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FOOD SECURITY IS ABOUT PEOPLE

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Annual Report of the Executive Director: 1996

Food security is about people

Note to the Executive Board

This document contains recommendations for consideration and approval by the Executive Board.

Pursuant to the decisions taken on the methods of work by the Executive Board at its First Regular Session of 1996, the documentation prepared by the Secretariat for the Board has been kept brief and decision-oriented. The meetings of the Executive Board are to be conducted in a business-like manner, with increased dialogue and exchanges between delegations and the Secretariat. Efforts to promote these guiding principles will continue to be pursued by the Secretariat.

The Secretariat therefore invites members of the Board who may have questions of a technical nature with regard to this document, to contact the WFP staff member(s) listed below, preferably well in advance of the Board's meeting. This procedure is designed to facilitate the Board's consideration of the document in the plenary.

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WFP operational expenditures by region and type, 1996

Foreword

Over 800 million people today do not have the food to meet their nutritional needs. This is morally reprehensible and economically wasteful. To address this intolerable situation, 186 Heads of State and Government, or their representatives, met in Rome in November 1996 at the World Food Summit. They solemnly reaffirmed the right for everyone to have access to safe and nutritious food, and pledged their political will and common commitment to an ongoing effort to eradicate hunger in all countries, with an immediate view to reducing the number of undernourished people to half the present level no later than 2015.

The World Food Programme has an essential role to play in this. By providing food in conflict situations where people have no other means of subsistence; by improving the nutrition and quality of life of people at critical times or their life; and by creating assets to help people to reach self-reliance, it responds daily to the problem of hunger, beginning with those most in need. In doing so, WFP has shown a leadership role in addressing the specific needs of women, focusing on women's participation in food management and on equity in distribution of benefits.

In this context, it is distressing to note that global food aid deliveries, including both cereal and non-cereal commodities, have continued to decline. The impact of this decline has been to reduce significantly the capacity of the World Food Programme to continue delivering food aid for development, despite the fact that it is only through development that the scourge of hunger can be eradicated.

Food aid has a special role to play in fostering development through enhancing the nutritional status of poor and hungry people, especially women and children. The renewal of commitment to the eventual eradication of hunger contained in the World Food Summit documents gives hope that food aid will be accorded the importance it deserves.

WFP is not only an organization which is highly operational, efficient, quick to react and close to the people it serves; it is also an organization that is continuously striving to improve and change. As part of its contribution to United Nations reform efforts, WFP has engaged in a process of getting closer to its clients—the hungry poor—of being their advocate, and of becoming more flexible and knowledgeable.

WFP makes commitments become action. WFP puts people at the centre of its work, using bags of food to sustain life and enhance its quality. In so doing, WFP, its Executive Director and its staff join with and provide leadership to cadres of committed individuals throughout the United Nations system who are dedicated to the fulfilment of its humanitarian objectives.

Kofi A. Annan
Secretary-General
United Nations

Jacques Diouf
Director-General
Food and Agriculture Organization
of the United Nations



Preface

In 1996, millions of people were victim to the horrors unleashed by war and civil conflict; with neither home nor resources, millions of refugees and displaced persons have suffered utter destitution; humanitarian workers have lost their lives trying to help them. The situation of the people facing a “silent emergency” has not been significantly improved: children have been denied adequate food for their growth; women have been too often excluded and marginalized; lack of basic resources has prevented people from building their future.

Fortunately, hope is appearing in this gloomy picture. The problem of hunger and food insecurity has caught the attention of the global community. Heads of State, meeting in Rome at the World Food Summit, reaffirmed that it is unacceptable, for more than 800 million people, to suffer from hunger. Countries such as former Yugoslavia, Mozambique, Angola, Cambodia and Rwanda are slowly beginning or consolidating their reconstruction; communities have become more self-reliant, and some countries which were yesterday’s recipients of food aid have become donors. The voice of women, the key to food security, has begun to be heard.

