WFP's standardized project reports (SPRs), currently the primary means of reporting on operational performance at the project level, report on outputs and outcomes in the context of individual projects. WFP will continue to rely on SPRs to report to donors on results at the project level and will analyse them for trends in corporate performance as other systems to measure results are put in place. The content, format, timeliness and quality of SPRs are improving each year; 96 percent of the 2003 SPRs were sent to donors by the target date of 31 March 2004.
8. The new results-based management (RBM) division has been tasked with establishing a corporate RBM approach. There was substantial progress in 2003 in making WFP staff aware of RBM and what is expected of them, and in putting in place a long-term approach to make WFP a results-oriented organization. It will take time to introduce and establish RBM: the experience of other institutions suggests that four to five years are needed for RBM to become part of the corporate culture. Furthermore, efforts are ongoing to make evaluation a more integrated part of WFP's RBM approach. In this connection, this is the first year that the Office of Evaluation has prepared a summary of evaluation findings and lessons, which is included in Annex III.
9. WFP is committed to developing an evidence-based RBM approach in order to demonstrate that it is making a difference in the lives of the hungry poor. This APR is one step in that direction.

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## II. WFP IN 2003: HIGHLIGHTS

10. Through most of 2003, the response to the Iraq crisis—maintaining the national food distribution system, providing basic food commodities to the entire population of 27 million and targeting almost 3 million vulnerable people for supplementary feeding projects—severely tested the limits of WFP's capacity. The Iraq operation was the largest food aid operation in history, with WFP handling some 2.1 million tons of commodities over six months. It required WFP and its donors to marshal extraordinary food, cash and human resources; and it required working in a highly unstable and dangerous environment, as shown by the tragic 19 August 2003 bombing of the United Nations offices in Baghdad.



## Box 1

## Iraq 2003: WFP's Biggest Operation Ever

During more than a decade of war and sanctions, Iraqis had become increasingly reliant on a public food-distribution system that served the entire population of 27 million. The nutritional status of vulnerable groups—children in particular—had been precarious for years as a result of sanctions, government policies and slowly deteriorating social structures, including the health system. At the request of the United Nations Security Council, WFP was mandated to ensure that the massive public distribution system kept working. The challenges of setting up an operation of this scale in a country and region affected by war were staggering.

## Operational highlights:

- WFP delivered 2.1 million tons of food into Iraq, including 1.4 million tons from the Oil-for-Food programme and 750,000 tons of donations — enough to cover seven monthly distribution cycles to 27 million people and to continue and expand supplementary feeding programmes aimed at school children, pregnant and lactating women and other vulnerable groups.
- 375 WFP international staff transferred to Iraq and surrounding countries to work with 1,100 national staff. Another 118 personnel were hired or brought on board through stand-by arrangements with donor relief agencies.
- Between April and November 2003, a joint WFP/Ministry of Trade team renegotiated 409 international Oil-for-Food delivery contracts valued at US\$1.41 billion involving 2.76 million tons of food.

From the beginning of the war, through all the insecurity and even after the departure of United Nations international staff, the achievements of WFP were consistent: food shortages were never an issue, and Iraqi national staff and officials increasingly managed the operation on their own.

11. Even before the Iraq crisis, WFP faced unprecedented needs around the world. At the beginning of 2003, WFP needed US\$1.8 billion to face ongoing crises in Africa, some of which worsened during the year:

- drought in southern Africa combined with the ravages of HIV/AIDS and poor governance meant that almost 8 million people in six countries of the region were targeted by WFP;
- in West Africa, instability had spread to once prosperous and stable Côte d'Ivoire, adding 800,000 beneficiaries to the perennially hungry refugees, displaced persons and farm families of the region; Liberia too was once again plunged into crisis in 2003;
- Ethiopia and Eritrea, which are suffering from drought and long-standing structural food supply problems, faced the threat of a famine as devastating as those of the mid-1980s; and
- in Angola, Sudan and the Great Lakes region, food needs remained significant; in northern Uganda in particular, the deteriorating security situation left hundreds of thousands of people internally displaced.



12. Long-standing operations for refugees and internally displaced persons (IDPs) such as those in Nepal, Colombia or Kenya, often far from the headlines and the minds of policymakers, also continued to demand WFP's attention and resources.
13. Elsewhere in the world, too, massive food crises persisted throughout 2003 as a result of natural disasters and conflict. In the Democratic People's Republic of Korea (DPRK), for example, WFP food assistance valued at US\$205 million was targeted to 6.4 million people, mostly women and children, for whom WFP was ultimately only able to supply 60 percent of needs.



14. Box 2 summarizes the scope and magnitude of WFP's performance in 2003.

Box 2

WFP IN FIGURES

WFP reached 104.2 million people in 81 countries:

- 16.2 million in development programmes;
- 61.2 million in emergency operations (EMOPs); and
- 26.8 million in protracted relief and recovery operations (PRROs).

53.5 million women and girls, 51.3 percent of all beneficiaries, received WFP food assistance.

55.5 million children were assisted, including 15.2 million through school feeding programmes.

2.6 million refugees and 5.7 million IDPs, primarily in camp situations were reached.

WFP accounted for 48 percent of global food aid deliveries in 2003.<sup>1</sup>

Operational expenditures reached US\$3.3 billion, the highest level ever for WFP.

4.6 million tons of food were provided, in addition to which 1.4 million tons of food were delivered through the Iraq Oil-for-Food resources.

New commitments valued at US\$2.45 billion were approved in 2003, including:

- 4 new country programmes - approved resource level: US\$202.2 million and 438,000 tons;
- 3 new development projects - commitments: US\$22.7 million and 43,400 tons;
- 27 new EMOPs - commitments: US\$1.2 billion and 2.4 million tons;
- 14 new PRROs - commitments: US\$946.5 million and 1.68 million tons; and
- 12 Special Operations (SOs) - commitments: US\$69.6 million.

32 Joint emergency needs assessments were carried out with FAO or UNHCR.

2.7 million tons of food were purchased, valued at US\$634 million - double the 2002 level; 70 percent of food purchases came from developing and transition countries.

US\$2.6 billion in contributions were confirmed, including contributions from the private sector, which jumped from US\$3.8 million in 2002 to US\$29 million.

<sup>1</sup> Global food aid deliveries in 2003 amounted to 10.2 million tons of commodities (see Annex V: Global Food Aid Profile).



15. Globally, WFP met 93 percent of its relief and recovery needs and 90 percent of its overall food requirements in 2003. Donor contributions, including more than US\$109 million from non-traditional donors and the private sector, surpassed 2002 contributions by 43 percent to reach an all-time high of US\$2.6 billion.
16. For every programming category, WFP received more resources than in 2002. Contributions for EMOPs/International Emergency Food Reserve (IEFR) reached US\$1.4 billion. Contributions for PRROs — equivalent to US\$825 million — represented a 67 percent increase over 2002. For the development category, in which contributions had declined in four of the past five years, the 12 percent increase over 2002 levels was a welcome reversal. Contributions to SOs increased to US\$ 46 million, a US\$10 million increase over 2002.
17. As a result, 104 million people hungry and food-insecure people around the world received WFP food assistance, which helped many to survive and prevented many others from sinking into a state of chronic hunger.
18. The positive overall figures, however, mask some challenges that have long frustrated WFP country offices struggling to maintain optimum performance in individual projects. In 2003, as in past years, late or erratic food deliveries and under-resourced operations continued to result in too many beneficiaries receiving incomplete food rations or in commodities arriving too late to be used according to project plans. To address these challenges, WFP launched three interrelated management initiatives.
  - i) WFP formulated its 2004–2005 budget around five strategic priorities (SPs) and nine management priorities (MPs) (Strategic Plan 2004–2007) and on actual food needs, rather than basing the budget on expected donations as it had in the past. This shift in WFP’s business model culminated in approval by the Executive Board in October 2003 of the Biennial Management Plan.
  - ii) WFP created the management infrastructure necessary to ensure its continued responsiveness to immense needs around the world.<sup>2</sup> A Department for Fundraising and Communications was created and is now charged with communicating WFP’s needs around the world and bringing together the resources to meet existing and unforeseen emergencies from traditional and emerging donor countries, from the private sector and from individuals. A Department of Policy and External Affairs was also created to ensure that WFP’s work is guided by basic strategic priorities that respond to its mandate and that complement the work of other agencies and partners.
  - iii) WFP initiated a comprehensive business process review (BPR) in 2003, which began the painstaking task of dissecting WFP’s core business processes from needs assessment to delivery of food to beneficiaries in order to use food aid resources more efficiently and to improve the on-time availability of food aid for beneficiaries. BPR designed a set of business and financing improvements that should result in greater efficiency.
19. To strengthen its operational effectiveness, WFP made major investments in its emergency needs assessment capacity in 2003, creating a dedicated unit which will work with partner agencies, non-governmental organizations (NGOs) and donors to ensure the professionalism and credibility of its assessments. To strengthen the role of women in ensuring household food security, WFP began implementation of its Gender Policy

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<sup>2</sup> See Annex II: WFP Organizational Chart.



2003–2007. A number of new partnership agreements were concluded to improve the impact of food aid to beneficiaries, most notably when WFP became the ninth co-sponsor of the Joint United Nations Programme on HIV/AIDS (UNAIDS). Finally, establishment of RBM as WFP's management and accountability tool at every level underpinned all its activities: by mid-2003 a fully-staffed RBM division was in place; by the end of the year, comprehensive corporate indicators had been prepared for WFP's strategic and management priorities; and 2004 results-based work plans were being prepared throughout the Programme.

### III. PERFORMANCE IN 2003

20. WFP's 2003 performance is examined in this section of the APR by programme category, drawing on examples and incorporating where possible information on the results indicators outlined in the 2002–2005 Strategic and Financial Plan. Part II of the APR, which examines where WFP stands as of 2003 in terms of conformity with its newly adopted strategic and management priorities, further describes performance in the major programme categories.

#### A. Overall Performance

21. In terms of resource mobilization WFP dramatically surpassed the planning estimates in the Biennial Budget (2002–2003) and the annual "Yellow Pages",<sup>3</sup> as Tables 1 and 2 below illustrate. Expenditures far exceeded planning figures in all programme categories except development and rose significantly above 2002 levels. In 2003, WFP managed to provide 90 percent of the overall tonnage requirements for its projects.

<b>Programme category</b>	<b>2003 budget</b>	<b>2003 actual (financial statements)</b>
DEV	303	229
EMOP	609	2 073
PRRO	414	738
SO	26	83
Bilateral/General Fund/Special Account/Trust Funds	59	287
<b>TOTAL</b>	<b>1 411</b>	<b>3 410</b>

22. Table 1 shows that actual expenditures for 2003 were more than double the planned budget figures. This difference is largely a result of WFP taking on an exceptionally large number of unforeseen EMOPs during the year.

23. In 2003, WFP took steps to improve its tools for measuring budgetary performance. In order to build greater accountability at all levels of the organization, from countries stating their needs to the Executive Board approving individual projects and country programmes,

<sup>3</sup> Estimated Food Needs and Shortfalls for WFP Operations and Projects.



WFP has shifted to results-based, needs-driven budgeting, effective 2004–2005. Beginning with this APR and particularly in subsequent years, the beneficiary-focused budget should allow WFP to respond more effectively to the fundamental question of its mission: did the number of identified beneficiaries receive full rations on time?

<b>TABLE 2: WFP PROGRAMME OF WORK 2003: FOOD REQUIREMENTS</b>			
	<b>Food needs</b>	<b>Food resourced*</b>	
	<b>tons thousand</b>	<b>tons thousand</b>	<b>%</b>
Development	830	524	63
EMOP**	5 156	4 786	93
PRRO	2 007	1 865	93
<b>TOTAL</b>	<b>7 993</b>	<b>7 175</b>	<b>90</b>

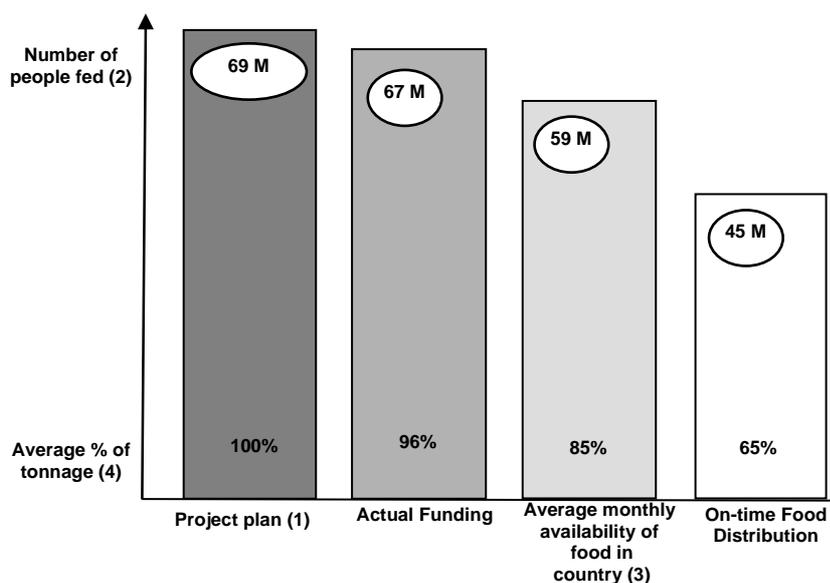
\* Includes food resources carried over from previous period(s).

\*\* Of which 2.183 million tons were for Iraq.

24. Table 2 shows that performance in meeting global requirements in WFP's relief and post-relief operations, EMOPs and PRROs, was significantly better than in the development programme. The absolute quantities of food available through WFP, and more importantly the number of beneficiaries reached, certainly point to positive performance across the entire portfolio. At the same time, however, the positive "food-resourced" figures mask performance dimensions that WFP is not yet systematically capturing at a global level. First, the timing of contributions and the effect of unpredictable resource flows on operations is not reflected in the global statistics: contributions for a particular project, for example, might be received late in the calendar year, thereby fulfilling annual requirements but not necessarily in a timely manner. Second, the inconsistency of food deliveries, for example incomplete food baskets or food substitutions, and the effects on project objectives are not captured either. Third, very large projects that are well-funded by donor-earmarked contributions can distort the overall picture.
25. In 2003, WFP began major initiatives to delve deeper into these performance dimensions. BPR in particular studied the impact of shortfalls and delivery interruptions on a subset of major WFP operations. Figure 1, which for hypothetical purposes considers one beneficiary equal to one full ration for the duration of a project, illustrates that implementation is affected by more than just overall resource availability. The timing as well as the regularity and predictability of food deliveries also have direct effects on the number of beneficiaries fed on time.



**FIGURE 1: PERFORMANCE MEASUREMENT FOR 2003**  
Based on 10 significant projects



Based on project duration as stated at project approval.

1. Needs for calendar year only.
2. For this analysis one beneficiary is considered to be one full ration for the duration of the project. This is not the standard WFP beneficiary definition. The beneficiary figure for the project plan column is taken from project documents. For the remaining columns, beneficiary figures are a recalculation of the project plan figure based on the average percentage of tonnage.
3. Calculation based on capping the monthly availability at 100 percent on months where it was above 100 percent.
4. Simple average on projects analysed.

Source: Country offices, needs and shortfalls report, WINGS, pipeline reports, COMPAS.

## 26. Main findings of the BPR analysis:

- In 2003, the quantity of resourced food for this sample of projects, assuming on-time arrival and distribution, would have covered 96 percent of planned beneficiaries. Incomplete or late arrivals of food stocks in-country, however, meant that food was available to cover only 85 percent of planned beneficiaries. Efficiency constraints in the field such as security, logistics and WFP and partner capacity meant that only 65 percent of planned beneficiaries, 45 million people instead of 69 million, received their full rations on-time.
- Fully successful funding would have allowed WFP to reach all 69 million targeted beneficiaries in 2003, or 2 million more than actual contributions.
- If food contributed had been available in-country on time, 8 million more people could have been fed on time. The gap between the levels of funding and on-time availability of food in-country is primarily a consequence of late confirmation of contributions resulting in pipeline breaks.
- Process improvements in-country, for example multiple scenario budgeting and “single pot” spending authority for country directors (see WFP/EB.1/2004/5-A/1), would have allowed WFP and NGOs to improve on-time food distribution or feed up to 14 million more people on time with the resources that were available on time.

## 27. Findings by the BPR team led directly to the introduction in November 2003 of a monthly “Needs and Shortfalls Report” that aims to address resource performance issues by (i) articulating on a rolling basis exact shortfalls and potential pipeline breaks, globally and for individual operations, and (ii) identifying the potential impact of these shortfalls on



beneficiaries, who either will not receive their full rations or will not receive WFP food at all. Measures to close these gaps, such as a new financing model being piloted by BPR, are discussed in Part II: Measuring Performance by 2004–2007 Strategic and Management Priorities.

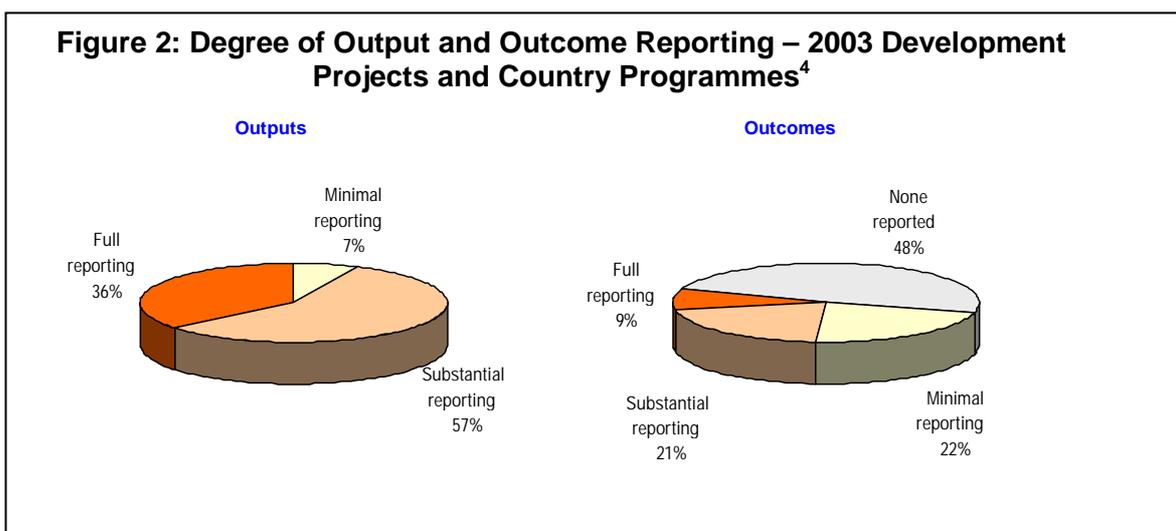
## B. Performance by Programme Category

### ⇒ *Development Project Performance*

28. Table 3 illustrates the main objectives, indicators and results for development projects as defined by the Strategic and Financial Plan (2002–2005). Findings on performance are derived from analysis of the standardized project reports (SPRs). Figure 2 reports on the degree of output and outcome indicator reporting in WFP's development category.

TABLE 3: RESULTS FRAMEWORK: DEVELOPMENT PROJECTS, 2002–2003								
	2002				2003			
	Planned		Actual		Planned		Actual	
Total beneficiaries:	30 million		14 million		30 million		16 million	
% beneficiaries living on US\$1/ day or less	No target		Not available		No target		Not available	
Women and children beneficiaries	75%		86%		75%		86%	
% activities aligned with Enabling Development Policy	By 2003, 100% aligned		100% CPs		100%		100%	
% expenditures on LDCs; LIFDCs and others	LDCs	at least 50%	LDCs	66%	LDCs	at least 50%	LDCs	71%
	LIFDCs	90%	LIFDCs	96%	LIFDCs	90%	LIFDCs	99%
	Other	10% max	Other	4%	Other	10% max	Other	1%





29. In its development projects, WFP fell short of meeting its targets for numbers of beneficiaries, but achieved important progress towards the other main targets, including (i) aligning its activities with the Enabling Development Policy, (ii) concentrating resources on women and children, and (iii) focusing its resources on least-developed and low-income food-deficit countries. A number of other indicators foreseen in the Strategic Plan 2002–2005 proved more difficult to measure at the corporate level. These include: (i) the percentage of women on local food/activity committees in charge of distribution; (ii) the percentage of beneficiaries who received their full rations at the planned time; and (iii) the quantity of assets created and controlled by beneficiaries, including whether women controlled at least 25 percent of assets created. Some of this information has been collected at the project level, but corporate systems were not established that allowed accurate and timely reporting at aggregate levels.
30. Analysis of the 2003 SPRs for country programmes and development projects reveals the continuation of two major trends in this category. First, in line with the Enabling Development Policy, WFP is investing more in human assets and less in the creation of physical assets. In 2003, approximately 75 percent of development operational expenditures were on activities aimed at strengthening human capacity and skills (64 percent in 2002); about 24 percent of expenditures went towards activities focusing on the creation of physical assets (35 percent in 2002). WFP's human-asset activities are increasingly concentrating on efforts to break inter-generational cycles of hunger. Second, WFP has made substantial progress in establishing monitoring systems with counterparts and in conducting baseline surveys. The result is steady progress towards country offices measuring and reporting on outcomes, as illustrated in Box 3.