In 1996, WFP and its staff worked to provide food to 45.3 million people in need, focusing on those interventions where food can make a difference. To even better address its challenging mandate, WFP has launched major organizational changes, aiming at working closer with the people in need, strengthening its field presence, becoming a better advocate for the hungry poor, streamlining procedures and modernizing systems. More authority has been delegated to the field, where the beneficiaries live, where WFP’s operations are. The changes have been designed with the participation of the entire staff: they have already begun to be implemented, and 1997 will complete the process.

I am proud of the dedication of WFP’s staff, their continued efforts towards fulfilling WFP’s important mandate. I am proud of the continued support of our donors, which has allowed WFP to reach over 45 million people in 1996 and deliver more than two million tons of food. I am proud, also, of the human and financial resources that recipient countries and our partner organizations have allocated in their collaboration with WFP, maximizing the efficiency and lasting benefits of our operations. The challenge ahead requires everybody to join forces and act: together, we can improve the situation of the hungry and poor people of the world and create a better future for all.

Catherine Bertini
Executive Director

General notes

All monetary values are in United States dollars (\$), unless otherwise stated.

One billion equals 1,000 million.

All quantities of food commodities are in metric tons, unless otherwise specified.

Low-income, food-deficit countries (LIFDCs) include all food-deficit (i.e., net cereal-importing) countries with per capita GNP not exceeding the level used by the World Bank to determine eligibility for IDA assistance (1,395 dollars in 1994). In 1996, there were 82 countries classified by FAO as LIFDCs. The United Nations category of least developed countries (LDCs) includes “those low-income countries that are suffering from long-term handicaps to growth, in particular low levels of human resource development and/or severe structural weaknesses”. In 1996 there were 48 countries classified by the General Assembly as LDCs.

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

Acronyms used:

ACC	Administrative Committee on Coordination (United Nations)
CEC	Commission of the European Communities
CFA	Committee on Food Aid Policies and Programmes (WFP)
CP	Country Programme (WFP)
CSN	Country Strategy Note (United Nations)
CSO	Country Strategy Outline (WFP)
DHA	Department of Humanitarian Affairs (United Nations)
DPKO	United Nations Department of Peacekeeping Operations
DPRK	Democratic People’s Republic of Korea
DSC/ISC	Direct/Indirect Support Costs
EAP	Employee Assistance Programme
ECOSOC	Economic and Social Council (United Nations)
FAO	Food and Agriculture Organization of the United Nations
FEWS	Famine Early Warning System (USAID)
FFW	Food for work
FMIP	Financial Management Improvement Programme (WFP)

GIEWS	Global Information and Early Warning System (FAO)
IASC	Inter-Agency Standing Committee
IDPs	Internally Displaced Persons
IEFR	International Emergency Food Reserve (WFP)
INTERFAIS	International Food Aid Information System (WFP)
IRA	Immediate Response Account of the IEFR (WFP)
ITSH/LTSH	Internal/Landside Transport, Storage and Handling
JCGP	Joint Consultative Group on Policies
LDC	Least Developed Country
LIFDC	Low-Income, Food-Deficit Country
MAP	Management and Appraisal of Performance
MCH	Mother and Child Health
MOU	Memorandum of Understanding
NGO	Non-Governmental Organization
PRO	Protracted Relief Operation (WFP)
PSA	Programme Support and Administration (WFP)
RRT	Rapid Response Team (WFP)
SCP	Sub-Committee on Projects (CFA)
SO	Special Operation (WFP)
UN	United Nations
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNHCR	United Nations High Commissioner for Refugees
UNJLC	United Nations Joint Logistics Centre
UNSECOORD	United Nations Security Coordinator
UNV	United Nations Volunteer Programme
VAM	Vulnerability Assessment and Mapping (WFP)
WFP	World Food Programme

Overview

WFP assisted 45.3 million of the poorest people in the world; of these:

- 20.9 million were victims of man-made conflicts
- 18 million live in sub-Saharan Africa

Total food deliveries amounted to 2.1 million tons (or 2.2 million with bilateral contributions)

- 1.5 million tons under relief operations

Expenditures amounted to 1.2 billion dollars

- 27 percent was spent on development activities
- 73 percent on relief activities
- 59 percent of operational expenditures was spent in least developed countries
- 72 percent was spent in low-income, food-deficit countries

Emergency Operations

Six operations (Great Lakes Region, Liberia Regional, Angola, Afghanistan, Iraq and former Yugoslavia) accounted for two thirds of all relief aid provided in 1996.