<sup>4</sup> Reporting levels were measured on the following criteria: (i) none reported = no relevant indicators were reported for any of the stated objectives, or indicators were not sound; (ii) minimal reporting = at least one relevant indicator was well-reported for each stated objective; (iii) substantial reporting = two relevant indicators were well-reported for each stated objective; and (iv) full reporting = more than two relevant indicators were well-reported for each stated objective.



## Box 3

## Outcome Reporting: Closing the Gender Gap in Education

Working from the country-level results of the school feeding baseline survey<sup>5</sup> and follow-up studies, WFP country offices began reporting in their 2003 SPRs more on preliminary outcomes in relation to school feeding and closing the gender gap. For example:

- In Benin, studies in the three poorest districts with WFP school feeding projects demonstrated that the percent of girls moving on to the next class increased to 73 percent in 2003 from 63 percent in 2002; the dropout rate for girls fell to 9 percent in 2003 from 12 percent in 2002.
- In the Dominican Republic, the attendance rate for girls increased in 2003 to 87 percent, exceeding the 75 percent target.
- In Lesotho, dropout rates in 2003 fell from 11 percent to 8 percent for boys and 11 percent to 4 percent for girls.
- In Niger, girls' enrolment in WFP-assisted schools has grown by 72 percent over the past four years against 51 percent nationwide; and the gap between boys' and girls' enrolment is closing - 0.64 girls per boy enrolled in 2003 from 0.57 girls per boy enrolled in 2000.
- In Rwanda, school attendance increased by 5 percent for boys and 10 percent for girls; overall enrolment increased by 4 percent for boys and 7 percent for girls.

31. Despite continued shortfalls—food resourced covered roughly 63 percent of needs—2003 was a modestly positive year in WFP's efforts to fund its development category. For only the second time in the past six years, contributions to the development category increased, reaching US\$240 million. Similarly, annual expenditures under the development category rose to US\$229 million, a 17 percent increase over 2002.
32. The modest increases in 2003, though, are not a solution to the real and prolonged shortfalls experienced by WFP in its development category. WFP country offices across the world are increasingly relying on advocacy and leverage to augment partnerships and resources in their efforts to promote longer-term food security. In Asia, for example, where contribution shortfalls led to project output reductions ranging from 15 percent to 50 percent across the region, WFP country offices in China, Bangladesh, Laos and Nepal were able to negotiate local contributions to fill some of the gaps. Similarly, in Honduras, advocacy efforts by WFP led to a US\$3 million contribution from the Government to carry out school feeding in the country. In West Africa, WFP used its own investments and expertise in school feeding to encourage governments to invest more national resources in education. Working with governments of the Sahel region, WFP hosted a ministerial conference in September 2003 that resulted in the formation of an Alliance for Action on School Feeding, Health and Basic Education. The Alliance aims to expand school feeding activities in rural food-insecure areas of the region; governments are committed to increase the current 1 million school children supported in the region to over 6 million by 2015.

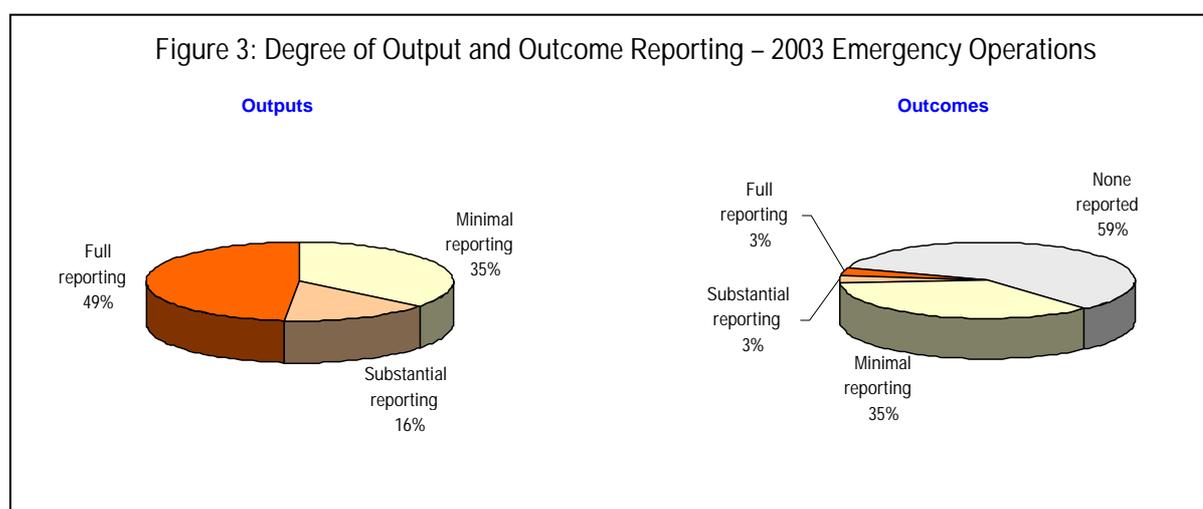
<sup>5</sup> The school feeding baseline survey and more general findings on WFP's school feeding activities are discussed in Part II: Measuring Performance by 2004–2007 Strategic and Management Priorities.



⇒ *Emergency Operation Performance*

33. Table 4 below illustrates the main objectives, indicators and results for EMOPs as defined by the Strategic and Financial Plan (2002–2005). Findings on performance are derived from analysis of the SPRs. Figure 3 reports on the degree of output and outcome indicator reporting in WFP's EMOP category.

TABLE 4: RESULTS FRAMEWORK: EMOPS 2002–2003				
	2002		2003	
	Planned	Actual	Planned	Actual
Total beneficiaries <sup>6</sup>	42.8 million	44 million	68 million	61 million
% of total planned beneficiaries who were fed:	100%	103%	100%	90%
– of which % women and children	80%	80%	80%	77%
– of which % received full ration on time	100%	Not available	100%	Not available



34. The EMOP results matrix points to significant achievements in terms of overall numbers of beneficiaries reached, and suggests improvements in WFP's performance measurement capacity. With the advent of unforeseen crises in 2003, planning figures increased dramatically compared with 2002, and WFP reached 90 percent of the planned total. WFP came close to meeting the target of ensuring that 80 percent of its beneficiaries were women or children. Analysis of 2003 SPR and needs-and-shortfalls data for 2003, however, reveals that of the 41 EMOPs operational in 2003, 12 percent — Central African Republic, Democratic Republic of the Congo, Pakistan, Senegal and Sri Lanka — received less than 50 percent of their requirements for the year. The lack of aggregate information available on the percentage of beneficiaries who received full rations on time and other

<sup>6</sup> Planned figures from WFP "Yellow Pages", November 2002 and November 2003.



indicators reflects real challenges for results-based reporting. During 2003, WFP began to tackle these limitations through BPR (discussed above and in Part II, Performance by 2004–2007 Management Priorities) and by strengthening systems to capture and aggregate output and outcome information across the Programme.

Box 4

Pipeline Breaks: the Impact in DPRK

In DPRK, politics and donor fatigue converged in 2003 to bring on WFP's biggest food shortfalls there in eight years of relief operations. Only 60 percent of WFP's resourcing target for 2003 was met. What happens when food commodities are under-resourced or arrive late? WFP makes hard choices: rations — and beneficiary numbers — are cut. In DPRK:

- major pipeline breaks from January to March and again in July 2003 forced WFP to reduce assistance to most of its “core” beneficiaries — up to 3 million young children, pregnant and lactating women and elderly people;
- significant gains in nutritional status were threatened; wasting, the most acute form of malnutrition had fallen among children from 16 percent to 9 percent between 1998 and 2002; and though DPRK has been producing more food in recent years, the 2003 cereals deficit was still about 1 million tons, or 20 percent of minimum requirements; and
- twice during 2003, food aid for 700,000 elderly people and caregivers was halted in order to continue helping the neediest children and pregnant and lactating women.

In the meantime, to improve measurement of the effectiveness of assistance, WFP intensified in-country monitoring and pressed the Government for more access to beneficiaries. Food aid monitoring visits increased by 50 percent, and focus group discussions with beneficiaries, long forbidden by the Government, were used to build a first rudimentary household food economy analysis.

35. WFP's continuing efforts to improve measurement of results, however, should not detract from the clear achievements of its EMOPs in 45 countries. The large rise in EMOP expenditures in 2003 reflected major new interventions as a result of conflict in Iraq, West Africa and the Palestinian Territory. Continuing complex emergencies such those in the Horn of Africa and Southern Africa also required major EMOP investments. WFP continued to struggle to meet substantial emergency needs in Afghanistan, DPRK and the Sudan.
36. The Immediate Response Account (IRA), WFP's revolving and replenishable fund for relief, proved instrumental in enabling WFP to respond swiftly to emerging humanitarian needs. In 2003, a record US\$56.3 million was allocated or advanced from the IRA to 26 operations; on average, WFP allocated US\$ 25.8 million annually in 2000–2002. A record high of US\$37.4 million (66 percent) was recovered from subsequent donor cash contributions to these operations, allowing these funds to be revolved back into the IRA for future needs.
37. 2003 also saw glimmers of hope for sustainable solutions, based on effective partnerships, to chronic food insecurity in some of its longer-standing EMOP countries. In Ethiopia, the serious and accelerating problems of food insecurity have now been recognized by the Government as a national security threat. A high-level workshop

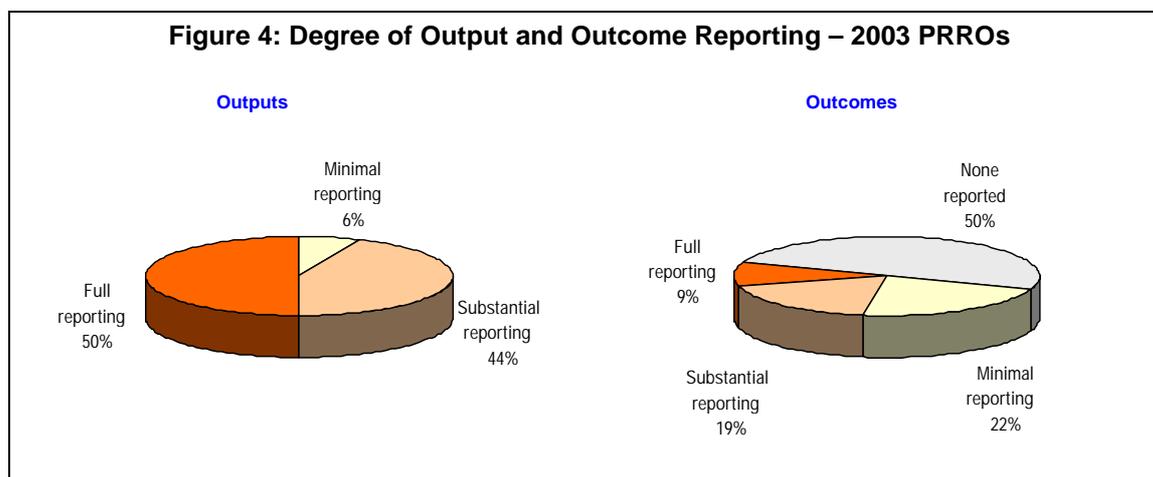


organized by the Government in June 2003 led to the formation of the New Coalition for Food Security comprised of government and main development partners, including WFP. The aim of the coalition is to address and overcome the root causes of chronic food insecurity in Ethiopia. Similarly, in Southern Africa, the Regional Inter-Agency Coordination Support Office (RIACSO), created in response to the regional emergency, has shifted from its very effective relief coordination role to addressing the broader issues of regional food security.

⇒ *Protracted Relief and Recovery Operation Performance*

38. Table 5 illustrates the main objectives, indicators and results for PRROs as defined by the Strategic and Financial Plan (2002–2005). Findings on performance are derived from analysis of the SPRs. Figure 4 reports on the degree of output and outcome indicator reporting in WFP's PRRO category.

TABLE 5: RESULTS FRAMEWORK: PRROS 2002–2003				
	2002		2003	
	Planned	Actual	Planned	Actual
Total beneficiaries <sup>7</sup>	15.8 million	14 million	24 million	27 million
% of total planned beneficiaries who were fed:	100%	89%	100%	113%
– of which % women and children	80%	74%	80%	76%
– of which % received full ration on time	100%	Not available	100%	Not available



39. As with EMOPs, the results framework for PRROs reveals positive global achievement against targets in numbers of beneficiaries reached and in the proportion of women and children. The results framework also shows similar gaps in information, such as the percentage of beneficiaries who received their full ration on time. The 2002–2005 Strategic and Financial Plan had foreseen tracking indicators within PRROs on the numbers of beneficiaries no longer needing WFP food assistance and on the value to beneficiaries of

<sup>7</sup> Planned figures from WFP "Yellow Pages", November 2002 and November 2003.



assets created through food for work (FFW). The difficulty of measuring these performance indicators has been recognized by WFP and resulted in the introduction of pilot indicators to be tested from 2004 under WFP's new SP2: protecting livelihoods in crisis situations and enhancing resilience to shocks.

40. In 2003, 27 million beneficiaries received food assistance. Expenditures reached US\$738 million as compared to US\$416 million the previous year. The 77 percent increase in PRRO expenditures over 2002 is largely a result of increased needs in the Africa, specifically the Great Lakes region (Burundi, Tanzania and Uganda), Liberia and Angola. EMOPs in Afghanistan and Eritrea that shifted to PRROs also contributed to the increase.

#### Box 5

##### Measuring Results - Protracted Crisis in Afghanistan \*

In 2003, WFP Afghanistan was able to deliver US\$117 million in support of food-insecure populations around the country in spite of a challenging security environment and the shift from relief distributions to livelihood activities; it was also working to improve its results-based monitoring system.

##### Selected output results:

- 2.8 million people, 44 percent of planned beneficiaries, were assisted under WFP's EMOP; 6.9 million, 98 percent of planned beneficiaries, were assisted under its PRRO;
- 233,607 tons of food were distributed, 59 percent of the target, reflecting the fact that many beneficiaries did not receive planned rations for the full period because of security problems, better-than-expected harvests, overestimated government counterpart capacity and delayed returns of IDPs and refugees;
- 500 government staff, 78 NGO staff and 559 WFP staff were trained; and
- 4,203 km of roads were constructed; 23 schools and 500 returnee houses were rebuilt.

##### Selected outcome results:

- improved household food security for rural and urban vulnerable people, especially during the winter months, and for returnees and IDPs;
- improved health and nutrition, including tuberculosis (TB) patients, malnourished children and women and patients in hospitals;
- increased enrolment and attendance rates for schoolchildren, especially girls, and increased attendance rates for teachers; and
- improved status of women through food activities, including food for training (FFT).

In-country data to support outcome findings have not been captured in a systematic way. In 2004, WFP Afghanistan will be working towards refining its logframe, identifying and agreeing on outcome indicators, so that future outcome results can be better measured and reported.

\* An excerpt from WFP Afghanistan 2003 Annual Report



41. In line with the conclusions of the summary report of the thematic evaluation of the PRRO category (WFP/EB.1/2004/6-A), WFP stressed two major issues with regard to PRROs in 2003: the need to increase their responsiveness when circumstances in the field change rapidly, and the need to invest more in promoting recovery strategies that address the root causes of protracted crisis.
42. In the West Africa Coastal PRRO, WFP introduced an innovative contingency provision at the time of Executive Board approval in order to improve response to unanticipated crisis. The Board approved a regular PRRO budget and an enhanced budget, with the stipulation that only a significant deterioration in the humanitarian situation could trigger use of the higher budget. When the Liberia crisis arose in mid-2003, WFP was able to increase the budget of the PRRO immediately rather than launch a new EMOP, in this case by 23,000 tons covering 150,000 beneficiaries, without seeking lengthy Board approval of a budget revision.
43. In southern Africa, transition from a regional EMOP to a regional PRRO meant a comprehensive planning process with governments and United Nations and NGO partners in order to design a recovery strategy placing food aid in an overall framework for tackling food insecurity. The impact of HIV/AIDS on household food insecurity and how best WFP food aid could contribute to longer-term solutions became the fundamental questions of this policy review. The resulting PRRO, designed in 2003 and scheduled to begin in June 2004, is based on the experience and lessons from HIV/AIDS interventions under the EMOP phases.

⇒ *Special Operation Performance*

44. Table 6 illustrates the main objectives, indicators and results for SOs as defined by the Strategic and Financial Plan (2002–2005). Findings on performance are derived from analysis of the SPRs.

<b>TABLE 6: RESULTS FRAMEWORK: SPECIAL OPERATIONS 2002–2003</b>				
	<b>2002</b>		<b>2003</b>	
	<b>Planned</b>	<b>Actual</b>	<b>Planned</b>	<b>Actual</b>
Percentage of SO annual requirements funded	70%	US\$ 37.5 million 50%	70%	US\$ 83 million 70%
Number of SOs provided to other United Nations agencies, NGOs and donors	No target set	7 SOs	No target set	15 SOs (including SOs carried over from 2002)

45. In 2003, WFP implemented 24 SOs (including 12 carried over from 2002) of which 15 provided services to United Nations agencies, NGOs and donors. SOs linked to EMOPs and PRROs included emergency repairs to roads, bridges and railways, augmentation of trucking/support fleets and operational support equipment and service packages, for example base-camp and mine-action modules in Iraq. For the first time ever, an SO was dedicated to preparedness and planning.
46. Needs and contributions for SOs increased significantly in 2003 over the previous year, largely as a result of the Iraq operation. Four separate SOs valued at a total of US\$61 million, or 52 percent of overall 2003 requirements, were launched to support WFP's Iraq efforts: one for United Nations Humanitarian Air Services (UNHAS), one for



the United Nations Joint Logistics Centre (UNJLC), one focusing on preparedness and planning measures, and one on operational support. These Iraq operations were well-funded with 85 percent of needs met, but other SOs around the world fared substantially worse as a result of funding constraints and insecure operating environments. Rehabilitation of the Niamba railway bridge in the Democratic Republic of the Congo, for example, received no contributions in 2003.

47. Although the indicator for “percentage reduction in delivery costs due to SOs” has proved too difficult to calculate, the 2003 SPRs did identify the positive impact of SOs on WFP operations, for example:
- **Infrastructure repairs, Malawi.** Emergency repairs to the Nacala railway resulted in cost savings to WFP of US\$272,600. Transport costs for United Nations agencies using the railway instead of roads decreased by approximately 50 percent.
  - **Afghanistan UNHAS.** There were 4,000 flights carrying 55,275 passengers, of whom 41 percent were NGO staff, 41 percent United Nations staff, 15 percent donor representatives and 1 percent media personnel. An average 120 tons of cargo was carried monthly.
  - **UNJLC services for Iraq.** The cargo prioritization and management unit facilitated the movement of 1.8 million tons of cargo into Iraq. Dedicated humanitarian lanes and assistance at customs points expedited movements of cargo across borders.



## Part II: Measuring Performance by 2004–2007 Strategic and Management Priorities

48. This section of the 2003 APR serves as a transition to more complete performance reporting in the WFP 2004 APR. The aim is to provide a snapshot of where WFP stood in 2003 in terms of focusing on the strategic priorities adopted in October 2003. During 2003, WFP had already begun significant initiatives in the nine management priorities adopted in the Strategic Plan (2004–2007).

### I. 2003 PERFORMANCE BY 2004–2007 STRATEGIC PRIORITIES

49. WFP's Strategic Plan (2004–2007) adopted five SPs that contribute to achieving six of the eight Millennium Development Goals (MDGs). WFP is investing the vast majority of its resources in countries reported by the United Nations to be struggling most to achieve the MDGs, and countries where lack of data suggests major capacity problems.

#### Box 6

#### The Millennium Development Goals

MDG1: Eradicate extreme poverty and hunger	MDG5: Improve maternal health
MDG2: Achieve universal primary education	MDG6: Combat HIV/AIDS, malaria and other diseases
MDG3: Promote gender equality and empower women	MDG7: Ensure environmental sustainability
MDG4: Reduce child mortality	MDG8: Develop a global partnership for development

#### WFP's Strategic Priorities and their Link to the MDGs:

- **SP1: Save lives in crisis situations.** Contributes to MDGs 1 and 4 through food distributions in acute crises and supplementary or therapeutic feeding to vulnerable people.
- **SP2: Protect livelihoods in crisis situations and enhance resilience to shocks.** Contributes to MDG 1 by targeting food to poor and hungry people as an investment for preserving and building assets and for maintaining safety-net programmes.
- **SP3: Support the improved nutrition and health status of children, mothers and other vulnerable people.** Contributes to MDGs 4, 5 and 6 through (i) nutrition programmes for pregnant and lactating women, children under 5 and adolescent girls, (ii) nutrition measures in association with school feeding and (iii) support for the special nutritional needs of people living with HIV/AIDS and tuberculosis.
- **SP4: Support access to education and reduce gender disparity in access to education and skills training.** Contributes to MDGs 2 and 3 by using school feeding



and support for skills training to increase enrolment and by providing food to encourage girls' and women's education and training, including literacy.

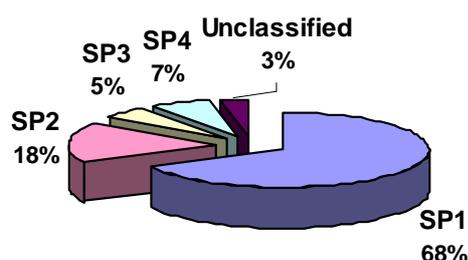
- **SP5: Help governments to establish and manage national food assistance programmes.** Contributes to MDGs 1–6 by giving governments food aid tools that can help to address hunger, poverty, nutrition, health and education challenges.