Eight hundred million people continue to suffer from hunger.

At the World Food Summit, WFP highlighted the question of access to food and the role of women, the key to food security.

Global food aid has declined sharply since 1993, reaching its lowest level in the last 10 years in 1996. Total cereal and non-cereal food aid in 1995 amounted to 9.9 million tons; preliminary estimates place this figure at 7.6 million tons in 1996.

A process of **organizational change** was launched to place more staff and more authority in the field, close to WFP's "clients".

Assisting the poor and hungry: Highlights of 1996

1. “Food security is about people.” This was WFP’s message to the World Food Summit. It is also WFP’s guiding theme as it fulfils its mission to save lives; to improve the nutritional status and quality of life of the most vulnerable people; and to help build assets and promote the self-reliance of poor people and communities.
2. Women refugees in the Kisangani camps; farmers whose crops have been destroyed by floods in the Democratic People’s Republic of Korea (DPRK); war widows in Tajikistan; girls receiving training in China; malnourished pre-school children in Ghana; Liberian refugees in Côte d’Ivoire; indigenous communities in Guatemala: these are some of the 45.3 million people that the World Food Programme reached in 1996.
3. WFP relief assistance was provided to 24.6 million people, about the same total number of beneficiaries as last year. Of these, 14.8 million were reached through emergency operations and 9.8 million through protracted relief operations. Eighty-four percent of the beneficiaries of relief aid were victims of man-made disasters; the rest were affected by natural disasters: droughts, floods and crop failure. WFP development assistance reached an additional 20.7 million people: 42 percent through human resource development projects and 58 percent through infrastructure, agricultural or rural development projects. Some 40 percent of the beneficiaries were in sub-Saharan Africa (18.4 million); 31 percent (14.3 million) in Asia and Pacific; 17 percent (8.4 million) in the Mediterranean, Middle East and CIS Region; and eight percent (four million) in Latin America and Caribbean.
4. Resources made available to WFP in 1996 amounted to 1.4 billion dollars. Total deliveries amounted to 2.1 million¹ tons (quantities shipped or purchased locally), or 2.2 million tons, including bilateral contributions. Of these, development projects accounted for 31 percent; emergency operations for 42 percent and protracted relief operations for 27 percent.
5. Total WFP expenditures amounted to 1.2 billion dollars. Relief activities continued to dominate WFP’s work, constituting 73 percent of operational expenditures. Six operations (Great Lakes Region, Liberia Regional, Angola, Afghanistan, Iraq and former Yugoslavia) accounted for more than two thirds of all relief aid provided.

¹ This figure corresponds to the method used in previous years for calculating deliveries. It includes the quantities shipped (on the basis of the “Bills of Lading”) and those purchased locally between 1 January and 31 December 1996. In other WFP documents, such as the “Estimated Food Needs and Shortfalls for WFP-Assisted Operations” and the “Strategic and Financial Plan”, another methodology was used, based on the pledges received. This figure amounts to 2.6 million tons, reflecting the quantities of food called forward or available to be called forward by WFP against 1996 contributions. It includes pledges made prior to 1996 to be allocated in 1996, plus the estimated current year’s pledges, less utilization deferrals. Many contributions were confirmed late, and the food was not distributed in 1996.

Women in emergencies

In 1996, WFP assisted 20.5 million people who had to abandon their homes because of war and civil conflicts. Of these, more than 15 million were women and children, who usually are the first to experience the effects of hunger in the midst of political violence, drought or other disasters. This happens everywhere—in Liberia, in Rwanda or in former Yugoslavia, to name but a few countries.