## WFP 2003 Expenditures by Future Strategic Priorities

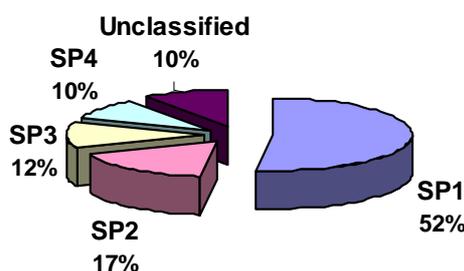
50. Figure 5 provides an estimate of how WFP's 2002–2003 operational expenditures have already conformed to the future SPs.<sup>8</sup> As the graph shows, WFP's activities in SP1 and SP2—saving lives and protecting livelihoods—dominated its work, accounting for roughly 86 percent of operational expenditures. The balance of expenditures was shared during the period between SP3 and SP4. This distribution of expenditures across strategic priorities is largely in line with the budget planning figures as approved in the WFP Biennial Management Plan (2004–2005).

**Figure 5**

**2003 Operational Expenditures  
by Strategic Priority**



**2002 Operational Expenditures  
by Strategic Priority**



<sup>8</sup> Expenditures for 2002 and 2003 by SP are estimates derived by assigning project expenditures according to project classifications by sector of intervention to the closest applicable SP.



## A. Strategic Priority 1 (SP1): Save Lives in Crisis Situations

TABLE 7: OVERVIEW OF WFP OPERATIONS UNDER SP1 — 2003	
Major types of activities	General relief distributions (EMOPs, camps, etc.)
Estimated number of beneficiaries <sup>9</sup>	71 million
Estimated operational expenditures	US\$2.06 billion
Percentage of overall operational expenditures	68%
Percentage of projects reporting nutritional or mortality indicators in the SPRs <sup>10</sup>	28%

### ⇒ Significant Results — SP1

51. The objective of SP1 is to help people to survive crises and maintain or improve their nutritional status at acceptable levels through general food distributions and supplementary or therapeutic feeding activities. The indicators selected to measure the overall success of these efforts are: (i) outputs: planned versus actual quantity of food distributed and beneficiaries fed, and (ii) outcomes: prevalence of acute malnutrition measured by weight-for-height in children under 5 and crude mortality rate, which is to be tested on a pilot basis beginning in 2004.
52. To review progress in addressing SP1, 12 projects covering all regions were selected from active EMOP and PRRO operations with general food distributions.<sup>11</sup> The operations selected for this sample were in most cases those with the highest number of metric tons distributed; the sample represents approximately one third of the total tonnage applicable to SP1. The following analysis reviews progress made in 2003 in reporting against the output and outcome targets for this SP.<sup>12</sup>

<sup>9</sup> The estimated number of beneficiaries counts beneficiaries twice when they participate in more than one project during the year.

<sup>10</sup> Outcome reporting of 122 fully operational projects in 2003 was analysed vis-à-vis the 2004-2007 Strategic Priorities 1 to 4. All 122 projects had been in operation for more than 11 months, had not suffered any significant operational disruptions due to insecurity, and had received adequate resources to carry out planned activities. Of these 122 projects, 60 had activities related to Strategic Priority 1. Of these 60, 17 (28 percent) reported in the SPRs quantitatively on at least one corporate (or proxy) nutrition or mortality outcome indicator.

<sup>11</sup> Afghanistan PRRO 10233.0; Angola PRRO 10054.1; Côte D'Ivoire EMOP 10244.0; DPRK EMOP 10141.1; Democratic Republic of Congo PRRO 6274.00; three consecutive EMOPs covering the same populations in Ethiopia (counted as a single operation): Ethiopia 10030.0, 10030.1 and 10030.2; Guatemala EMOP 10174.00; Malawi EMOP 10200.0 (part of Southern Africa Regional); Mauritania EMOP 10249.0 (part of the Western Sahel Regional); Russia EMOP 10128.1; Sierra Leone PRRO 10064.1 (part of the West Africa Regional); Tajikistan PRRO 6087.01. The Iraq operation (10259.0) was excluded from the sample.

<sup>12</sup> The figures cited in this analysis and the conclusions should be viewed as provisional because (i) the analysis was conducted before all the SPRs were finalized, (ii) there are potential biases inherent in a sample consisting of WFP's larger projects and (iii) outcome reporting on future SP indicators during 2003 was optional for country offices.



## Outputs

<b>OVERVIEW OF SP1 OUTPUT DATA FOR SAMPLE OPERATIONS</b>	
Percentage with required output indicator data (tons and beneficiaries)	100%
Percentage of planned versus actual tons delivered	70%
Planned versus actual beneficiaries	95%

## Outcomes

53. Data on the prevalence of acute malnutrition was provided in five operations, representing 42 percent of the sample. In four of the operations, acute malnutrition was reported to have decreased from the previous year. The fifth operation noted that levels of acute malnutrition reflected those of the general population, but did not provide a comparison to the baseline levels. In some cases, however, the SPRs did not report the information as recommended in the SPR guidance, for example they did not cite the date and source of the data or provide cut-off values (z-score or % median) to accompany nutrition prevalence data.
54. An example of good practice was Mauritania, where the SPR provided information from quarterly rapid food security and nutrition assessments, which allowed WFP to track the nutritional status of the beneficiaries.
55. In 2003, none of the sampled countries reported on crude mortality rates. Eight operations reported other positive nutritional/life-saving outcomes of food assistance, including an increase in the average number of meals per day, prevention of a rural exodus, reduced negative coping strategies, improved food security and increased dietary diversity. Only four of these cases, however, noted the source of the information, which included vulnerability analysis and mapping (VAM) and monitoring and evaluation (M&E) studies, a food aid use and impact study, and food monitors' reports.

<b>OVERVIEW OF SP1 OUTCOME DATA FOR SAMPLED OPERATIONS</b>	
Percentage with quantitative and qualitative information provided on outcomes	92%
Percentage with quantitative outcome information	58%
Percentage with recommended outcome indicator data	42%
Percentage reporting decreased rates of severe or global acute malnutrition	33%
Percentage providing <i>only</i> qualitative outcome information	25%
Projects that reported augmented M&E systems in progress	58%

### ⇒ *Challenges for Measuring Results and Ways Forward – SP1*

56. Unless further information is provided on the effects of commodity shortfalls on the rations in terms of the amount of kcal and number of distributions, the current recommended output indicators for saving lives provide only a limited indication of how well beneficiaries' needs are met. As noted, in cases where there are substantial shortfalls in commodities, little information was provided on how this affected the ration levels and distribution cycles.



57. Regarding the outcome indicators, WFP has adopted those recommended by the SMART initiative, and will be working with its partners to utilize them. More efforts are needed to collect baseline nutrition data and to report on nutritional indicators to show progress towards reducing malnutrition. Without data on reductions in crude mortality rates, it is difficult to quantify progress towards the objective of saving lives.

Box 7

The Complexity of Building Performance Measurement Systems -  
Experience in Southern Africa

The Community Household Surveillance System (CHS), a joint project between WFP and C-SAFE (a consortium of NGOs) was designed (i) to monitor the outcomes of WFP's regional EMOP and PRRO, and (ii) to measure improvements in household food security in targeted communities. Comprehensive baseline surveys were carried out in October/November 2003; subsequent six-monthly surveys will track progress against the baselines.

The cost to WFP of CHS is US\$600,000 annually. An additional US\$51,000 has been invested by C-SAFE. The surveys across 60 districts in six countries involve 4,000 household interviews at 139 project sites. Key informants are also interviewed at each survey site. Seven full-time staff and 106 part-time staff are employed.

Early experience has demonstrated the complexity and time-intensive nature of gathering outcome results:

- Even initial conclusions take time: preliminary findings on school enrolment and the effect of food aid, for example, will only be available following a series of surveys, including at least one undertaken at the height of the "lean season".
- Continued partnerships will be crucial, for example with the other CSAFE NGOs and agencies operating in the project areas.
- Nutritional indicators were not integrated into CHS at this stage, though nutritional information has been collected through separate surveys in individual countries; WFP continues to work with UNICEF to identify the best way to collect, collate and utilize nutritional indicators across the region.



## B. Strategy Priority 2 (SP2): Protect livelihoods in crisis situations and enhance resilience to shocks

TABLE 8: OVERVIEW OF WFP OPERATIONS UNDER SP2—2003	
Major types of activities	Food for work, food for assets, food for training, resettlement
Estimated number of beneficiaries	25 million
Estimated operational expenditures	US\$533 million
Percentage of overall operational expenditures	18%
Percentage of projects reporting outcomes in the SPRs on ability of beneficiaries to manage shocks <sup>13</sup>	33%

### ⇒ Significant Results – SP2

58. During 2003 WFP supported a range of activities that can be linked to SP2, most of which fell into the FFW or FFT categories<sup>14</sup> with the dual objective of protecting livelihoods and enhancing resilience to shocks.
59. The indicators selected to measure the overall success of these efforts are: (i) outputs: beneficiaries participating in food-supported asset-creation and income-generation activities, both total and by gender, and (ii) outcomes: increased ability to manage shocks and meet necessary food needs, to be measured on a pilot basis beginning in 2004 by the proportion of beneficiary household expenditures devoted to food.
60. In order to measure performance in 2003, 13 projects covering all regions were selected from active development projects and PRROs with FFW or FFT components.<sup>15</sup> The operations selected were those with the highest number of participants in each region. The following sample-based analysis reviews progress made in 2003 in reporting against the output and outcome targets for this strategic priority.

### Outputs

#### FFW activities:

Percentage with required output indicator data	100%
Percentage of planned FFW participants reached	86%
Male FFW participants	65%
Female FFW participants	35%
Percentage of planned assets created (when targets reported)	78%

<sup>13</sup> Of the 122 fully operational projects in 2003, 83 had activities related to Strategic Priority 2. Of these 83, 27 (33 percent) reported in the SPRs quantitatively on at least one corporate (or proxy) livelihood outcome indicator.

<sup>14</sup> Skills training bridges SP2 and SP4. It is covered here under SP2, though the educational objectives of the activities could justify analysis under SP4.

<sup>15</sup> Afghanistan PRRO 10233.0, Angola PRRO 10054.1, Bolivia CP/ACT1/10159.0, Burkina Faso CP/ACT1/10000.0, Cambodia PRRO 6038.01, Guatemala PRRO 10212.0 (part of Central America), China CP/ACT1/10055.0, Ethiopia CP/ACT2/10004.0, Georgia PRRO 6122.01, Madagascar CP/ACT2/10010.0, Mali PRRO/5804.01, Pakistan CP/ACT3/10091.0, Somalia PRRO 10191.0.



FFT activities:

Percentage with required output indicator data	100%
Percentage of planned FFT participants reached	86%
Male FFT participants	34%
Female FFT participants	66%

Outcomes

61. Outcomes for the SP were reported by 46 percent of sample projects, of which half were able to provide quantitative information such as assets retained or gained by households or qualitative information measuring the impression of beneficiaries regarding the effect of the activities on their livelihoods. The others did not specify whether or how the stated outcomes were documented. One project reported a reduction of household expenditure allocated to food, the pilot outcome indicator for SP2, but no survey data was provided to support the claim.

REPORTING OF OUTCOMES IN WFP PROJECTS	
Percentage with required outcome indicator data	0%
Percentage with information on outcomes:	46%
- Outcome information based on quantitative surveys	8%
- Outcome information based on qualitative surveys	15%
- Outcome information based on unspecified sources	23%
Projects that reported new M&E systems in progress	69%

62. Given the different nature of the FFW activities, the outcomes reported varied considerably and fall into the following broad categories:
- improved food production;
  - improved food security;
  - increased household income;
  - reduced share of income spent on food;
  - improved access to goods and services;
  - improved community mobilization/capacity; and
  - strengthened capacity to create and maintain assets.

⇒ *Challenges for Measuring Results and Ways Forward — SP2*

63. While output reporting related to SP2 is largely satisfactory, improvements in outcome reporting are required. Information on outcomes is often not available (or at least not reported) through SPRs. Strengthened data collection at the country office — built around better defined outcomes — is also necessary. On a positive note, more than two-thirds of the sample projects were in the process of strengthening M&E, aimed at improving measurement of outcomes and applying the principles of results-based management.



## Box 8

## Outcome Reporting in the SPRs: Protecting Livelihoods in Georgia

WFP's Georgia PRRO responds to a decade of crisis brought about as a result of incomplete transition to a market economy and exacerbated by conflict and drought. Activities are concentrated on FFW in the agricultural sector, assisting small-scale farmers to increase production and food security through rehabilitation of basic infrastructures such as irrigation and drainage systems and cash-crop plantations.

Georgia's 2003 SPR demonstrates how preparation of a performance framework helped to strengthen the PRRO's monitoring and reporting system. The impact of completed FFW projects on long-term household food security was assessed during September–December 2003, three to six months after project completion. Projects and beneficiary households were selected using random systematic sampling. Information on outcome indicators was gathered through household interviews and focus-group discussion.

The surveys demonstrated that 78 percent of the targeted households, compared with a target of 100 percent, were able to retain their assets in the reporting period; a corresponding 7 percent, compared to a target of 15 percent, in the same period managed to gain assets. The indicators have shown a decline since 2002, ascribed to differences in timing of project implementation and data collection. Project managers concluded that a participation period of four to six months in FFW was too short to promote sustainable recovery.

### C. Strategy Priority 3 (SP3): Support the improved nutrition and health status of children, mothers and other vulnerable people

**TABLE 9: OVERVIEW OF WFP OPERATIONS UNDER SP3 – 2003**

Major types of activities	Mother-and-child health, supplementary and therapeutic feeding, HIV/AIDS, nurseries and kindergartens
Estimated number of beneficiaries <sup>16</sup>	11 million
Estimated operational expenditures	US\$153 million
Percentage of overall operational expenditures	5%
Percentage of projects reporting nutritional outcomes in the SPRs <sup>17</sup>	21%

<sup>16</sup> The estimated number of beneficiaries counts beneficiaries twice when they participate in more than one project during the year.

<sup>17</sup> Of the 122 fully operational projects in 2003, 63 had activities related to Strategic Priority 3. Of these 63, 13 (21 percent) reported in the SPRs quantitatively on at least one corporate (or proxy) nutrition outcome indicator.



⇒ *Significant Results – SP3*

64. The objective of SP3 is to provide food aid, which is micronutrient-fortified as appropriate, to children, mothers and other vulnerable groups in situations where inadequate food consumption is contributing to malnutrition and where food-supported interventions can be an important part of the solution. SP3 places special priority on addressing the cycle of nutritional deprivation from malnourished mother to malnourished child and on reaching populations in food-insecure areas with a high prevalence of HIV/AIDS, TB and other diseases. The indicators used to measure the overall success of these efforts are: (i) outputs: number of children and vulnerable women reached through food-supported nutrition interventions, share of micronutrient-fortified food delivered in nutrition interventions and percentage of HIV/AIDS-endemic, food-insecure regions districts receiving assistance; and (ii) outcomes: reduced levels of child malnutrition (prevalence of malnutrition among children under 5) and malnutrition among women (body mass index [BMI] and/or low birth weight [LBW]), and reduced levels of anaemia among women and targeted children.
65. The indicator for measuring reduced impacts of HIV/AIDS on food security among vulnerable populations is still to be formulated. Some of the other nutrition indicators, prevalence of anaemia and prevalence of malnutrition among women using BMI and/or LBW, are being pilot tested. For example, the incidence of LBW is being piloted to measure the effectiveness of interventions that seek to support the nutritional needs of women during critical times of their lives. LBW is the percentage of infants born weighing less than 2.5 kg, a condition affecting at least 17 million infants born every year. LBW is linked to increased risk of sickness, death and impaired development. LBW infants have a four times greater risk of dying during their first week of life than infants with normal birthweight. Maternal under-nutrition is a major cause of LBW in least-developed countries.

### Outputs

66. The major output indicators such as the number of children and vulnerable women reached through food-supported nutrition interventions have been captured through the SPR exercise. WFP began measuring the share of micronutrient-fortified food delivered through WFP-supported nutrition interventions (see Box 9). Output reporting on the participation of populations from HIV/AIDS-endemic and food-insecure regions in WFP-supported food interventions did not begin during 2003, though guidance was issued on the use of food as it relates to HIV/AIDS in emergencies and on HIV/AIDS-nutrition linkages, through collaboration with the World Health organization (WHO). This guidance should help ensure that relevant output indicators are tracked during 2004.



## Box 9

## Micronutrient Fortification of WFP's Food Aid

Over the years, WFP has increasingly recognized the importance of ensuring that its rations contained sufficient energy, protein, and fat to address malnutrition, especially for refugees and others who may rely exclusively on WFP food. A major commitment of WFP's Strategic and Financial Plan (2002-2005) was to increase the use of fortified foods where appropriate and to promote utilization of locally produced blended foods.

By the end of 2003, WFP had helped to develop local capacity to produce fortified blended foods in 13 countries, including Ethiopia, India, Madagascar, Malawi and Nepal.

In 2003, WFP determined that about 20 percent of its food is fortified, mainly in the form of fortified flours and blended foods. When considering only food aid targeted to nutritionally vulnerable populations such as children, mothers and refugees dependent on food aid, the proportion of fortified food rises to between 40 percent and 50 percent.

## Outcomes

67. Formal guidance on how to report in a standardized way on nutrition outcome indicators was issued in 2003 to country offices. However, during 2003 many countries were still in the process of collecting data on the nutritional status of beneficiaries. For this reason, reporting on nutritional outcome indicators for mother-and-child health and nutrition (MCHN) projects as part of the 2003 SPR exercise was optional.
68. According to information from the 2003 SPRs, 29 countries reported activities with nutrition-related objectives as part of their country programmes or development operations. These were mostly MCHN interventions in food for education (FFE). Other countries reported on nutrition-specific activities as part of PRROs or reported that they were starting up new activities related to nutrition in 2003-2004.
69. Among countries with nutrition-related activities, there are several examples of baseline information being collected. Nepal and Cambodia collected baseline information from MCHN project areas prior to project implementation; their plan is to conduct follow-up surveys to explore changes in nutritional status over time. A WFP pilot project in the Nagweshi refugee camps in Zambia carried out a baseline survey of micronutrient status as part of an investigation into whether the introduction of a mobile mill to produce fortified maize meal on-site would help to address micronutrient deficiencies. Cuba, Ecuador, Ghana, Haiti and India were among the countries reporting nutritional outcome indicators as part of the 2003 SPR exercise. The following pilot activities were launched in 2003 to build a core of projects on which future nutrition interventions may be modelled:
  - innovative MCHN activities were initiated in Ethiopia, Sierra Leone and Yemen; rigorous documentation of outcomes via baseline and follow-up surveys will be ensured; and
  - in-country micronutrient fortification and de-worming activities are being implemented in Afghanistan and Angola in partnership with the United Nations Children's Fund (UNICEF) and in Zambia with the Micronutrient Initiative, the Cooperative for Assistance and Relief Everywhere (CARE), and the Office of the United Nations High Commissioner for Refugees (UNHCR). A new collaborative project by FAO, UNICEF and WFP aimed at enhanced food and nutrition security for HIV/AIDS orphans in Lesotho and Malawi was signed during 2003.



## Box 10

## Piloting Nutritional Indicators: LBW among Bhutanese Refugees in Nepal

In 2003, birthweight data collected through a sample of antenatal clinics in Bhutanese refugee camps in Nepal by the Institute of Child Health (London) for WFP was analyzed to explore (i) the incidence of LBW, (ii) whether birthweights were improving in a long-standing camp situation and (iii) whether any associations between the food basket and health interventions and LBW were apparent.

Analysis revealed that rates of LBW were surprisingly low: on average, 11 percent of babies were born with LBW in 1994–2000. This proportion fell from 18 percent in 1995 to 8 percent in 1998, a rate comparable to many developed countries and much lower than the 30 percent rate observed in hospitals in Nepal. Interestingly, average birth weight in the camps improved significantly from 2.8 kg in 1996 to 3.0 kg in 1998, a period that coincided with improvements in the nutritional content of the general ration, including WFP's addition of fortified blended foods. These findings suggest that significant changes in maternal nutrition and subsequently in infant nutrition can be brought about in relatively short periods of time, and that improvements in maternal diet may play an important role in such changes.

⇒ *Challenges for Measuring Results and Ways Forward – SP3*

70. The 2004–2007 strategic focus on nutrition is not new: WFP has for several decades targeted food to mothers and children with a view to enhancing their nutrition. What *are* new for 2004–2007 are the goals of (i) mainstreaming nutrition across WFP rather than focusing narrowly on clinic-based health-delivery interventions, (ii) greater attention to documenting WFP outcomes on the nutritional status of beneficiaries, (iii) implementing pilot nutrition interventions that pursue more innovative approaches and (iv) enhancing WFP's capacity to work on nutrition at the programme and policy levels. An important transition in WFP's nutrition activities began in 2003 in order to build the foundations for meeting these ambitious goals. The three nutrition policy papers being considered by the Executive Board in May 2004 summarize the main challenges and way forward.<sup>18</sup>

<sup>18</sup> WFP/EB.A/2004/5-A/1, WFP/EB.A/2004/5-A/2 and WFP/EB.A/2004/5-A/3.