In conflict situations, women are often marginalized and at risk: for example, to find food or water, they are exposed to the risk of rape and other dangers such as land-mines. But they still shoulder the major share of the responsibility for household food security.

In line with the commitments made at the Fourth Conference on Women at Beijing, WFP addresses the needs of women in emergency situations by:

- encouraging women to make their voices heard in advisory committees;
- emphasizing and monitoring women's access to mechanisms for voicing complaints;
- improving coordination between assistance agencies and donors in the provision of non-food items such as fuel, water, stoves, milling/grinding tools and cooking utensils;
- distributing food directly to households and, where possible, to the senior female in the household; and
- ensuring that its operating partners do the same.

Investing in women directly helps them to assume community management, reconstruction and peace-building responsibilities.

WFP's commitment to women was put to the test in the case of **Afghanistan**. Following the take-over of Kabul by the Taliban in September 1996, the authorities halted projects that directly benefited women. However, following pressure from the women themselves and from WFP, the authorities allowed the resumption of training and income-generating activities, such as the widows' bakery project. In late 1996, WFP adjusted its plan of assistance for 1997, concentrating on humanitarian relief and life-sustaining rehabilitation activities, and ensuring that WFP activities are in areas where WFP/NGO female staff—both national and international—are allowed to work and monitor activities.

The commitment to put food in the hands of women provided the necessary policy support for WFP personnel in **Bangladesh** to actively seek culturally acceptable solutions to the complaints of women refugees from Myanmar about inadequate food receipts and the composition of the food basket. A number of participatory group sessions including women and men were organized to identify acceptable ways of collecting the food. This proved a crucial element of success, as it gave voice to those who are often excluded from decision-making. The participatory approach also won the support of Bangladesh government officials, UNHCR and the Red Crescent Society.

When **Rwanda** was preparing to receive returning refugees from Tanzania in late 1996, WFP reiterated to the Minister of Family and Women's Promotion its commitment to distribute food through women represented in local administrative structures. This initiative was welcomed. WFP staff, together with representatives of the Ministry, visited the prefects, burgomasters and representatives of the Social and Development Fund for Women, to explain how women's role in food distribution could be strengthened. For women involved in these local committees, the new arrangements meant opportunities for paid labour, access to information crucial for their daily struggle to provide food for the family, and a boost to their image at the community level.

6. Development projects typically provide a supplementary input to the normal food basket: food for work is usually provided for a period of 30 to 100 days a year, covering the "hungry season"; school feeding programmes cover approximately 180 days. WFP food rations for development in 1996 averaged 34 kilograms, about 20 percent of a

person's annual food requirements. Victims of emergency situations, often internally displaced persons or refugees, who are less able to cope, received larger rations, about 66 kilograms on average.

7. There were 10 percent fewer beneficiaries in 1996 than in 1995. The decrease was greater in WFP's development activities. Fewer resources available for development, coupled with the high cost of food in 1996, resulted in a decrease in the tonnage delivered. Thus, new commitments for development activities were significantly lower in 1996 than in previous years. The decrease in the number of beneficiaries is not strictly proportionate to the decrease in the level of resources and the volume of food. In some cases, WFP compensated by delivering less food than originally planned. This is reflected in the average ration per person in 1996 compared to previous years. On the emergency side, the number of beneficiaries was almost the same as in the previous year: a gradual recovery in Angola, Mozambique, Eritrea, the Caucasus and in the countries of former Yugoslavia was unfortunately offset by new acute needs caused by the eastern Zaire crisis in November and floods in the Democratic People's Republic of Korea (DPRK).

Do you know...

How much it costs per day to feed a refugee in a camp?

- 25 cents?
- one dollar?
- six dollars?

It costs only 25 cents. In the developed world, the average daily expenditure on food is in the order of 10 dollars per person.