## D. Strategic Priority 4 (SP4): Support access to education and reduce gender disparity in access to education and skills training

<b>TABLE 10: OVERVIEW OF WFP OPERATIONS UNDER SP4 – 2003</b>	
<b>Major types of activities</b>	<b>School meals, take-home rations for school children in primary and secondary schools</b>
Estimated number of beneficiaries (boys/girls)	<b>15 million children</b>
Total number of countries with WFP school-feeding operations	<b>69</b>
Estimated operational expenditures	US\$206 million
Percentage of overall operational expenditures	7%
Percent of projects reporting on gender disaggregated enrolment outcomes <sup>19</sup>	22%

### ⇒ Significant Results, SP4

71. The main objective of SP4 is to increase enrolment and improve the attendance of boys and girls in WFP-assisted primary schools. School feeding reached 15 million children in 69 countries, in many cases ensuring that children in post-conflict situations could safely attend school and begin to rebuild their lives. Mid-morning meals and nutritious lunches in school provide children with more than food for their education. In 2003, partnerships helped WFP-assisted schools to become community springboards for crucial complementary activities, including HIV/AIDS-prevention education, treating children for intestinal parasites, building fuel-efficient stoves and improved kitchens, and planting school gardens and woodlots.
72. Through its Standardized School Feeding Survey,<sup>20</sup> begun in 2001, WFP has made steady progress on measuring performance in activities under SP4. The survey is the largest and most comprehensive study yet undertaken on the impact of school feeding projects in food-insecure areas of developing countries. It gathers data on WFP's corporate school feeding indicators, the MDG primary-education indicators and an expanded set of complementary indicators. By the end of 2003, the initial baseline survey had been conducted in 46 countries; follow-up surveys measuring results against the baseline two years later had been completed in 21 of the countries; an additional 19 will be covered by the baseline survey during 2004. During the 2002/2003 school year, more than 10,000 primary schools with ongoing school feeding projects were surveyed.<sup>21</sup> The Standardized School Feeding Survey will serve as the baseline against which WFP's performance in SP4 will be measured in coming years.<sup>22</sup>

<sup>19</sup> Of these 122 fully operational projects in 2003, 73 had activities related to Strategic Priority 4. Of these 73, 16 (22 percent) reported in the SPRs quantitatively on enrolment (net, gross or absolute, and disaggregated by gender) in assisted schools.

<sup>20</sup> The Standardized School Feeding Survey refers to the School Feeding Baseline Survey and any follow-up surveys implemented with the same tool.

<sup>21</sup> Representative random samples of schools were selected from all schools where WFP-assisted school feeding programmes are on-going or planned; findings therefore represent the population of children in schools supported by WFP.

<sup>22</sup> The discussion and statistics cited in this APR on school feeding performance are based on survey results from 33 countries for which sufficient comparable data was available.

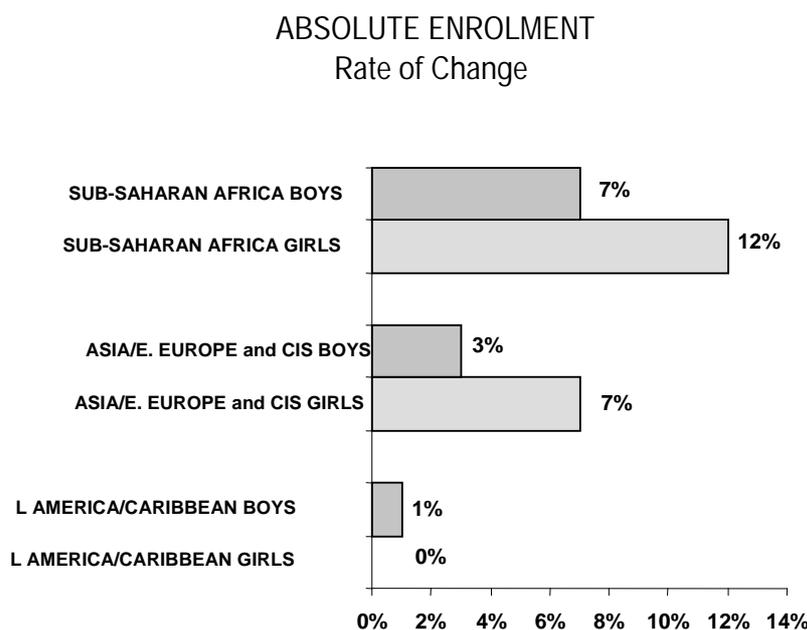


## Survey Findings by School Feeding Indicators

**INDICATOR 1 – absolute enrolment:** the number of girls and boys enrolled at a primary school during the official enrolment period

73. Absolute enrolment is the number of students enrolled in the school during the official enrolment period, usually the first month of the academic year. In most cases, these data are readily available. Figure 6 below shows enrolment changes over a three-year period as derived from the Standardized School Feeding Survey.

**Figure 6: Rate of Change in Absolute Enrolment (2003 compared with 2000)**



**Box 11**

Findings on Absolute Enrolment:

- Large increases in absolute enrolment were observed in Africa, averaging a 12 percent increase for girls and 7 percent for boys.
- In Latin America, the annual rate of change in absolute enrolment for both boys and girls was almost zero. Enrolment in primary schools was already relatively high countrywide prior to the survey, which may explain the minimum change.
- Particularly large increases in girls' enrolment were observed in countries with a recently expanded take-home ration component. For example, absolute girls' enrolment increased by 26 percent in Cameroon and 28 percent in Pakistan.
- Armenia, Bhutan, Haiti, Lesotho and Peru all experienced declines in absolute enrolment. Reasons for non-enrolment were similar for boys and girls: economic constraints followed by cultural beliefs. The drops in absolute enrolment tended to be similar for boys and girls, indicating that external rather than gender-related factors contributed to the decrease.



**INDICATOR 2 – net enrolment rate:** the percentage of children of primary-school age enrolled in primary school

74. Measuring the net enrolment rate (NER), an important WFP corporate indicator as well as an MDG indicator for achieving universal primary education, has proved a substantial challenge for WFP as it has for national governments and other agencies. The major difficulty arises from gaps in demographic information on school catchment areas, particularly in the remote and poor regions where WFP often operates.<sup>23</sup>

Box 11

Findings on NER

- In two thirds of the countries surveyed, measuring or estimating NER in the medium-term will require alternatives to reliance on official demographic data.
- More than half of the countries surveyed had almost no demographic statistics on the school-aged population, suggesting that longer-term assistance in the overall statistical capacity of government counterparts is required.

**INDICATOR 3 – attendance rate:** the percentage of school days during which students actually attended school

75. The definition of attendance rate is “the percentage of boys and girls in WFP-assisted primary schools attending classes at least 80 percent of the school year”.<sup>24</sup>

Box 12

Findings on Attendance Rates

- Attendance rates in WFP-assisted schools were generally high, averaging 96 percent in Asia and 90 percent in Africa, suggesting that once children are enrolled their attendance is steady.
- From 2001 to 2002, attendance in school increased by 0.5 percent in Latin America, 3 percent in Asia and Eastern Europe and remained unchanged in Africa.
- Periods of high and low labour demand for children, for example harvests, had only a minor effect on attendance. In Africa, school attendance rose by 2 percent among girls and 3 percent among boys during non-peak labour periods. The changes in other regions were less pronounced.
- The most common reasons cited for non-attendance, for boys and girls, were sickness, followed by economic constraints.

<sup>23</sup> In Bhutan, for example, NER could not be calculated because there is no official country census. In Rwanda, NER could be calculated only for 30 percent of the surveyed sample where the administrative level data were available.

<sup>24</sup> Strategic Plan (2004–2007) (WFP/EB.3/2003/4-A/1), p. 19.



#### INDICATOR 4 – student performance and progress

76. WFP relies on two proxies for measuring student performance and progress:
- perception by teachers and students of the significance of school feeding programmes to the alleviation of short-term hunger, and students' ability to concentrate and learn; and
  - enrolment ratio of grade 5 to grade 1 as a measure of schools' capacity to retain students.
77. Qualitative focus-group discussions measure the impact of school feeding programmes on children's performance. The ratio of students in grade 5 to students in grade 1 provides a rough measure of the ability of schools to retain students and provide them with basic literacy and numeracy. Where the ratio is low, students are dropping out before reaching grade 5; where the ratio is high, schools are managing to retain students.

#### Box 14

##### Findings on Student Performance and Progress

- School feeding programmes were considered by teachers and students to be very important in alleviating short-term hunger and enhancing the ability to concentrate.
- At the regional level, primary schools in Asia and Latin America retained a significantly higher number of students than in Africa.
- In Asia, 19 percent more boys than girls completed their primary schooling; the factors for this are now being investigated by WFP. In other regions, poverty and environmental factors are affecting boys and girls equally in terms of enrolment and progress in school.

#### INDICATOR 5 – ratio of girls to boys: the ratio of girls to boys enrolled in primary school

78. The Millennium Declaration set a goal of achieving gender parity in primary education by 2005, and universal primary education by 2015. WFP's Enhanced Commitments to Women (ECW) in the Gender Policy 2003–2007 aim at ensuring that half of all primary school feeding beneficiaries will be girls by 2007. The ECW call for expanding activities that enables girls' attendance, including through take-home rations in areas with a gender gap in primary-school enrolment.
79. At the beginning of 2004, it is estimated that at least 14 countries are in danger of not achieving gender parity until 2015; WFP operates school feeding projects in nine of them.<sup>25</sup> Another 20 countries are at risk of not achieving the goal even by 2015, let alone

<sup>25</sup> Benin, Cambodia, Chad, Congo, Cuba, Ghana, Laos, the Sudan and Uganda have WFP school feeding programmes. Algeria, Comoros, Paraguay, the Syrian Arab Republic and Togo do not.



achieving universal primary education; WFP operates school feeding projects in 12 of them.<sup>26</sup>

80. As the findings in Box 15 demonstrate, increases in the ratio of girls to boys in WFP-assisted primary schools between 1999 and 2003 are especially notable in Africa.

Box 15

Findings on the Ratio of Girls to Boys (closing the gender gap in education)

- Over four years, the number of girls per boy enrolled in schools with WFP school feeding programmes in Africa grew by 15 percent.<sup>27</sup>
- Absolute enrolment for boys and girls increased in all WFP-assisted primary schools in Africa. The increase in girls' enrolment was 15 percent compared with 10 percent for boys, a 53 percent difference that contributed significantly to closing the gender gap.
- Among all WFP-assisted primary schools, the absolute enrolment of girls increased by 9.8 percent. In projects with a take-home ration, the increase almost doubled to 17.2 percent.<sup>28</sup>

⇒ *Challenges for Measuring Results and Ways Forward – SP4*

81. The lack of demographic data on primary-school-age children in project areas has made data collection for NER extremely difficult. As a first step, WFP is capturing the “Availability of Primary School-Age Population Statistics”, the percentage of schools for which corresponding demographic statistics on primary-school-aged children are available, to identify particularly acute gaps in capacity.
82. WFP has identified the following steps for consolidating progress on RBM in SP4:
- complete the baseline Standardized School Feeding Survey in 19 additional countries during 2004; continue the regular biennial follow-up surveys in all countries with WFP-supported school feeding programmes; and
  - advocate for, and support where possible, local capacity-building, working with schools to help improve their record-keeping and with local counterparts to improve school monitoring and government statistical capacity; this is in line with the United Nations Millennium Declaration focus on building the statistics capacity of national governments in order to improve planning of interventions and measurement of impact.

<sup>26</sup> Burkina Faso, Burundi, Côte D'Ivoire, Djibouti, Ethiopia, India, Iraq, Madagascar, Mozambique, Niger, Sierra Leone and Swaziland have WFP school feeding programmes. Estonia, Kyrgyzstan, Mongolia, Papua New Guinea, St Lucia, South Africa, Thailand and Turkey do not.

<sup>27</sup> Among primary schools with ongoing school feeding programmes (Independent sample t-test, 2-sided, p<0.001).

<sup>28</sup> Independent sample t-test, 2-sided, p<0.001.



## **E. Strategic Priority (SP5): Help governments to establish and manage national food assistance programmes (MDGs 1–6)**

⇒ *Significant Results – SP5*

83. Building capacity is at the heart of SP5 and has long been an objective of WFP assistance. As part of the Strategic Plan (2004–2007), WFP committed itself to including in country programmes/projects and PRROs measures to help governments to strengthen their capacity to plan and manage food-based programmes when they request such assistance. The following output indicators for measuring progress were defined:
- increased capacity of national governments to identify food needs, develop strategies and carry out food-based projects;
  - number of countries using WFP's technical services such as VAM and emergency preparedness;
  - number of national government staff trained under WFP's technical assistance programmes;
  - increased dialogue with governments to identify potential areas for technical assistance and cooperation; and
  - number of technical services supported by WFP.
84. Further work is required in defining and establishing activities under SP5, but during 2003 WFP was already providing governments with assistance in managing national food-assistance programmes, mostly as a component of food aid interventions. In the area of nutrition, for example, WFP helped to build up the planning and monitoring capacity of the Ministry of Health in Eritrea. WFP has also worked closely with national research/policy making institutions in India and Bangladesh, and since 1998 with WHO on de-worming interventions, training representatives of Ministries of Health and Education from 38 countries. In 2003, the governments of Uganda and Afghanistan decided to expand their school de-worming activities to a national scale following the successful results of pilot de-worming programmes.



## Box 16

## Ethiopia Counterpart Training

In Ethiopia, during 2003, WFP trained national counterparts across the full range of its interventions.

- In the MERET development project: 4,500 government officials, technical experts, development agents and farmers were trained.
- In school feeding: 458 counterparts were trained in 19 sessions covering 600 schools in rural food-insecure communities.
- In relief and recovery operations: 3,600 sector representatives, experts, development agents and community members from 57 of Ethiopia's most food-insecure districts were trained in community-based planning methodologies; 160 regional counterpart staff were trained in nutritional assessments; 35 counterpart staff for refugee operations were trained in management, FFW and school feeding.
- In logistics: WFP trained 117 counterpart staff in 4 regions.

85. In the Latin America and Caribbean region, the distinct socio-economic characteristics of the region have created solid alliances with governments to assume greater burdens in the fight against hunger. Hunger and malnutrition have increasingly been included in regional and national social policies. During 2003, WFP laid the groundwork for future interventions through advocacy activities such as:

- signing a memorandum of understanding with the Economic Commission for Latin America and the Caribbean (ECLAC) outlining a three-year programme of joint work on issues of hunger and malnutrition; and
- hosting the Central American Hunger Forum in Panama, giving decision-makers the opportunity to address hunger policy issues and find ways to face the problem of hunger in the region and their countries.

⇒ *Challenges for Measuring Results and Ways Forward – SP5*

86. Advocacy efforts and training will need to be followed by more systematic plans for operationalizing SP5 in order to help governments establish and manage their own food programmes. WFP will be presenting a policy document to the Executive Board in October 2004 outlining its strategy for moving forward on SP5.

## II. 2003 PERFORMANCE BY 2004–2007 MANAGEMENT PRIORITIES

87. In addition to five SPs, the Strategic Plan (2004–2007) identified nine management priorities for strengthening operational effectiveness and organizational capacity. These priorities respond to weaknesses identified during formulation of the Strategic Plan; WFP will be working over the next several years to overcome these weaknesses. This section of the 2003 APR identifies accomplishments and initiatives already underway as of 2003 in these management priorities. Corporate indicators that correspond to these nine management priorities can be found in Annex IV.



## A. Management Priority 1 (MP1): Strengthening Partnerships

88. Partnership strengthening took place across the whole of WFP in 2003.<sup>29</sup> Partnerships are a central component of WFP's work and a fundamental prerequisite for realizing the MDGs. Among the highlights of WFP's partnerships in 2003 were:

- Collaboration continued among the United Nations agencies in Rome — WFP, FAO, the International Fund for Agricultural Development (IFAD) and the International Plant Genetic Resources Institute (IPGRI). WFP offices reported 77 collaborative efforts with FAO in 41 countries, among which there were 41 complementary projects in 24 countries and 36 coordination activities in 24 other countries. WFP was working jointly with IFAD on 21 projects in 19 countries.
- In October 2003, WFP became the ninth co-sponsor of UNAIDS, reflecting the growing importance WFP places on integrating food aid as a fundamental component of any HIV/AIDS package.
- In November 2003, WFP signed a Memorandum of Understanding (MOU) with the New Partnership for Africa's Development (NEPAD), a comprehensive framework for cooperation and development in Africa.
- WFP works with UNHCR in 38 countries, feeding nearly 3 million refugees and 635,000 IDPs. WFP and UNHCR convened regular joint donor meetings in Geneva and drafted new guidelines for WFP/UNHCR joint assessments.
- WFP collaborated with UNICEF in 92 projects in 53 countries. Joint work focused on the "minimum package", an integrated package of cost-effective interventions to improve the health and nutritional status of school children.
- A new MOU was negotiated with the International Committee of the Red Cross (ICRC), to be signed in 2004, defining for the first time information-sharing responsibilities on assessments and procedures for commodity loans.

89. Another important element of MP1 is strengthening partnerships with corporations that can contribute resources, services or expertise. WFP's established or enhanced major pro-bono relationships with the following corporate partners and sponsors: the Boston Consulting Group, TPG, Archer Daniels Midland, Benetton, Ericsson, IBM and SAP.<sup>30</sup>

## B. Management Priority 2 (MP2): Human Resource (HR) Management

90. MP2 addresses the need for WFP to have staff with sufficiently flexible skills to respond rapidly to crises in many different and difficult environments. A comprehensive multi-year Human Resources Management Strategic Review dominated the work of WFP in this area during 2003. Its achievements included (i) a completed assessment of WFP's staffing requirements, (ii) development and integration into HR systems of a competency framework comprising recruitment, promotion, career development and training, and (iii) pilot testing of a 360-degree performance evaluation tool for managers.

91. In 2003, WFP continued toward meeting its target of achieving improved gender equality and more diverse geographical distribution among professional staff. WFP maintained its three-year average of 38 percent women professional staff against the

<sup>29</sup> Greater detail on WFP's partnerships, including those with other United Nations agencies, can be found in the Executive Director's Report to ECOSOC and FAO (WFP/EB.A/2004/4-B).

<sup>30</sup> Further information on these partnerships is detailed under MP8: Communication and Advocacy, and MP9: Increased Resources for Increased Needs, and in Annex VII: Total Confirmed Contributions.



United Nations target of 50 percent. The 39 percent of staff from developing countries was also maintained.

92. Staff learning continued to be a priority in 2003, with particular emphasis on emergency response for staff and partners, security awareness, M&E, and media and advocacy skills.

### **C. Management Priority 3 (MP3): Results-Based Management and Reporting**

93. This management priority grows out of WFP's commitment to introducing and implementing corporate-wide RBM as a tool for measuring and achieving results. During 2003, WFP took the following steps towards establishing comprehensive RBM tools:

- approval in October 2003 of the Strategic Plan 2004–2007 defining objectives and specifying outcomes across five strategic priorities and nine management priorities;
- approval of the Biennial Management Plan 2004–2005 presenting an overall needs-based budget for WFP broken down into the new strategic and management priorities;
- preparation of an RBM orientation guide and an initial round of training for senior managers; guidance on results-based workplans for 2004 were prepared and disseminated.

### **D. Management Priority 4 (MP4): Strengthening WFP's Knowledge Base**

94. MP4 grows out of WFP's recognition of the need to refine its assessment techniques: to improve its technical capacity in VAM, early-warning systems and emergency needs assessment (ENA) to ensure that food assistance is effectively targeted and makes a difference to people's lives and livelihoods. Evaluations and follow-up to their recommendations are also important components of MP4.<sup>31</sup>

95. Achievements in strengthening WFP's knowledge base, emergency assessments in particular, were based in two broad areas: (i) WFP worked in 2003 to build consensus with partners on its ENA framework and (ii) WFP initiated a systematic review of its ENA guidelines and external and internal expertise in collaboration with the donor community and United Nations agencies, especially FAO and UNHCR.<sup>32</sup>

96. WFP continued to provide technical support services to country offices throughout 2003. The highlights of this work included:

- 18 FAO/WFP crop and food supply assessment missions, of which 13 were in Africa, three in Asia and two in the Middle East, and 14 UNCHR/WFP joint assessment missions, of which 11 were in sub-Saharan Africa, one in Algeria and one in Pakistan;
- 16 food security and vulnerability assessment missions supported by VAM—double the 2003 planning target; and
- methodology designed for conducting baseline surveys on WFP's Enhanced Commitments to Women, as per the implementation of WFP's Gender Policy 2003–2007, including training for focal points from 30 countries.

<sup>31</sup> For detailed information on evaluation findings and lessons for 2002–2003, see Annex III.

<sup>32</sup> More detailed information on WFP's work during 2003 on emergency preparedness and assessments can be found in the Executive Director's Report to ECOSOC and FAO (WFP/EB.A/2004/4-B).



## E. Management Priority 5 (MP5): Strengthening Operational Support

97. MP5 aims at ensuring that the support functions carried out by technical services are strengthened so that WFP can respond rapidly to crisis while maintaining ongoing operations. This means having contingency plans and early-warning systems in place and securing an immediate and adequate food-aid supply chain at the onset of an emergency. It involves the efficiency of WFP's emergency preparedness, including security, transport, logistics and procurement services.
98. Achievements under MP5 in 2003 included:
- 200 stand-by personnel deployed to over 30 country operations, with the largest contingents to Iraq, Liberia, and the Sudan;
  - US\$634 million procured, equivalent to 2.7 million tons of food commodities, an increase of 106 percent over 2002.<sup>33</sup> Of the 84 countries where WFP purchased food, 69 were developing countries and/or countries in transition, and 15 were developed countries; 70 percent of food purchases in value terms came from developing countries and countries in transition, roughly the same proportion as in 2002;
  - US\$178 million in non-food items and services procured, compared with US\$144 million in 2002; the share from developing countries and territories, including those in transition, accounted for 60 percent;
  - contingency planning in Iraq and the Middle East, the West Africa Coastal countries, including Nigeria where WFP has no country office, and about 30 other country offices;
  - establishment of updated WFP corporate policy for the management of staff safety and security; and
  - implementation of a security upgrade programme that included (i) US\$20 million for security upgrades in WFP's offices worldwide, (ii) the addition of six regional security advisers and (iii) the creation of seven new field security officer posts.

## F. Management Priority 6 (MP6): Business Process Review

99. WFP launched BPR in March 2003 with two objectives: (i) to improve business processes to ensure full utilization of contributions and (ii) to ensure that resources are made available to beneficiaries when needed.
100. As an immediate step towards improving efficiency, BPR identified the reduction and clearance of unspent cash and commodity balances. Financial analysis of working capital from 31 December 2001 to 30 November 2003 shows that WFP doubled its revenue in this period but reduced operating cash as a percentage of revenue by almost half. Bringing down the proportion of operating cash available resulted, at least in part, from the following results achieved by BPR during 2003:
- **Improved project closure process.** Since July 2002, 584 projects have been operationally closed, substantially reducing the number of financially open projects. Approximately US\$90 million in contribution balances were reprogrammed or refunded between June and December 2003.

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<sup>33</sup> Annex VI provides a full breakdown of procurement statistics by country.



- **Improved real-time monitoring of project budgets and identification of savings.** As a result of better analysis of fluctuating operational needs through WINGS and COMPAS, by the end of 2003 country offices had already identified US\$80 million for potential re-programming.
  - **Improved resource availability to country offices.** Country offices are now given access to project support costs immediately after a contribution has been programmed. As a result, they now have their cash resources on average two months earlier than in previous years.
101. In 2003, BPR also identified longer-term improvements to WFP's business and financing processes. Proposals for changes, which will be tested in five pilot projects during 2004, are described in detail in an Information Note presented to the Board in February 2004 (WFP/EB.1/2004/5-A/1).

## **G. Management Priority 7 (MP7): Increased Transparency and Accountability**

102. MP7 addresses oversight to ensure transparency and accountability in WFP's operations as well as improved budgeting and financial management.
103. In the area of oversight in 2003, WFP focused on building a sustainable structure for the delivery of oversight services to management in the medium to the long term through a comprehensive review of its current systems and best practices in oversight (see "Best Practices in Oversight Mechanisms", WFP/EB.3/2003/5-D/1). Details of the activities undertaken in 2003 by WFP's Office of the Inspector-General (OEDI) and Office for Internal Audit can be found in the "Report of the Inspector-General" (WFP/EB.A/2004/6-C/1).
104. In the areas of improved budgeting and financial management, WFP achieved the following in 2003: (i) more up-to-date financial management information through the rollout of WINGS to an additional 31 countries and WINGS Explorer to 40 country offices, (ii) improved cash management through expanded use of zero-balance accounts in 12 additional country offices and improved administration of WFP bank accounts, including where possible using externally managed short-term investments, (iii) improved contribution management as reflected in finalizing all 438 financial SPRs for the 2002 year by 30 April 2003 and (iv) more timely financial reporting through expanding the monthly financial statements exercise to include a full closure exercise for the period to 30 September 2003.

## **H. Management Priority 8 (MP8): Communication and Advocacy**

105. The purpose of MP8 is to redress the relative lack of knowledge and understanding of WFP's mission and its achievements among the media and opinion-makers. In 2003, greater investment in energetic media and advocacy activities, in line with WFP's commitment to be a "voice" for the hungry, yielded major results under MP8.
- More articles and editorials were written or placed in the print media than in the preceding five years. For example, between July and December 2003, 32 editorials were written, of which 18 were published in 40 newspapers in 15 countries.
  - *NewsFEED* was launched, an online information service targeting nearly 300 journalists, news organizations and websites around the world.
  - The Executive Director addressed the United Nations Security Council three times: twice on Africa's food crisis and a third time on the humanitarian situation in Iraq. He



also briefed legislatures in the United Kingdom, Italy, Denmark, Canada and the United States on global hunger.

106. During 2003, WFP broadened its alliance in raising the public profile of hunger, bringing in partners from the business sector and well known personalities and international sports figures. Highlights included the following:

- With Benetton, the Italian clothing company, WFP launched a €15 million advertising campaign in Europe, Latin America, Asia and the United States that helped to give hunger a “face”.
- WFP partnered with the Rugby World Cup, which provided a platform to reach the event’s estimated 3.4 billion audience on global hunger issues. The “Tackle Hunger” campaign generated an estimated gross media value of US\$13 million in advertising.
- WFP obtained donated advertising or exhibition space (i) from SAP in 27 airports around the world, (ii) from Toyota in *Time* magazine, (iii) from *The Christian Science Monitor*, (iv) from Amtrak for exhibition space in New York’s Penn Station and the Union Station in Washington DC, and (v) from the United Nations Secretariat in New York.

## I. Management Priority 9 (MP9): Increased Resources for Increased Needs

107. MP9 aims to broaden the base of WFP donors in order to spread the burden of meeting needs in coming years. The approach is to encourage traditional donors to contribute in proportion to their means and to develop creative policies that help emerging and sporadic donors to become regular contributors.

108. During 2003, WFP made progress in MP9 with regard to increasing absolute contributions, including those from the private sector, and to spreading the Programme’s funding base across a wider range of contributors.<sup>34</sup> In particular:

- WFP received a record of US\$2.6 billion in confirmed contributions, a 43 percent increase over 2002; this included the Iraq emergency operation that was funded by a WFP record of 36 different donors.
- WFP’s share of global food aid deliveries increased from 39 percent in 2002 to 48 percent in 2003 (see Annex V for a further breakdown of global food aid statistics from 1998 to 2003).
- As in 2002, more than half of WFP’s resources were provided by the United States, which contributed US\$1.4 billion, of which about US\$400 million was for Iraq, an increase of 57 percent over 2002.
- Of the top 20 donors, 16 increased their contributions. In addition to the USA, the European Commission, the United Kingdom, Japan, Canada, Sweden, Switzerland, South Africa and Russia increased their contributions by more than 15 percent.
- Contributions provided by the European Union—the European Commission plus member states—amounted to US\$628 million, 12 percent more than in 2002.
- Contributions from emerging donors totalled US\$80 million in 2003, a 74 percent increase over 2002.
- Contributions from the private sector amounted to US\$29 million, compared with US\$3.8 million in 2002. Major corporate contributions included (i) US\$6.2 million

<sup>34</sup> Annex VII provides a complete breakdown of donors to WFP in 2003.



from the Dutch mail and logistics giant, TPG, (ii) US\$1.8 million in services from the Boston Consulting Group, (iii) approximately US\$9.5 million in advertising value from the Italian clothes manufacturer, Benetton and (iv) partnership with the Rugby World Cup worth US\$6.5 million.

- Contributions from emerging donors, the private sector and inter-governmental organizations together amounted to US\$124 million, 5 percent of the total contributions.
- Five donors contributed to WFP for the first time in 2003: Cameroon, Kuwait, Malawi, the Marshall Islands and Monaco.



## Annexes

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**ANNEX I****ACRONYMS USED IN THE DOCUMENT**

APR	Annual Performance Report
BMI	body mass index
BPR	business process review
CARE	Cooperative for Assistance and Relief Everywhere
CCA	common country assessment
CHS	Community Household Surveillance System
CIS	Commonwealth of Independent States
COMPAS	commodity movement, processing and analysis system
CP	Country Programme
C-SAFE	Consortium of NGOs working on food issues in Southern Africa
ECLAC	Economic Commission for Latin America and the Caribbean
ECOSOC	Economic and Social Council of the United Nations
ECW	Enhanced Commitments to Women
EMOP	emergency operation
ENA	emergency needs assessment
FAO	Food and Agriculture Organization of the United Nations
FFE	food for education
FFT	food for training
FFW	food for work
HR	human resources
ICRC	International Committee of the Red Cross
IDP	internally displaced person
IEFR	International Emergency Food Reserve
IFAD	International Fund for Agricultural Development
IPGRI	International Plant and Genetic Resources Institute
IRA	Immediate Response Account
LDC	least-developed country
LIFDC	low-income, food-deficit country
LBW	low birth weight
LTSH	landside transport, storage and handling
M&E	monitoring and evaluation
MCHN	mother-and-child health and nutrition
MDG	Millennium Development Goal



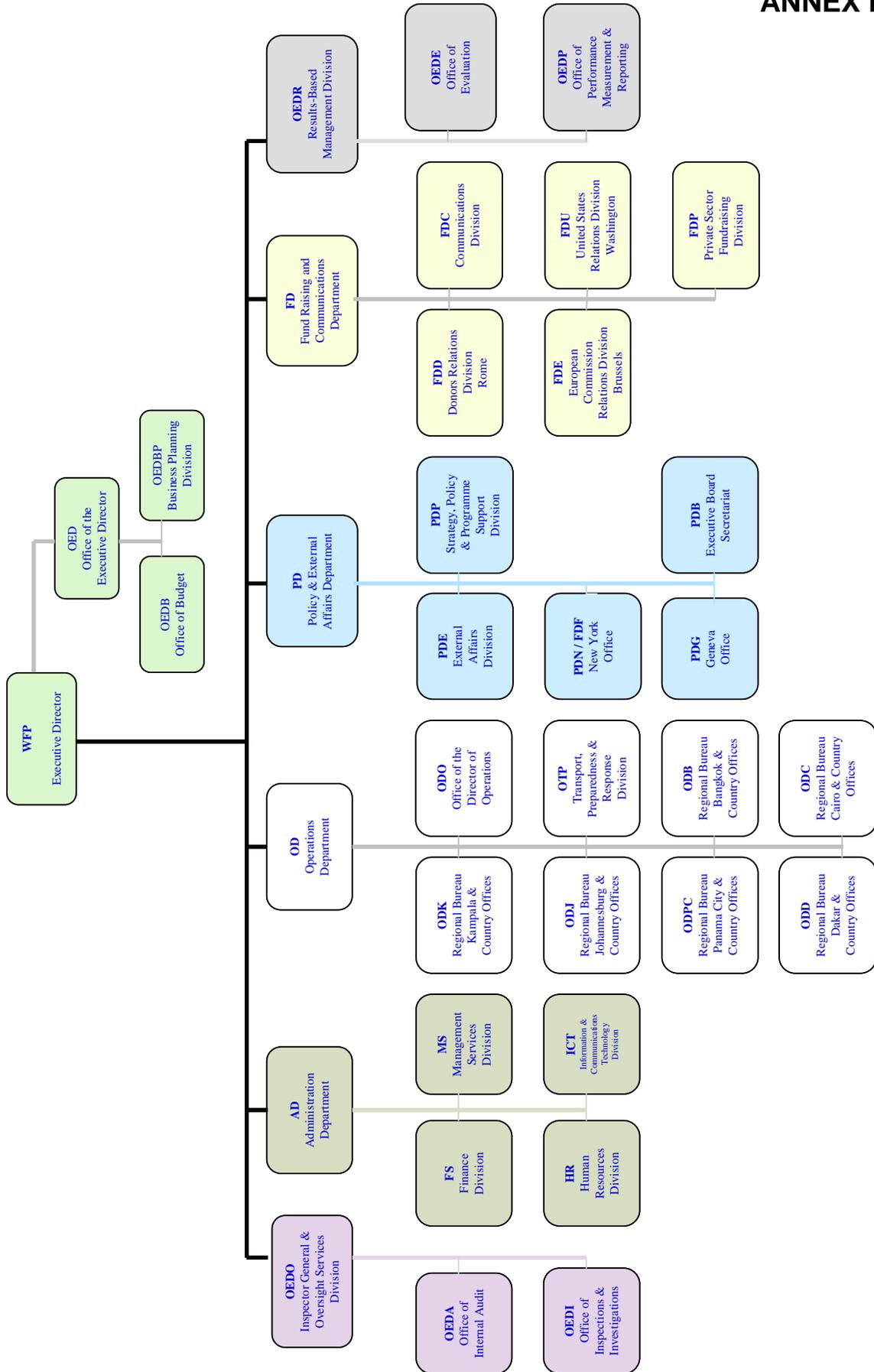
## ACRONYMS USED IN THE DOCUMENT

MERET	Managing Environmental Resources to Enable Transitions to Sustainable Livelihoods
MOU	memorandum of understanding
MP	management priority
NEPAD	New Economic Partnership for Africa's Development
NER	net enrolment rate
NGOs	non-governmental organization
ODOC	other direct operating costs
OEDI	Office of the Inspector-General
PRRO	protracted relief and recovery operation
RBM	results-based management
RIACSO	Regional Inter-Agency Coordination Support Office
SMART	Standardized Monitoring and Assessment of Relief and Transitions
SO	special operation
SP	strategic priority
SPR	standardized project report
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNAMA	United Nations Assistance Mission in Afghanistan
UNDAF	United Nations Development Assistance Framework
UNHAS	United Nations Humanitarian Air Services
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNJLC	United Nations Joint Logistics Centre
VAM	vulnerability analysis and mapping
WHO	World Health Organization
WINGS	WFP information network and global system



WFP Organigram 2004

ANNEX II.A



## ANNEX II.B

STAFF WITH CONTRACTS OF ONE YEAR OR LONGER AS AT 31 DECEMBER 2003 <sup>(1)</sup>			
Category	Total number of staff	Number of women	Percentage of women (%)
Higher categories (D-2 and above)	38	10	26
Professional (P-1 to D-1)	941	365	39
<b>Subtotal</b>	<b>979</b>	<b>375</b>	<b>38</b>
Junior Professional Officers (JPOs)	71	51	72
UN Volunteers (UNVs)	131	36	27
National officers	208	85	41
Assignments of Limited Duration (ALDs)	23	3	13
Service contracts	101	31	31
<b>Total Professional Staff and higher categories</b>	<b>1 513</b>	<b>581</b>	<b>38</b>
General Service staff	1 424	680	48
Assignments of Limited Duration (ALDs)	28	6	21
Service contracts	5 805	1 447	25
<b>Total General Service staff</b>	<b>7 257</b>	<b>2 133</b>	<b>29</b>
<b>Total WFP staff <sup>(2)</sup></b>	<b>8 770</b>	<b>2 714</b>	<b>31</b>

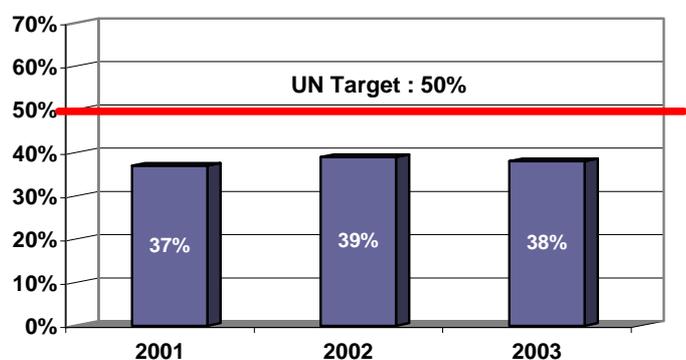
Notes:

<sup>(1)</sup> Please note that this Staffing table includes data on ALDs and Service contracts, previously unreported.

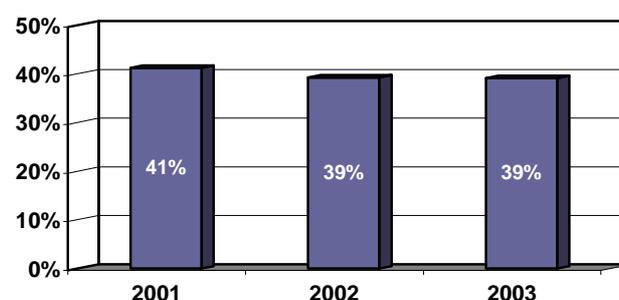
<sup>(2)</sup> The Total WFP staff figure excludes temporary contracts of 11 months or less, i.e. consultants, special service agreements, commercial reimbursable loans and casual labourers.

Source: WFP Human Resource Division, 2004.

Proportion of WFP Women with International Professional Fixed-Term Positions



Total Staff from Developing Countries in the International Professional Staff and Higher Categories



\* WFP Target for 2004 is 42 percent



**ANNEX III****SUMMARY OF EVALUATION FINDINGS AND LESSONS****Prepared by the Office of Evaluation**

1. Learning from experience and understanding why programmes are succeeding or not are essential parts of RBM. Dissemination of lessons from OEDE-managed evaluations and decentralized evaluations is important for improving the implementation and performance of WFP operations. In 2002–2003, over 40 evaluations were undertaken by either OEDE or by regional bureaux/country offices. This report summarizes some of the main findings from a review of these evaluations.

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**SECTION I: A SYNTHESIS OF FINDINGS FROM OEDE-MANAGED EVALUATIONS****Development/Country Programmes**

2. Since the introduction of the new Country Programme Policy Framework in 1994, country programmes have been introduced in more than 30 of the 55 countries where WFP has development activities. Most of the 22 country programmes evaluated by OEDE to date have been first-generation, with antecedents that preceded the 1994 policy framework and the 1999 Enabling Development policy. Many were therefore regarded as “transitional” country programmes.
3. Some of the main findings are:
  - Where the country programme approach had been implemented, WFP had usually made changes to existing interventions to make them more focussed and integrated, rather than introduce entirely new activities.
  - Positive changes associated with the country programme process include improved geographical targeting of development activities to food-deficit regions, enhanced coherence between WFP-supported development activities and the priorities of host governments, and improved integration with the United Nations Common Country Assessment (CCA)/United Nations Development Assistance Framework (UNDAF) process.
  - The country programme process has been hampered in some countries, however, by problems in establishing and providing adequate budgets for programme support costs.
  - Other impediments include the need for more staff with competence in core development skills and the need for stronger monitoring systems.
  - Some countries with small development programmes, however, have experienced particular difficulties in implementing the country programme approach, and the rationale for introducing country programmes in some countries needs to be re-assessed.



## Emergency Operations

4. OEDE recently conducted an internal desk review of lessons from evaluations on targeting, vulnerability assessments and monitoring in emergency and rehabilitation operations. Some of the “top twenty” lessons are:
- Although general food distributions may of necessity continue for some time, targeting needs early attention in an EMOP, including the use of VAM specialists, so as to avoid a longer-term expectation of general feeding.
  - Rolling assessments should be used in a dynamic emergency situation, as they were during the 2002–2003 southern Africa EMOP.
  - For operational purposes, assessments should be as specific as possible, to assist management decision-making.
  - The need to initiate relief assistance on the basis of limited information and rough estimates should be explicitly acknowledged, without absolving WFP from continual efforts to improve its database and analysis.
  - WFP and its counterparts rather than recipient communities may have to take greater responsibility for distribution when certain groups are marginalized for political, economic or social reasons.
  - Control of food by women matters more than receipt of food during food distributions. Gender roles in society and with respect to EMOPs have to be more carefully analysed by WFP.
  - There is a need for improved utilization of scarce monitoring resources, in particular the most appropriate and cost-efficient method of data collection and appropriate follow-through analysis and reporting. M&E should be integrated with programming functions.
  - There is an underestimation of the costs and benefits of improved generation and management of operational information, which is given lower priority than, for example, logistics inputs.
  - Targeting problems arise from food resources constraints, with either too little or, less frequently, too much food assistance available at a given time compared with objective nutritional needs.

## Protracted Relief and Recovery Operations

5. The PRRO category has been in place for just over five years and currently represents 27 percent of WFP’s annual resources. A thematic evaluation was undertaken in 2002–2003 and the report was presented to EB.1/2004 in February this year.<sup>35</sup> The evaluation is based on 17 individual evaluations and case studies plus interviews with key informants and extensive research in the literature.
6. Some of the main findings are:
- At the aggregate level, the PRRO is associated with a lower level of free food assistance — for example, in 2002 the figure for PRROs was 55 percent and for EMOPs 74 percent — which has increased the flexibility of field operations and has had an apparent positive impact on WFP’s ability to mobilize additional resources.

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<sup>35</sup> WFP/EB.1/2004/6-A – Thematic Evaluation of the Protracted Relief and Recovery Operation Category.



For example, in 1999–2002, PRROs were 86 percent resourced and EMOPs were 74 percent resourced.