In addition, WFP is able to:

- give a school child a balanced lunch, fortified with micronutrients, for 10 cents;
- supplement income to a family of five in food-for-work projects for one dollar a day.¹

PORTFOLIO AND NEW COMMITMENTS

8. By the end of 1996, WFP had operational activities in 84 countries. The development portfolio consisted of 174 projects, valued at 1.9 billion dollars and representing a total commitment of 5.5 million tons of food, of which 2.4 million are still to be disbursed. New commitments in 1996 consisted of 13 new development and "quick action" projects and 24 budget revisions, valued at 199 million dollars. This represents a total volume of 481,000 tons, which is only about half the amount of new commitments approved in 1995 and a quarter of the commitments approved in 1988. Least developed countries (LDCs) account for 53 percent in volume and 57 percent in value of total new commitments for development projects.

¹ Figures are based on average costs for food, transport and distribution.

9. WFP also supported a total of 57 relief operations; 30 new relief operations (14 protracted relief operations and 16 emergency operations) were approved, valued at 726 million dollars.

WORLDWIDE OPERATIONS

10. **The Africa Region** receives the major share of assistance as WFP increasingly concentrates resources on the poorest people in the neediest countries. Fifty-two percent of WFP operational expenditures was spent in 30 **sub-Saharan** countries receiving WFP assistance.
11. In Angola, WFP is contributing to the long-term rehabilitation and resettlement of displaced and war-affected populations through its continued support to reconstruction projects, which often operate hand-in-hand with mine survey and clearance activities. In Liberia, the most important issue facing WFP in 1996 was security. Demobilization and resettlement strategies devised in late 1995 have been rendered irrelevant and were therefore postponed. At the height of fighting that erupted in Monrovia in April 1996, WFP played a leading role in humanitarian relief operations. WFP provided emergency assistance to more than one million internally displaced persons (IDPs) and 410,000 refugees. In Ethiopia, WFP has focused development assistance on agriculture, education and urban self-help projects.

The Great Lakes Region

In 1996, WFP continued to be responsible for the provision of food assistance to 2.5 million people in the Great Lakes Region. In spite of the mass repatriation of late 1996, assistance to refugees continued to be the dominant feature of the regional emergency, with approximately 300,000 tons delivered for over two million people in Tanzania, eastern Zaire, Rwanda, Burundi and Uganda.

In the second half of 1996, the outbreak of armed conflict in eastern Zaire led to the dispersal of camp populations and created a new humanitarian crisis. Operations were severely hampered by problems of access and the difficulty of moving food across areas of armed conflict. In December, WFP participated in assessments of dispersed populations and carried out limited food distributions in Goma and Bukavu. The return of over one million refugees from Burundi, Zaire and Tanzania in 1996 led to a sudden four-fold increase in the population in need of assistance in Rwanda. WFP responded rapidly, initially providing high-energy biscuits to refugees on both sides of the border who were making their way back to home communes across Rwanda. In accordance with contingency plans, full returnee food packages were provided at the village level.

Even before the returnee influx, WFP had successfully effected a transition from relief to rehabilitation assistance in Rwanda, and, by November, rehabilitation and reconstruction activities accounted for 65 percent of WFP's programme. Overall, WFP distributed 64,422 tons of relief and rehabilitation assistance to 348,700 people in Rwanda in 1996.

12. Although it is the region most affected by the continuing decline in WFP development resources, the **Asia and Pacific Region** remained the largest user of food aid for development. WFP's activities in 11 countries of the region represented 15 percent of operational expenditures in 1996. The development activities supported by WFP in Asia

centred on enabling poor rural people to improve their food security. Such activities include: support to self-help training and credit schemes for poor women (Bangladesh); strengthening of rural communities in the selection and implementation of local infrastructure and income-generating schemes (China, India, Nepal); rehabilitation programmes for war-affected people (Cambodia); and nutrition and health support to targeted vulnerable groups (India, Viet Nam).

13. Emergency assistance to the Asia and Pacific Region was also significant. A major emergency operation was the programme in DPRK, where WFP assisted some 1.6 million flood-affected people.