- There is only limited evidence, however, of systematically improved targeting and improved synergies with other WFP programme categories.
- The new category provides a reasonable planning horizon and requires deliberate strategic planning. The category is sufficiently flexible to accommodate the spatial and temporal dynamics of protracted crises, which is possibly best illustrated by the cases of Angola and Somalia, where the PRRO handles a large range of relief and recovery needs.
- Country offices were often found to be setting unrealistic and sometimes inappropriate recovery strategies, including moves towards resettlement and reduced rations when conditions were not yet right.
- The main areas for continued strengthening in future will be (i) developing more corporate capacities to undertake recovery programming, (ii) providing adequate and improved normative guidance, (iii) creating corporate incentive structures that support recovery programming, (iv) addressing the current human and financial resource gaps, (v) building stronger management systems processes and (vi) further developing recovery-oriented organizational partnerships.

## Special Operations

7. WFP's fourth and smallest resources category is SOs, which support EMOPs and PRROs with logistics-related interventions. SOs were established as a separate WFP programme/resource category in 1996, when it was apparent that some donors were more willing to fund separate SOs than higher landside transport, storage and handling (LTSH) or other direct operating costs (ODOC) under relief operations.
8. A thematic evaluation of SOs was undertaken in 2001; the report was considered by the Executive Board in October 2002.<sup>36</sup> The evaluation was based on a Headquarters desk study of all ongoing global SOs and on nine case studies in five countries of eastern and southern Africa. The Logistics Service subsequently undertook its own review of the SO category, building on the findings of the thematic evaluation.
9. Some of the main findings from the SO thematic evaluation are as follows:
  - A number of logistics interventions are a foreseeable logistics component of an EMOP or PRRO and, particularly if they are of modest size, should remain part of the core relief operation, included under the ODOC budget.
  - Interventions should be limited to rehabilitation works sufficient to get food moving, especially for road works and other infrastructure projects; WFP should not engage in extensive long-term reconstruction projects.
  - The cost-effectiveness of some SOs needs to be better estimated at the planning stage and during implementation.
  - SOs should be limited to (i) large-scale infrastructure projects that support a number of WFP interventions and (ii) inter-agency coordination operations such as air services, telecommunications, joint logistics management or coordination services.

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<sup>36</sup> Document WFP/EB.3/2002/6/2, 23 August 2002.



10. During 2002–2003, OEDE undertook two reviews of UNJLC operations — Afghanistan and Iraq. A third UNJLC is currently being undertaken, for the Liberia region, after which a summary report on the three UNJLC reviews will be submitted to the Executive Board.
11. The concept of the UNJLC was born out of the humanitarian response to the 1996 Eastern Zaire crisis, where intensified coordination and pooling of logistics assets were successfully applied by WFP, UNHCR and UNICEF. The concept was subsequently applied in Somalia, Kosovo, Timor Leste (East Timor), Mozambique, India (Bhuj), Afghanistan, Iraq and Liberia.
12. A major finding of the UNJLC review for Afghanistan was that a UNJLC project should have a short predetermined duration at the first phase of a new emergency crisis, with a focus on deconflicting and resolving logistics bottlenecks. Continuation of a UNJLC into a subsequent (maturity) phase needs careful consideration, taking into account possible interference with other agencies.
13. It is encouraging to note that many of the recommendations of the UNJLC review for Afghanistan had been taken into account in designing and implementing the subsequent Iraq UNJLC.<sup>37</sup>

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## SECTION II: SELECTED EVALUATION FINDINGS FROM OEDE-MANAGED AND DECENTRALIZED EVALUATIONS DURING 2002–2003 AGAINST THE FIVE NEW SPs

14. SP1—Save lives in crisis situations:
  - Afghanistan UNJLC: UNHAS emergency airlifts of food from December 2001 to March 2002, when the land corridors were blocked, were able to bring life-saving food into the country.
  - Angola relief portfolio: The PRRO was able to meet its primary objective of saving the lives of people at risk of starvation by providing regular food aid to beneficiaries who otherwise would not have had access to food, particularly newly arrived IDPs. This was done at the country level by deploying a large network of field offices to cover all provinces and maintaining and operating a large and complex logistical apparatus.
  - Eritrea relief portfolio: WFP food aid currently represents nearly 50 percent of food aid provided to Eritrea and reaches large numbers of beneficiaries, but its results in terms of saving lives are compromised by the small ration sizes received by many households. Redistribution of the general-feeding drought rations among a whole village population is a common practice.
  - Great Lakes PRRO: The prevalence of malnutrition is lower in the refugee camps assisted by the PRRO than among the national population, despite pipeline problems in the United Republic of Tanzania.
  - Southern Africa real-time evaluation: Saving lives was not an explicit EMOP objective, but rather to prevent severe food shortages at the household level that could lead to the deterioration of nutritional status and starvation. During the EMOP period,

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<sup>37</sup> See the final “Summary Report of the Review of the UNJLC Operation in Iraq”, produced by the consultants, Royal Haskoning in January 2004, especially Appendix A – From Afghanistan to Iraq: major improvements in UNJLC deployment and implementation.



WFP's response helped to avert extreme consequences, in spite of the initial pipeline shortfalls.

15. SP2–Protect livelihoods in crisis situations and enhance resilience to shocks:
  - Ethiopia development project (MERET): The food-for-work project provided a safety-net, protecting 1.4 million food-insecure people. There was a 40 percent decrease in seasonal food shortages from five to three months a year. Vegetation cover has been dramatically improved, soil loss significantly reduced and soil depth increased.
  - Nepal PRRO review: (i) Overall the health and nutrition situation of the Bhutanese refugees continues to be satisfactory and stable. It is far better than what is reported in the surrounding population. (ii) The education system in the camps has seen major achievements, one of the most notable being that refugee students have a School Leaving Certificate pass rate of 74 percent. Over the years there has been a dramatic improvement in the female literacy rate as a result of in-camp literacy classes.
  - PRRO thematic evaluation: Evidence that PRROs are effective in protecting and creating livelihoods and durable assets is difficult to assess. Quantitative evidence about nutritional status was provided in only 6 of the 17 evaluations or case studies; quantitative information about livelihoods was available in only four instances.
  - Southern Africa real-time evaluation: Qualitative evidence suggests that the EMOP only partly met its livelihood objectives, although no baseline information was available and no quantitative evaluation could be conducted. There was evidence of asset depletion in Mozambique, Zambia and Zimbabwe, where food deliveries were below target in the early months. By contrast, there were fewer reports of asset depletion in Malawi, where the emergency response was timely. The evaluation noted that there were no reports of distress migration, and school drop-out rates had been kept in check, especially where school feeding was under way.
16. SP3–Support the improved nutrition and health status of children, mothers and other vulnerable people:
  - Angola relief portfolio: Overall, the nutritional status of the population has been improving in most of the areas assisted, with the exception of new arrivals. Close monitoring is required, however, and food assistance should continue, given the precarious nutritional situation and the constant influx of new arrivals.
  - El Salvador country programme: The project has been having a positive impact, particularly with respect to the child nutrition component. This positive impact was registered mainly after the shift from providing family rations to providing fortified wheat flour to malnourished children only.
  - Southern Africa real-time evaluation: The evaluation mission found it difficult to come to any firm conclusions on the impact of the EMOP on the nutritional and health status of children, mainly because of the inadequacy of the underlying systems and data for measuring short-term impact and the relatively short time since the start of the EMOP.
17. SP4–Support access to education and reduce gender disparity in access to education and skills training:
  - Burkina Faso country programme: The adult literacy activity has achieved definite results in relation to the desired objectives and based on the monitoring indicators. The majority of participants are women and there are encouraging results in



enrolment, success during the courses and reduced drop-out rates in literacy education.

- Commitments to Women thematic evaluation: The desk review on experiences in implementing the Commitments to Women recorded a number of good practices such as (i) advocacy campaigns to sensitize families and communities to the importance of girls' education, (ii) providing take-home rations to girls, which constitute a valued income supplement for the household, (iii) supporting boarding facilities for girls and (iv) focusing on the age group of girls when gender gaps are widest. But there are also some poor practices, for example when increasing school enrolment has not been matched by commensurate increase in the number of classrooms and teaching staff, with adverse implications for the quality of education.
  - El Salvador country programme: The school feeding programme now reaches all rural schools and has more than 600,000 beneficiaries. Prospects in terms of medium-term and long-term sustainability are encouraging. Communities are clearly interested in the initiative, as underlined by the substantial contribution to implementation in human and financial terms.
18. SP5–Help governments to establish and manage national food assistance programmes:
- Afghanistan UNJLC: During Phase 2, the UNJLC was involved in activities related to capacity-building, including (i) organizing river engineering workshops, (ii) preparation of a river engineering manual, (iii) border-crossing training workshops and (iv) training operators for United Nations Humanitarian Air Services (UNHAS) Kabul cargo-handling and training agencies in logistics coordination. It was also involved in nation building activities including (i) participation in the logistics for the Loya Jirga process and (ii) support to the United Nations Assistance Mission in Afghanistan (UNAMA) in the registry of weapons from the disarmament programme.
  - El Salvador country programme: Alliances established under the country programme have favoured dissemination of WFP policies and approaches among partners, for example policies on gender and food aid. WFP's influence on policy issues was seen as important. The Ministry of Education contribution to the school feeding programme is particularly relevant and has enabled extension of this initiative well beyond the objectives set by the country programme.
  - Indonesia PRRO: A major success of the urban programme has been creation of a large number of well trained local NGO workers and agencies capable of addressing issues of urban food insecurity in the longer term.



## ANNEX IV: CORPORATE INDICATORS FOR WFP MANAGEMENT PRIORITIES

EXPECTED RESULTS	PERFORMANCE INDICATORS
<b>MP 1: Strengthening Partnerships</b>	
1.1. Strengthened partnerships at global, regional and country level with United Nations agencies, NGOs, and other partners.	1.1.1. Percentage of programmes and projects jointly designed with UN, International organizations and cooperating partners. 1.1.2. Percentage of projects where partners (United Nations, International organizations, and NGOs) collaborate in the provision of complementary inputs and services. 1.1.3 Percentage of needs assessments carried out with partners.
<b>MP2: Human Resources Management</b>	
2.1. Staff satisfied with WFP as its employer of choice.	2.1.1. Average staff satisfaction rating.
2.2. Staff have competencies that respond to diversity of WFP needs.	2.2.1. Percentage of competencies required by WFP that are currently met (per type of competency).
2.3. Improved representation of women and nationals from under-represented countries within WFP.	2.3.1. Staff gender and geographical distribution ratio (per staff category).
<b>MP3: Results-Based Management</b>	
3.1. Corporate Results-Based Management capacity, enabling WFP and its staff to manage for, and report on results, is strengthened.	3.1.1. Percentage of approved operations/projects/activities which adhere to WFP's Results-Based Management standards. 3.1.2. Percentage of Standard Project Reports that received a satisfactory rating for reporting outcome level results. 3.1.3. Percentage of Country Offices, Regional Bureaux and Head Quarter Units carrying out work-plans and performance reviews according to Results-Based Management guidelines.



## ANNEX IV: CORPORATE INDICATORS FOR WFP MANAGEMENT PRIORITIES

EXPECTED RESULTS	PERFORMANCE INDICATORS
<b>MP4: Strengthening WFP's Knowledge Base</b>	
4.1. Corporate capacity to identify impending crisis and resulting needs is strengthened.	Refer to indicator 5.1.5. Refer to indicator 5.1.6. Refer to indicator 5.1.7.
4.2. Policy development and knowledge generation improves project design and implementation.	4.2.1. Number of WFP projects designed in accordance with WFP policies and strategies 4.2.2. Number of requests from others for food aid program knowledge generated by WFP supported research. 4.2.3. Percentage of evaluation recommendations implemented (categorised by type of recommendations).
<b>MP5: Strengthening Operational Support</b>	
5.1. An adequate, timely and effectively managed food aid response.	5.1.1. Percentage of planned food needs distributed to beneficiaries (number) by project category and calendar year. 5.1.2. Percentage of WFP food available in-country versus that required on a monthly basis by programme category and region. 5.1.3. Percentage of commodity losses by post-delivery causes, programme category and value per metric tonnage. 5.1.4. Percentage variation between actual costs and planned (budgeted) by programme category and by cost component. 5.1.5. Number of EMOPs and PRROs approved during the period that are supported by needs assessment/VAM documentation. 5.1.6. Percentage of new EMOPs and PRROs with basic preparedness tools in place prior to the project being launched. 5.1.7. Percentage of VAM baseline surveys available for identified priority areas.



## ANNEX IV: CORPORATE INDICATORS FOR WFP MANAGEMENT PRIORITIES

EXPECTED RESULTS	PERFORMANCE INDICATORS
5.2. Security and safety of staff in WFP operational areas ensured.	5.2.1. Percentage change in total staff detained, injured or killed in operations. 5.2.2. Percentage of staff successfully evacuated or relocated.
5.3. Connectivity between offices and access to information within/without WFP strengthened.	5.3.2. Average Local Area Network and World Area Network telephone downtime.
<b>MP6: Business Process Review</b>	
6.1. Increased utilization of Business Process contributions.	6.1.1. Percentage of confirmed contributions utilized.
6.2. Increased on time availability in country offices of contributions.	6.2.1. Average monthly ratio of total in-country food stocks and total confirmed food contributions.
<b>MP7: Increased Transparency and Accountability</b>	
7.1. Improved transparency, oversight and accountability ensured.	7.1.2. Percentage of Standard Project Reports (SPR) and monthly Financial Statements produced in required timeframe.
7.2. Best practices in cash and financial contributions management adopted and improved upon.	7.2.1. Percentage of cash held in earning accounts. 7.2.2. Percentage of contributions received.
<b>MP 8: Communication and Advocacy</b>	
8.1. Increased awareness of WFP and its mission among donor government officials, key media, influentials, and the general public.	8.1.1. Percentage of key media, influentials, and the general public in targeted donor countries who are aware of WFP's mission. 8.1.2. Number of mentions of WFP in targeted media outlets in key countries. 8.1.3. Number of parliamentarians, congressional representatives, government officials and journalists who visited WFP projects on trips organised by WFP.



**ANNEX IV: CORPORATE INDICATORS FOR WFP MANAGEMENT PRIORITIES**

**EXPECTED RESULTS**

**PERFORMANCE INDICATORS**

**MP 9: Increased Resources for Increased Needs**

9.1. Contributions are augmented, diversified and sustained to meet WFP's resource needs.

- 9.1.1. Concentration ratio of contributions by donors (in percentage).
- 9.1.2. Value of donations by programme category.



## ANNEX V

GLOBAL FOOD AID PROFILE					
		Food aid deliveries			
		2000	2001	2002	* 2003
<b>Food aid (million tons)</b>					
<b>1)</b>	<b>Total food aid</b>	<b>11.3</b>	<b>10.9</b>	<b>9.7</b>	<b>10.2</b>
	WFP share of total	4.0	4.5	3.8	4.9
	Cereals	9.8	9.4	8.2	8.9
	Non-cereals	1.5	1.5	1.5	1.3
<b>Percentages of global food aid</b>					
<b>2)</b>	<b>Procurement in developing countries/territories in transition</b>	<b>13.9</b>	<b>11.7</b>	<b>10.7</b>	<b>21.1</b>
<b>3)</b>	<b>Deliveries by channel</b>				
	Bilateral	39.7	27.9	32.1	22.4
	Multilateral	35.9	41.7	39.3	48.6
	NGOs	24.4	30.4	28.5	29.1
<b>4)</b>	<b>Food aid deliveries by category (%)</b>				
	Programme	26.2	20.5	22.1	10.6
	Relief	49.9	50.5	48.4	66.9
	Project	23.9	29.0	29.4	22.6
<b>5)</b>	<b>Food aid deliveries by region (%)</b>				
	Sub-Saharan Africa	35.3	33.3	30.4	50.9
	South and East Asia	28.0	37.4	39.1	23.6
	Europe and CIS	20.0	12.0	10.8	7.3
	Latin America and Caribbean	7.3	9.1	12.7	4.6
	North Africa and Middle East	9.4	8.2	7.0	13.6
<b>6)</b>	<b>Deliveries to</b>				
	Developing	87.6	97.3	98.2	96.4
	LIFDC	75.7	82.8	85.1	85.8
	LDC	39.5	42.1	38.7	51.9
<b>7)</b>	<b>Total cereal food aid deliveries as % of</b>				
	World cereal production	0.5	0.5	0.4	0.5
	World cereal imports	4.2	3.9	3.4	3.9
<b>8)</b>	<b>Cereals food aid deliveries to LIFDC expressed as % of</b>				
	LIFDC cereal production	1.0	1.0	0.9	1.0
	LIFDC cereal import	9.8	9.4	8.6	10.1

Source: Interfaïs.

\* 2003 data are provisional.



## ANNEX VI

<b>WFP FOOD PROCUREMENT IN 2003</b>			
<b>No.</b>	<b>Country</b>	<b>Quantity (tons)</b>	<b>Value (US\$)</b>
<b>Developing countries / countries in transition</b>			
1	South Africa	324 625	54 147 084
2	India	194 512	28 071 079
3	China	181 911	33 161 769
4	Turkey	176 287	67 864 572
5	Pakistan	153 089	23 518 421
6	Uganda	112 295	25 723 008
7	Ethiopia	81 467	17 082 508
8	Kazakhstan	67 563	9 826 935
9	Syria	64 295	15 066 538
10	Zambia	61 973	11 499 442
11	Tanzania	60 441	12 659 140
12	Thailand	50 724	10 052 357
13	Argentina	38 556	21 271 808
14	Kenya	33 816	7 077 228
15	United Arab Emirates	30 624	5 452 230
16	Vietnam	30 453	5 408 769
17	Sudan	30 064	5 849 188
18	Malawi	26 002	4 467 594
19	Nepal	25 595	7 068 351
20	Egypt	20 000	4 176 000
21	Russian Fed.	19 504	3 998 584
22	Mozambique	16 750	3 151 707
23	Malaysia	12 296	7 559 572
24	Jordan	11 100	8 255 443
25	Iran	11 039	6 624 914
26	Burkina-Faso	10 212	2 698 863
27	Singapore	9 256	5 018 349
28	Zimbabwe	7 416	2 511 000
29	Cambodia	6 563	1 128 246
30	Serbia Montenegro	6 322	1 395 807



<b>WFP FOOD PROCUREMENT IN 2003</b>			
<b>No.</b>	<b>Country</b>	<b>Quantity (tons)</b>	<b>Value (US\$)</b>
31	Myanmar	6 255	1 072 548
32	Azerbaijan	6 203	1 558 865
33	Lesotho	6 069	1 140 250
34	Ivory Coast	5 633	2 113 741
35	Cameroon	5 536	2 039 882
36	Kuwait	4 860	1 849 420
37	Niger	4 573	1 101 755
38	Senegal	3 948	1 213 539
39	Rwanda	3 874	1 088 801
40	Angola	3 863	766 115
41	Chad	3 541	963 090
42	Bhutan	2 909	732 706
43	Bangladesh	2 891	1 079 105
44	Benin	2 849	652 525
45	Mali	2 800	532 267
46	Namibia	2 747	179 047
47	Brazil	2 619	5 369 355
48	Cuba	2 391	1 338 340
49	Colombia	2 225	1 002 619
50	Congo, Dem. Rep. of the	2 220	815 733
51	Palestinian Territory	2 210	1 331 190
52	Madagascar	1 936	1 002 516
53	Guatemala	1 732	362 531
54	Afghanistan	1 700	137 800
55	Honduras	1 694	639 218
56	Dominican Rep.	1 639	655 022
57	Armenia	1 154	278 546
58	Tajikistan	447	18 321
59	Ghana	287	67 747
60	Ecuador	226	146 966
61	Haiti	200	70 000
62	Algeria	194	139 460
63	Sri Lanka	168	167 398



<b>WFP FOOD PROCUREMENT IN 2003</b>			
<b>No.</b>	<b>Country</b>	<b>Quantity (tons)</b>	<b>Value (US\$)</b>
64	Nicaragua	137	51 168
65	Laos	132	43 375
66	El Salvador	80	50 400
67	Yemen	20	545
68	Central African Rep.	9	18 636
69	Mauritania	7	2 483
<b>Subtotal (70% of total value)</b>		<b>1 966 723</b>	<b>443 579 528</b>
<b>DEVELOPED COUNTRIES</b>			
1	Canada	229 715	54 290 533
2	France	90 583	12 099 383
3	Japan	84 853	22 763 971
4	Belgium	67 908	27 958 758
5	Italy	66 894	12 691 089
6	Netherlands	55 265	18 163 446
7	Denmark	38 204	20 628 214
8	Australia	26 426	5 538 497
9	United Kingdom	25 657	4 495 630
10	USA	13 193	3 753 364
11	Spain	5 434	4 392 722
12	Austria	1 209	3 588 123
13	Germany	688	161 680
14	Norway	22	80 002
15	Switzerland	16	26 960
<b>Subtotal (30% of total value)</b>		<b>706 067</b>	<b>190 632 372</b>
<b>Total</b>		<b>2 672 790</b>	<b>634 211 900</b>



<b>ANNEX VII.A TOTAL CONFIRMED CONTRIBUTIONS IN 2003 (thousand dollars)</b>							
	<b>Development</b>	<b>IEFR</b>	<b>IRA</b>	<b>PRRO</b>	<b>SO</b>	<b>Others<sup>1</sup></b>	<b>Total</b>
African Development Bank		4 000		500			4 500
Algeria		4 992		4 994			9 986
Andorra	18	35					52
Australia	910	15 290		20 144	2 975		39 318
Austria	45	766		1 389			2 199
Belgium	471	6 159		1 752		128	8 511
Benetton Group Spa				131		9 400	9 531
Boston Consulting Group						1 800	1 800
Cameroon		33					33
Canada	53 848	39 850	4 141	13 791		915	112 545
China	1 250						1 250
Cuba		470					470
Cyprus		95	5				99
Czech Republic		87		91			178
Denmark	23 228	6 214		7 702	825	1 367	39 335
Dominican Republic	0			47			47
Egypt	339	20					359
El Salvador						1	1
Eritrea		47					47
European Commission	1 714	128 784		73 653	4 361		208 512
Faroe Islands		36					36
Finland	8 438	5 013	9	3 756		577	17 793
France		6 664		7 620	114	541	14 939
Germany	22 949	14 486		6 889	521	1 613	46 458
Greece		200					200
Honduras	3 708						3 708
Hungary						65	65
Iceland		237	0				237
India		1 636		2 715			4 351
Indonesia		20					20
International Committee of the Red Cross				2 786			2 786
Ireland	997	6 054	1 682	2 945	137		11 815
Israel		6					6
Italy	11 518	20 136	588	4 056	1 076	2 972	40 347
Japan	8 503	29 200	1 857	87 634	855	1 888	129 938
Japan-Ngo	85	43		47			175
Japan-Private	149	123		276	70		617
Jordan	42						42
Kenya	3 658						3 658
Korea, Rep Of	100	16 632		100		275	17 107
Kuwait		1 000					1 000
Luxembourg		1 590		1 380	742	200	3 913
Malawi	631	501					1 132
Malta						1	1
Marshall Islands			2				2
Monaco	20						20
Morocco		216		7			223
Nepal				101			101
Netherlands		21 250	3 549	25 236	750	109	50 895
New Zealand	71	1 397	86	86	766		2 406
Norway	26 192	9 550	2 142	8 177	3 601	1 112	50 774
Opec Fund		9 521		1 400			10 921
Poland	100	15		100			215
Portugal	220	110		118			447
Private donors <sup>2</sup>	521	397	0	979	82	7 538	9 517
Qatar		302					302
Russian Federation		10 000		1 000			11 000
Saudi Arabia	1 102			2 202			3 304
Slovakia	15	682					697
South Africa		19 253					19 253
Spain		1 152		1 102	1 615	680	4 549
Sri Lanka	106						106
Sweden		19 327	2 421	16 263	3 068	880	41 961
Switzerland	1 897	12 858	2 876	11 400	1 243	545	30 818
Thailand		373					373
TNT Post Group (TPG)	1 783					4 457	6 241
Uganda				536			536
United Kingdom	1 717	93 426		11 276	16 657	12 659	135 734
United Nations	43	60		925			1 029
United States	63 398	877 994		498 399	36 780	832	1 477 402
USA Friends of WFP	514	303		746	20		1 583
Vietnam		500					500
<b>TOTAL</b>	<b>240 302</b>	<b>1 389 106</b>	<b>19 357</b>	<b>824 449</b>	<b>46 259</b>	<b>50 556</b>	<b>2 600 028</b>

Bilateral contributions<sup>3</sup> 1 058 186 1 058 186

<sup>1</sup> Others include JPOs, non-standard contributions and untied multilateral contributions.

<sup>2</sup> Private donors' contributions include those from individuals, corporations and other entities that are not included in other Private entries.

<sup>3</sup> Bilateral contributions include contributions to Iraq under United Nations Security Council Resolution 986 "Oil for Food" Agreement.



**ANNEX VII.B MAJOR DONORS<sup>1</sup> IN 2003 (thousands dollars)**

Rank	Total		Development		IEFR		IRA		PRRO		SO	
	Donor	Value	Donor	Value	Donor	Value	Donor	Value	Donor	Value	Donor	Value
1	United States	1 477 402	United States	63 398	United States	877 994	Canada	4 141	United States	498 399	United States	36 780
2	European Commission	208 512	Canada	53 848	European Commission	128 784	Netherlands	3 549	Japan	87 634	United Kingdom	16 657
3	United Kingdom	135 734	Norway	26 192	United Kingdom	93 426	Switzerland	2 876	European Commission	73 653	European Commission	4 361
4	Japan	129 938	Denmark	23 228	Canada	39 850	Sweden	2 421	Netherlands	25 236	Norway	3 601
5	Canada	112 545	Germany	22 949	Japan	29 200	Norway	2 142	Australia	20 144	Sweden	3 068
6	Netherlands	50 895	Italy	11 518	Netherlands	21 250	Japan	1 857	Sweden	16 263	Australia	2 975
7	Norway	50 774	Japan	8 503	Italy	20 136	Ireland	1 682	Canada	13 791	Spain	1 615
8	Germany	46 458	Finland	8 438	Sweden	19 327			Switzerland	11 400	Switzerland	1 243
9	Sweden	41 961	Honduras	3 708	South Africa	19 253			United Kingdom	11 276	Italy	1 076
10	Italy	40 347	Kenya	3 658	Korea, Rep Of	16 632			Norway	8 177		
11	Denmark	39 335	Switzerland	1 897	Australia	15 290			Denmark	7 702		
12	Australia	39 318	TNT Post Group (TPG)	1 783	Germany	14 486			France	7 620		
13	Switzerland	30 818	United Kingdom	1 717	Switzerland	12 858			Germany	6 889		
14	South Africa	19 253	European Commission	1 714	Russian Federation	10 000			Algeria	4 994		
15	Finland	17 793	China	1 250	Norway	9 550			Italy	4 056		
16	Korea, Rep Of	17 107	Saudi Arabia	1 102	Opec Fund	9 521			Finland	3 756		
17	France	14 939			France	6 664			Ireland	2 945		
18	Ireland	11 815			Denmark	6 214			International Committee of the Red Cross	2 786		
19	Russian Federation	11 000			Belgium	6 159			India	2 715		
20	Opec Fund	10 921			Ireland	6 054			Saudi Arabia	2 202		
21	Algeria	9 986			Finland	5 013			Belgium	1 752		
22	Benetton Group Spa	9 531			Algeria	4 992			Opec Fund	1 400		
23	Private donors <sup>2</sup>	9 517			African Development Bank	4 000			Austria	1 389		
24	Belgium	8 511			India	1 636			Luxembourg	1 380		
25	TNT Post Group (TPG)	6 241			Luxembourg	1 590			Spain	1 102		
26	Spain	4 549			New Zealand	1 397			Russian Federation	1 000		
27	African Development Bank	4 500			Spain	1 152						
28	India	4 351			Kuwait	1 000						
29	Luxembourg	3 913										
30	Honduras	3 708										
31	Kenya	3 658										
32	Saudi Arabia	3 304										
33	International Committee of the Red Cross	2 786										
34	New Zealand	2 406										
35	Austria	2 199										
36	Boston Consulting Group	1 800										
37	USA Friends of WFP	1 583										
38	China	1 250										
39	Malawi	1 132										
40	United Nations	1 029										
41	Kuwait	1 000										

<sup>1</sup> Donors who contributed US\$1 million or more.


**ANNEX VIII TABLE 1: OPERATIONAL EXPENDITURES<sup>1</sup> BY REGION AND CATEGORY, 2000-2003 (thousand dollars)**

	2000		2001		2002		2003	
	Expenditures	%	Expenditures	%	Expenditures	%	Expenditures	%
<b>GRAND TOTAL</b>	<b>1 158 283</b>	<b>100</b>	<b>1 776 438</b>	<b>100</b>	<b>1 592 160</b>	<b>100</b>	<b>3 275 319</b>	<b>100</b>
DEVELOPMENT	184 966	16	231 059	13	194 692	12	228 678	7
RELIEF	920 310	79	1 421 350	80	1 282 791	81	2 811 441	86
Emergency	576 873		1 006 227		867 053		2 072 988	
PRO/PRRO	343 438		415 123		415 738		738 453	
SPECIAL OPERATIONS	25 856	2	32 184	2	36 651	2	82 769	3
TRUST FUNDS/BILATERALS <sup>2</sup>	19 705	2	45 772	3	38 609	2	80 470	2
OTHER <sup>3</sup>	7 446	0	46 072	3	39 416	3	71 960	2
<b>SUB-SAHARAN AFRICA</b>	<b>637 459</b>	<b>100</b>	<b>885 644</b>	<b>100</b>	<b>899 374</b>	<b>100</b>	<b>1 514 000</b>	<b>100</b>
Percentage of all regions	55		50		56		46	
DEVELOPMENT	55 286	9	99 279	11	89 075	10	125 391	8
RELIEF	558 077	88	761 955	86	794 257	88	1 358 993	90
Emergency	348 512		459 455		476 630		803 598	
PRO/PRRO	209 565		302 500		317 627		555 394	
SPECIAL OPERATIONS	13 042	2	18 437	2	14 178	2	20 992	1
TRUST FUNDS/BILATERALS <sup>2</sup>	11 055	2	5 972	1	1 864	0	8 625	1
<b>ASIA</b>	<b>338 669</b>	<b>100</b>	<b>565 719</b>	<b>100</b>	<b>454 316</b>	<b>100</b>	<b>399 157</b>	<b>100</b>
Percentage of all regions	29		32		29		12	
DEVELOPMENT	79 514	23	81 033	14	66 370	15	68 382	17
RELIEF	252 092	74	469 351	83	360 182	79	304 898	76
Emergency	157 781		408 263		317 652		189 401	
PRO/PRRO	94 311		61 088		42 530		115 498	
SPECIAL OPERATIONS	3 517	1	13 308	2	21 724	5	20 868	5
TRUST FUNDS/BILATERALS <sup>2</sup>	3 546	1	2 027	0	6 040	1	5 009	1



ANNEX VIII TABLE 1: OPERATIONAL EXPENDITURES<sup>1</sup> BY REGION AND CATEGORY, 2000-2003 (*thousand dollars*)

	2000		2001		2002		2003	
	Expenditures	%	Expenditures	%	Expenditures	%	Expenditures	%
<b>EASTERN EUROPE AND CIS</b>	<b>84 011</b>	<b>100</b>	<b>166 162</b>	<b>100</b>	<b>86 788</b>	<b>100</b>	<b>69 101</b>	<b>100</b>
Percentage of all regions	7		9		5		2	
RELIEF	86 186	100	153 657	92	86 418	100	68 538	99
Emergency	66 124		127 801		52 862		18 807	
PRO/PRRO	20 061		25 856		33 556		49 731	
SPECIAL OPERATIONS	(2 212)		493	0	235	0	-	-
TRUST FUNDS/BILATERALS <sup>2</sup>	39	0	12 013	7	134	0	563	1
<b>LATIN AMERICA AND THE CARIBBEAN</b>	<b>42 030</b>	<b>100</b>	<b>57 157</b>	<b>100</b>	<b>40 253</b>	<b>100</b>	<b>51 719</b>	<b>100</b>
Percentage of all regions	4		3		2		2	
DEVELOPMENT	29 583	70	38 565	67	26 408	65	34 122	66
RELIEF	12 302	29	18 591	33	13 845	35	17 597	34
Emergency	566		7 238		3 967		1 457	
PRO/PRRO	11 737		11 353		9 879		16 140	
TRUST FUNDS/BILATERALS <sup>2</sup>	145	0	-	-	-	-	-	-
<b>MIDDLE EAST AND NORTH AFRICA</b>	<b>48 667</b>	<b>100</b>	<b>55 491</b>	<b>100</b>	<b>71 817</b>	<b>100</b>	<b>1 232 874</b>	<b>100</b>
Percentage of all regions	4		3		5		38	
DEVELOPMENT	20 584	42	12 182	22	12 696	18	16 279	1
RELIEF	11 654	24	17 549	32	28 088	39	1 112 907	90
Emergency	3 889		3 224		15 940		1 094 797	
PRO/PRRO	7 765		14 325		12 148		18 110	
SPECIAL OPERATIONS	11 509	24	-	-	461	1	40 610	3
TRUST FUNDS/BILATERALS <sup>2</sup>	4 920	10	25 761	46	30 571	43	63 078	5

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

<sup>2</sup> In 2000, Trust Funds Expenditures include Bilateral, JPO and other funds in trust. From 2001 only Bilaterals are included.

<sup>3</sup> Operational Expenditures such as General Fund, Insurance and, from 2001, Trust Funds that cannot be apportioned by project/operation.

Negative figures, shown in parentheses, represent financial adjustments.



**ANNEX VIII TABLE 2: OPERATIONAL EXPENDITURES<sup>1</sup> BY COUNTRY, REGION AND CATEGORY, 2000-2003**  
(thousand dollars)

	2000					2001					2002					2003				
	Development	Relief	Special Oper.	Trust Funds <sup>8</sup>	Total	Development	Relief	Special Oper.	Bilaterals	Total	Development	Relief	Special Oper.	Bilaterals	Total	Development	Relief	Special Oper.	Bilaterals	Total
<b>GRAND TOTAL</b>	<b>184 966</b>	<b>920 310</b>	<b>25 856</b>	<b>19 705</b>	<b>1 158 283</b>	<b>231 059</b>	<b>1 421 350</b>	<b>32 184</b>	<b>45 772</b>	<b>1 776 438</b>	<b>194 692</b>	<b>1 282 791</b>	<b>36 651</b>	<b>38 609</b>	<b>1 592 160</b>	<b>228 678</b>	<b>2 811 441</b>	<b>82 769</b>	<b>80 470</b>	<b>3 275 319</b>
<b>SUB-SAHARAN AFRICA</b>																				
Angola	4	72 321	4 940	2 015	<b>79 281</b>	10	87 534	6 891	523	<b>94 958</b>	0	103 484	5 071	1	<b>108 556</b>	-	140 885	7 625	41	<b>148 551</b>
Benin	1 745	-	-	73	<b>1 818</b>	1 835	-	-	-	<b>1 835</b>	1 666	-	-	-	<b>1 666</b>	2 575	-	-	-	<b>2 575</b>
Botswana	2	-	-	-	<b>2</b>	-	-	-	-	<b>-</b>	-	-	-	-	<b>-</b>	-	-	-	-	<b>-</b>
Burkina Faso <sup>5</sup>	564	104	-	79	<b>747</b>	1 680	494	-	-	<b>2 174</b>	2 861	226	-	230	<b>3 317</b>	4 906	153	-	(6)	<b>5 054</b>
Burundi <sup>2</sup>	398	2 530	-	250	<b>3 178</b>	1 894	22 018	768	35	<b>24 715</b>	257	12 873	869	43	<b>14 042</b>	29	44 458	842	537	<b>45 867</b>
Cameroon	394	(122)	-	19	<b>290</b>	1 089	313	-	-	<b>1 402</b>	1 641	130	-	-	<b>1 771</b>	2 143	610	-	-	<b>2 753</b>
Cape Verde	851	-	-	(1)	<b>850</b>	756	-	-	-	<b>756</b>	1 625	686	-	-	<b>2 311</b>	1 603	461	-	-	<b>2 065</b>
Central African Republic	1 069	63	-	-	<b>1 133</b>	661	51	-	-	<b>711</b>	1 378	1 420	-	-	<b>2 798</b>	1 013	1 982	-	-	<b>2 995</b>
Chad <sup>6</sup>	2 693	619	-	43	<b>3 355</b>	2 127	8 675	-	-	<b>10 803</b>	3 126	1 086	-	-	<b>4 212</b>	4 721	1 299	-	-	<b>6 020</b>
Comoros	-	7	-	-	<b>7</b>	-	-	-	-	<b>-</b>	-	-	-	-	<b>-</b>	-	-	-	-	<b>-</b>
Congo <sup>2</sup>	-	3 221	-	-	<b>3 221</b>	-	2 659	-	-	<b>2 659</b>	-	2 390	-	-	<b>2 390</b>	-	5 013	-	-	<b>5 013</b>
Congo, Dem. Rep. of the <sup>2</sup>	107	12 591	-	349	<b>13 047</b>	17	32 515	910	613	<b>34 054</b>	0	41 051	1 139	(1)	<b>42 189</b>	-	63 260	1 945	-	<b>65 205</b>
Côte d'Ivoire <sup>3</sup>	953	-	-	(120)	<b>833</b>	1 246	21	-	2 720	<b>3 987</b>	1 388	1 139	-	1 539	<b>4 066</b>	302	16 971	260	420	<b>17 954</b>
Djibouti	40	2 900	1 522	-	<b>4 461</b>	149	6 587	950	-	<b>7 686</b>	454	4 995	67	-	<b>5 516</b>	64	3 864	74	-	<b>4 002</b>
Eritrea	-	32 424	276	397	<b>33 097</b>	-	45 844	545	-	<b>46 389</b>	-	22 221	(15)	-	<b>22 206</b>	-	67 674	-	-	<b>67 674</b>
Ethiopia	15 660	159 694	-	4 526	<b>179 880</b>	26 828	140 070	1 530	2 075	<b>170 504</b>	18 849	108 988	177	2	<b>128 016</b>	17 620	211 564	-	1 233	<b>230 416</b>
Gabon	-	582	-	-	<b>582</b>	-	299	-	-	<b>299</b>	-	311	-	-	<b>311</b>	-	1	-	-	<b>1</b>
Gambia <sup>6</sup>	1 503	-	-	-	<b>1 503</b>	2 085	96	-	-	<b>2 181</b>	1 170	0	-	-	<b>1 170</b>	1 818	1 598	-	-	<b>3 416</b>
Ghana <sup>3</sup>	1 427	4	-	5	<b>1 435</b>	1 166	-	-	-	<b>1 166</b>	954	137	-	-	<b>1 091</b>	4 194	98	-	-	<b>4 292</b>
Guinea <sup>3</sup>	1 348	(281)	-	-	<b>1 067</b>	119	9 294	216	-	<b>9 629</b>	1 340	9 131	515	-	<b>10 986</b>	1 206	18 941	1 320	-	<b>21 467</b>
Guinea-Bissau	(20)	825	-	-	<b>804</b>	-	1 251	-	-	<b>1 251</b>	-	2 251	-	-	<b>2 251</b>	-	4 246	-	-	<b>4 246</b>
Kenya	2 209	79 612	-	3 321	<b>85 142</b>	4 163	118 637	-	-	<b>122 800</b>	4 356	53 889	-	57	<b>58 302</b>	8 324	45 217	-	-	<b>53 541</b>
Lesotho	750	(5)	-	(19)	<b>726</b>	1 045	-	-	-	<b>1 045</b>	1 910	8 452	-	-	<b>10 362</b>	2 089	21 204	-	-	<b>23 292</b>
Liberia <sup>3</sup>	-	29 006	(828)	4	<b>28 182</b>	1 244	5 623	-	-	<b>6 867</b>	1 522	8 828	-	-	<b>10 350</b>	1 979	42 450	3 040	-	<b>47 469</b>
Madagascar	1 612	2 406	1 027	85	<b>5 130</b>	4 262	696	217	-	<b>5 175</b>	4 242	324	190	-	<b>4 756</b>	3 752	6 734	(19)	-	<b>10 467</b>
Malawi	1 770	(125)	-	37	<b>1 683</b>	6 003	1 182	-	-	<b>7 185</b>	4 127	45 231	1 590	-	<b>50 948</b>	5 243	52 806	3 145	-	<b>61 194</b>
Mali <sup>5</sup>	1 902	976	-	45	<b>2 922</b>	3 289	1 157	-	-	<b>4 446</b>	4 189	1 367	-	-	<b>5 556</b>	4 957	1 398	-	-	<b>6 355</b>
Mauritania <sup>5,6</sup>	1 636	(2)	-	(3)	<b>1 631</b>	3 418	-	-	-	<b>3 418</b>	2 703	3 102	-	-	<b>5 805</b>	5 636	19 045	-	-	<b>24 681</b>
Mozambique	2 412	17 219	5 277	377	<b>25 286</b>	7 481	7 571	3 360	-	<b>18 412</b>	8 822	14 666	2 000	-	<b>25 488</b>	14 098	52 939	18	-	<b>67 055</b>
Namibia	-	531	-	-	<b>531</b>	-	1 094	-	-	<b>1 094</b>	-	1 271	-	-	<b>1 271</b>	-	1 338	-	-	<b>1 338</b>



**ANNEX VIII TABLE 2: OPERATIONAL EXPENDITURES<sup>1</sup> BY COUNTRY, REGION AND CATEGORY, 2000-2003**  
(thousand dollars)

	2000					2001					2002					2003				
	Development	Relief	Special Oper.	Trust Funds <sup>a</sup>	Total	Development	Relief	Special Oper.	Bilaterals	Total	Development	Relief	Special Oper.	Bilaterals	Total	Development	Relief	Special Oper.	Bilaterals	Total
Niger <sup>5,6</sup>	3 210	-	-	(3)	3 207	5 814	1 617	-	-	7 432	3 781	387	-	-	4 168	2 551	39	-	-	2 590
Rwanda <sup>2</sup>	394	52 869	(547)	(95)	52 620	1 135	8 288	822	-	10 245	2 595	12 202	231	-	15 028	5 501	11 756	123	-	17 381
Sao Tome and Principe	1 081	-	-	-	1 081	499	-	-	-	499	457	-	-	-	457	629	-	-	-	629
Senegal <sup>5</sup>	2 800	8 284	-	(13)	11 071	1 913	255	-	-	2 168	2 839	1 027	-	-	3 866	4 151	2 677	-	-	6 828
Sierra Leone <sup>3</sup>	-	1 837	1 562	28	3 427	-	14 599	2 141	6	16 747	-	20 588	1 015	(6)	21 597	2 173	25 671	11	-	27 856
Somalia	-	10 531	(1 432)	159	9 257	-	6 668	87	-	6 754	-	8 441	-	-	8 441	-	9 741	-	-	9 741
Sudan	1 953	50 507	1 115	93	53 668	8 702	113 624	1	-	122 327	3 282	96 380	383	-	100 045	6 251	128 578	907	-	135 736
Swaziland	-	-	-	-	-	-	-	-	-	-	-	2 999	-	-	2 999	-	10 219	2	-	10 221
Tanzania <sup>2</sup>	1 647	(1 194)	-	(679)	(225)	2 328	52 013	-	-	54 341	1 406	30 282	-	-	31 688	7 022	51 272	-	-	58 293
Uganda <sup>2</sup>	1 401	15 257	-	72	16 730	2 928	24 201	-	-	27 129	2 476	22 956	-	-	25 432	6 019	82 564	-	-	88 584
Zambia	1 771	2 873	107	12	4 762	3 393	10 049	-	-	13 442	3 547	41 827	-	-	45 374	2 480	51 724	-	1 674	55 877
Zimbabwe	-	13	-	-	13	-	1 236	-	-	1 236	-	89 291	-	-	89 291	-	158 544	-	4 725	163 269
Other Regional Expenditure	-	-	23	-	23	-	35 725	-	-	35 725	113	18 228	945	-	19 286	340	-	1 696	-	2 036
<b>TOTAL REGION</b>	<b>55 286</b>	<b>558 077</b>	<b>13 042</b>	<b>11 055</b>	<b>637 459</b>	<b>99 279</b>	<b>761 955</b>	<b>18 437</b>	<b>5 972</b>	<b>885 644</b>	<b>89 075</b>	<b>794 257</b>	<b>14 178</b>	<b>1 864</b>	<b>899 374</b>	<b>125 391</b>	<b>1 358 993</b>	<b>20 992</b>	<b>8 625</b>	<b>1 514 000</b>
<b>ASIA</b>																				
Afghanistan	-	43 389	-	6	43 394	-	118 473	356	-	118 829	-	131 546	3 596	-	135 142	-	129 034	11 715	-	140 750
Bangladesh	16 008	177	-	1 517	17 702	29 307	16 694	-	448	46 450	24 131	10 312	-	2 523	36 966	17 852	3 057	-	3 525	24 434
Bhutan	1 434	-	-	14	1 448	2 075	-	-	-	2 075	2 800	-	-	-	2 800	5 008	-	-	-	5 008
Cambodia	2 036	19 287	-	55	21 377	1 171	26 140	-	-	27 312	1 301	16 333	-	1 608	19 242	705	16 322	-	578	17 605
China	14 610	299	-	(869)	14 040	11 687	-	-	882	12 569	12 657	-	-	1 837	14 494	11 406	-	-	864	12 270
India	26 432	1 177	-	138	27 746	17 889	3 747	-	-	21 636	9 817	434	-	-	10 251	3 312	8	2	-	3 322
Indonesia	-	52 131	-	-	52 131	-	15 710	-	-	15 710	-	11 060	-	-	11 060	-	21 759	-	-	21 759
Korea D.P.R. of	-	112 262	-	1 038	113 300	-	233 515	-	-	233 515	-	101 879	796	60	102 735	-	101 646	611	42	102 299
Lao, People's Dem. Rep. of	489	180	-	12	681	986	1 800	-	-	2 786	2 375	1 116	-	-	3 491	2 088	236	-	-	2 324
Myanmar	-	-	-	1 314	1 314	-	653	-	696	1 349	-	1 472	-	12	1 484	(0)	1 989	-	(0)	1 990
Nepal	2 464	3 569	-	84	6 117	10 805	5 870	-	-	16 675	7 971	4 880	-	-	12 851	10 886	6 053	-	-	16 939
Pakistan	4 411	910	(916)	62	4 467	6 293	4 600	-	-	10 893	2 357	7 309	9	-	9 675	16 122	15 068	(0)	-	31 190
Sri Lanka	1 948	1 963	-	(0)	3 910	637	3 224	-	-	3 861	2 899	4 865	-	-	7 764	901	7 009	-	-	7 909
Thailand	-	101	-	173	273	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Timor-Leste	-	16 488	4 433	-	20 922	-	3 905	2 614	-	6 519	-	889	66	-	955	-	996	-	-	996
Viet Nam	9 682	158	-	5	9 846	182	12	-	-	194	-	-	-	-	-	-	-	-	-	-
Other Regional Expenditure	-	-	-	-	-	-	35 008	10 338	-	45 346	64	68 088	17 258	-	85 410	103	1 720	8 540	-	10 363
<b>TOTAL REGION</b>	<b>79 514</b>	<b>252 092</b>	<b>3 517</b>	<b>3 546</b>	<b>338 669</b>	<b>81 033</b>	<b>469 351</b>	<b>13 308</b>	<b>2 027</b>	<b>565 719</b>	<b>66 370</b>	<b>360 182</b>	<b>21 724</b>	<b>6 040</b>	<b>454 316</b>	<b>68 382</b>	<b>304 898</b>	<b>20 868</b>	<b>5 009</b>	<b>399 157</b>



**ANNEX VIII TABLE 2: OPERATIONAL EXPENDITURES<sup>1</sup> BY COUNTRY, REGION AND CATEGORY, 2000-2003**  
(thousand dollars)

	2000					2001					2002					2003				
	Develop- ment	Relief	Special Oper.	Trust Funds <sup>a</sup>	Total	Develop- ment	Relief	Special Oper.	Bilaterals	Total	Develop- ment	Relief	Special Oper.	Bilaterals	Total	Develop- ment	Relief	Special Oper.	Bilaterals	Total
<b>EASTERN EUROPE AND CIS</b>																				
Albania	-	1	-	-	1	-	1 589	-	-	1 589	-	2 378	-	-	2 378	-	3 013	-	-	3 013
Armenia	-	4 990	-	-	4 990	-	11 661	-	-	11 661	-	3 993	-	-	3 993	-	7 279	-	-	7 279
Azerbaijan	-	3 196	-	-	3 196	-	5 691	-	-	5 691	-	3 794	-	-	3 794	-	6 599	-	-	6 599
Georgia	-	3 554	-	22	3 575	-	20 667	467	-	21 134	-	5 215	225	-	5 440	-	6 933	-	-	6 933
Macedonia, FYR	-	-	-	-	-	-	828	-	-	828	-	43	-	-	43	-	94	-	-	94
Russian Federation	-	7 399	-	-	7 399	-	12 389	-	-	12 389	-	13 843	-	261	14 104	-	13 723	-	563	14 285
Serbia and Montenegro	-	57 751	(184)	12	57 579	-	51 596	26	12 013	63 635	-	13 905	-	(126)	13 779	-	3 740	-	-	3 740
Tajikistan	-	9 295	-	5	9 300	-	37 623	-	-	37 623	-	40 098	10	-	40 108	-	26 951	-	-	26 951
Turkmenistan	-	-	-	-	-	-	1 973	-	-	1 973	-	-	-	-	-	-	208	-	-	208
Other Regional Expenditure	-	-	(2 028)	-	(2 028)	-	9 639	-	-	9 639	-	3 149	-	-	3 149	-	-	-	-	0
<b>TOTAL REGION</b>	<b>-</b>	<b>86 186</b>	<b>(2 212)</b>	<b>39</b>	<b>84 012</b>	<b>-</b>	<b>153 657</b>	<b>493</b>	<b>12 013</b>	<b>166 162</b>	<b>-</b>	<b>86 418</b>	<b>235</b>	<b>134</b>	<b>86 787</b>	<b>-</b>	<b>68 538</b>	<b>-</b>	<b>563</b>	<b>69 101</b>
<b>LATIN AMERICA AND THE CARIBBEAN</b>																				
Belize	-	44	-	-	44	-	203	-	-	203	-	3	-	-	3	-	-	-	-	-
Bolivia	5 834	-	-	33	5 867	5 648	354	-	-	6 002	5 178	125	-	-	5 303	7 247	16	-	-	7 263
Colombia	1 087	3 005	-	-	4 092	603	3 429	-	-	4 032	44	1 815	-	-	1 859	641	1 521	-	-	2 163
Cuba	2 283	14	-	5	2 301	2 806	162	-	-	2 968	2 031	212	-	-	2 243	2 723	11	-	-	2 734
Dominican Republic	611	257	-	(1)	866	2 048	876	-	-	2 924	399	498	-	-	897	427	96	-	-	523
Ecuador	2 450	47	-	75	2 572	2 122	154	-	-	2 276	2 099	32	-	-	2 131	1 700	362	-	-	2 062
El Salvador <sup>4</sup>	922	-	-	4	925	4 584	3 646	-	-	8 230	278	2 278	-	-	2 556	1 932	2 032	-	-	3 963
Guatemala <sup>4</sup>	3 095	1	-	24	3 120	1 848	413	-	-	2 261	1 437	4 265	-	-	5 702	2 814	3 983	-	-	6 797
Guyana	45	-	-	-	45	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Haiti	5 496	(94)	-	(20)	5 382	5 166	-	-	-	5 166	5 208	-	-	-	5 208	5 927	2 243	-	-	8 170
Honduras <sup>4</sup>	694	131	-	(5)	820	2 456	4 823	-	-	7 280	1 647	2 517	-	-	4 164	3 095	3 522	-	-	6 617
Jamaica	(7)	-	-	-	(7)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Nicaragua <sup>4</sup>	2 969	8 422	-	48	11 438	8 305	2 931	-	-	11 236	3 251	1 874	-	-	5 125	4 066	3 816	-	-	7 882
Panama	3	-	-	-	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Peru	4 103	-	-	(17)	4 086	2 980	433	-	-	3 413	4 744	11	-	-	4 755	3 546	0	-	-	3 546
Venezuela	-	476	-	-	476	-	8	-	-	8	-	-	-	-	-	-	-	-	-	-
Other Regional Expenditure	-	-	-	-	-	-	1 158	-	-	1 158	92	216	-	-	308	4	(3)	-	-	0
<b>TOTAL REGION</b>	<b>29 583</b>	<b>12 302</b>	<b>-</b>	<b>145</b>	<b>42 031</b>	<b>38 565</b>	<b>18 591</b>	<b>-</b>	<b>-</b>	<b>57 157</b>	<b>26 408</b>	<b>13 845</b>	<b>-</b>	<b>-</b>	<b>40 253</b>	<b>34 122</b>	<b>17 597</b>	<b>-</b>	<b>-</b>	<b>51 719</b>



**ANNEX VIII TABLE 2: OPERATIONAL EXPENDITURES<sup>1</sup> BY COUNTRY, REGION AND CATEGORY, 2000-2003**  
(thousand dollars)

	2000					2001					2002					2003				
	Development	Relief	Special Oper.	Trust Funds <sup>a</sup>	Total	Development	Relief	Special Oper.	Bilaterals	Total	Development	Relief	Special Oper.	Bilaterals	Total	Development	Relief	Special Oper.	Bilaterals	Total
<b>MIDDLE EAST AND NORTH AFRICA</b>																				
Algeria	-	3 162	-	38	3 201	-	6 706	-	-	6 706	-	7 499	-	-	7 499	-	11 619	-	-	11 619
Egypt	8 594	-	-	(5)	8 589	1 514	-	-	-	1 514	4 218	-	-	-	4 218	4 351	-	-	-	4 351
Iran	-	1 011	-	-	1 011	-	3 375	-	-	3 375	-	2 722	-	-	2 722	-	11 153	21	-	11 174
Iraq *	-	1 934	11 509	4 849	18 292	-	2 056	-	25 761	27 817	-	2 826	-	28 928	31 754	-	1 015 478	13 410	63 067	1 091 955
Jordan	1 198	2 513	-	-	3 711	1 040	540	-	-	1 579	1 748	554	-	-	2 302	1 383	14 433	143	-	15 959
Morocco	2 245	-	-	2	2 247	2 045	-	-	-	2 045	1 338	-	-	-	1 338	391	-	-	-	391
Palestinian Territory	15	1 062	-	(4)	1 074	1 163	4 270	-	-	5 433	678	12 731	461	-	13 870	142	27 752	1 870	-	29 764
Syrian Arab Republic	4 473	1 408	-	-	5 881	2 407	14	-	-	2 421	1 075	993	-	-	2 068	1 047	7 086	218	-	8 352
Yemen	4 058	564	-	39	4 661	4 013	587	-	-	4 600	3 599	763	-	1 644	6 006	8 897	677	-	11	9 584
Other Regional Expenditure	-	-	-	-	-	-	-	-	-	-	40	-	-	-	40	66	24 711	24 948	0	49 725
<b>TOTAL REGION</b>	<b>20 584</b>	<b>11 654</b>	<b>11 509</b>	<b>4 920</b>	<b>48 667</b>	<b>12 182</b>	<b>17 549</b>	<b>-</b>	<b>25 761</b>	<b>55 491</b>	<b>12 696</b>	<b>28 088</b>	<b>461</b>	<b>30 571</b>	<b>71 817</b>	<b>16 279</b>	<b>1 112 907</b>	<b>40 610</b>	<b>63 078</b>	<b>1 232 874</b>
OTHER <sup>b</sup>	-	-	-	-	7 446	-	246	(54)	-	46 264	142	-	54	-	39 613	(15 495)	(51 493)	300	3 197	8 468

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

In 2000, expenditures reported under:

<sup>2</sup> Rwanda also cover expenditures incurred under the Great Lakes Emergency Operation in Burundi, Congo, Congo D.R., Tanzania and Uganda.

<sup>3</sup> Liberia also cover expenditures incurred under the Liberia Regional Refugee Operation in Côte d'Ivoire, Ghana, Guinea and Sierra Leone.

<sup>4</sup> Nicaragua also cover expenditures incurred under the Regional Emergency Operation in El Salvador, Guatemala and Honduras.

<sup>5</sup> Mali also cover expenditures incurred under the Regional Protracted Relief Operation in Burkina Faso, Mauritania and Niger.

<sup>6</sup> Senegal also cover expenditures incurred under the Sahel Drought Response in Chad, Gambia, Mauritania and Niger.

<sup>7</sup> In 2000, Trust Funds Expenditures include Bilaterals, JPO and other funds in trust.

<sup>8</sup> Operational Expenditures such as General fund, Insurance and, from 2001, Trust Funds that cannot be apportioned by project/operation, which are included 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 VIII TABLE 3: OPERATIONAL EXPENDITURES<sup>1</sup> BY COUNTRY SPECIAL STATUS CATEGORY AND REGION, 2000-2003 (thousand dollars)**

	2000		2001		2002		2003	
	Expenditures	%	Expenditures	%	Expenditures	%	Expenditures	%
<b>DEVELOPMENT AND RELIEF:</b>	<b>1 105 276</b>	<b>100.0</b>	<b>1 652 409</b>	<b>100.0</b>	<b>1 477 483</b>	<b>100.0</b>	<b>3 040 119</b>	<b>100.0</b>
<b>BY SPECIAL STATUS CATEGORY<sup>2</sup></b>								
Least developed countries	613 586	55.5	922 763	55.8	932 308	63.1	1 469 937	48.4
Low-income, food-deficit countries	974 470	88.2	1 434 180	86.8	1 227 541	83.1	2 809 100	92.4
<b>BY REGION/COUNTRY GROUP</b>								
Sub-Saharan Africa	613 362	55.5	861 234	52.1	883 332	59.8	1 484 384	48.8
Asia	331 605	30.0	550 385	33.3	426 553	28.9	373 280	12.3
Eastern Europe and CIS <sup>3</sup>	86 186	7.8	153 657	9.3	86 418	5.8	68 538	2.3
Latin America and the Caribbean	41 885	3.8	57 157	3.5	40 253	2.7	51 719	1.7
Middle East and North Africa	32 238	2.9	29 731	1.8	40 784	2.8	1 129 186	37.1
<b>DEVELOPMENT:</b>	<b>184 966</b>	<b>100.0</b>	<b>231 059</b>	<b>100.0</b>	<b>194 692</b>	<b>100.0</b>	<b>228 678</b>	<b>100.0</b>
<b>BY SPECIAL STATUS CATEGORY<sup>2</sup></b>								
Least developed countries	79 501	43.0	146 303	63.3	128 684	66.1	161 592	70.7
Low-income, food-deficit countries	165 905	89.7	215 533	93.3	186 349	95.7	225 528	98.6
<b>BY REGION/COUNTRY GROUP</b>								
Sub-Saharan Africa	55 286	29.9	99 279	43.0	89 076	45.8	125 391	54.8
Asia	79 514	43.0	81 033	35.1	66 372	34.1	68 382	29.9
Latin America and the Caribbean	29 583	16.0	38 565	16.7	26 408	13.6	34 122	14.9
Middle East and North Africa	20 584	11.1	12 182	5.3	12 696	6.5	16 279	7.1

<sup>1</sup> Exclusive of programme support and administrative costs.

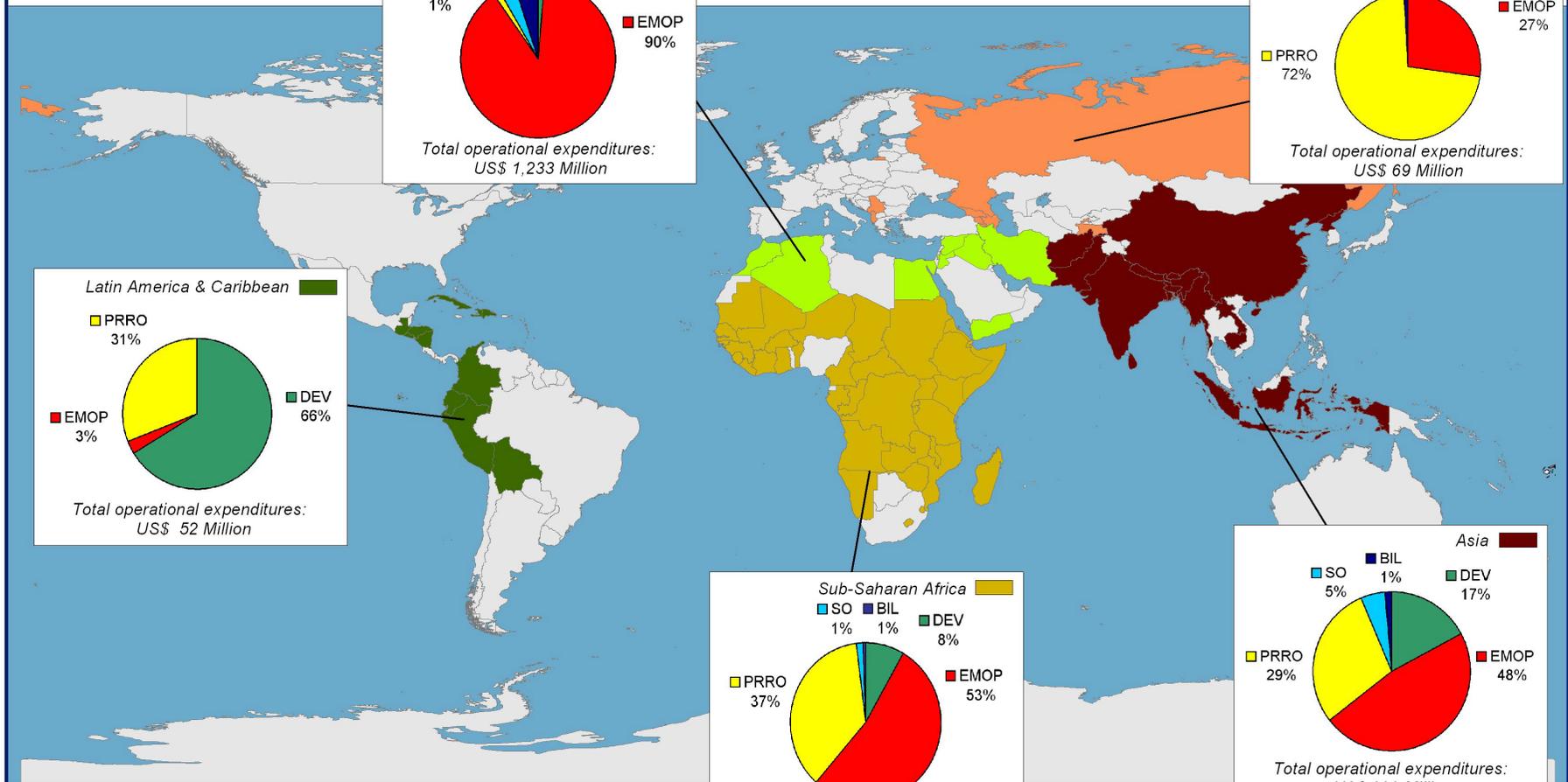
<sup>2</sup> Actual classifications for each year.

<sup>3</sup> Relief only.





ANNEX IX OPERATIONAL EXPENDITURES BY REGION IN 2003



**Programme Category**

EMOP	Emergency Operations
PRRO	Protracted Relief and Recovery Operations
DEV	Development
SO	Special Operations
BIL	Bilaterals

The boundaries and names shown and the designations used on this map do not imply official endorsement or acceptance by the United Nations  
 Data Source: ICTI  
 Map produced by VAM-OTP, April 2004