Democratic People's Republic of Korea

In July/August 1995, DPRK was hit by the worst natural disaster in its history: floods killed 70 people, displaced some 100,000 families and washed away crops, food stocks and buildings. The floods, recurring in 1996, left large areas of agricultural land covered by sand and debris, and seriously damaged rural infrastructure such as river embankments, irrigation systems, roads and bridges. Some 14 percent of the agricultural land suitable for grain production, affected by the floods of 1995, with a resulting production loss of 900,000 tons of cereals, could produce nothing until extensive cleaning and rehabilitation had been completed. In response to an appeal for assistance to DPRK, WFP approved an emergency operation (EMOP) in October 1995, and delivered about 18,200 tons of rice during the first half of 1996.

Further to an FAO/WFP Special Alert issued on 13 May 1996 warning that the country's food supply situation had deteriorated even more seriously than anticipated, WFP increased the coverage of its humanitarian assistance. The expanded phase included assistance for 500,000 flood victims, supplementary feeding for 525,000 children under five years of age and support for food-for-work activities, aimed at restoring farm land and rehabilitating damaged rural infrastructure. These activities support 125,000 farmers and their families. In the second half of 1996, approximately 1.6 million beneficiaries received assistance in the form of 32,100 tons of cereals and 9,500 tons of corn soya blend.

As one of the few humanitarian agencies working in the country, WFP also played a major role in channelling food aid donated by NGOs. WFP distributed 17,000 tons donated by various NGOs, including CARITAS and World Vision. WFP also monitors NGO shipments for activities outside its emergency operation, such as support to the public distribution system and various food-for-work activities. Since establishing its Pyongyang office in November 1995, WFP has built up a capacity to effectively monitor food aid deliveries to DPRK and gained a reputation for providing reliable information on the food security situation of the country.

14. The **Mediterranean, Middle East and CIS Region** accounts for 28 percent of WFP's operational expenditures. In 1996, adjustments in programming were made in response to changing circumstances surrounding the major relief operations in the region. These included: embarking on the implementation of the post-peace process in the countries of the former Yugoslavia; addressing the alarming malnutrition problem among children under five in Iraq, particularly in the centre and the south, and preparing for the implementation of the United Nations Security Council's resolution 986 ("oil-for-food"); refocusing on life-saving and life-sustaining food assistance in the face of increased constraints to gender-oriented programmes resulting from internal disturbances in Afghanistan; consolidating WFP's response to the special situation of the most disadvantaged households, headed mostly by women, in the Palestinian autonomous

territories; and pursuing food aid interventions along the relief-to-rehabilitation continuum in the CIS sub-regions.

15. In the **Latin America and Caribbean Region**, WFP has supported efforts by governments and local communities to provide the poorest households with improved access to productive resources; and to give direct dietary support through targeted interventions in primary health care, and pre-school and primary education. WFP's expenditures in the region represented six percent of total expenditures. The Programme continued its support to consolidating the peace process through the resettlement of the war-affected population in Nicaragua, and assistance to returnees and displaced persons in Guatemala. In Haiti, WFP directed its assistance to the development of human resources for the most vulnerable groups and schoolchildren, and to the rehabilitation and conservation of natural resources. In Peru, a primary school feeding project started in August 1996, targeting children in the three departments most affected by the violence of the early nineties. A watershed management project in the Andean highlands continues to benefit over 56,000 families, one third of whom were households headed by women.

Organizational change: strengthened capacity to reach the poor and hungry

In 1996, WFP worked in circumstances substantially different to those of only a few years ago: more resources and attention were devoted to emergencies, especially complex ones; many field staff carried out their tasks in politically sensitive and dangerous situations; access to beneficiaries was sometimes impossible; and resources for development were scarce. WFP launched a major process of organizational change to ensure that it can be fully effective in these changing circumstances. The operational realities of 1996 clearly illustrate why WFP is undertaking these changes.

- Assistance to the victims of emergencies has become WFP's largest and most pressing task. Its staff and its systems, once devoted mainly to development activities, have to be equally well suited to emergency-related activities and to the rehabilitation challenges which follow.
- Emergencies often spill over national boundaries, most dramatically in the Great Lakes Region and flexible, regional structures are needed to manage the response to them.
- The rapid and dramatic evolution of events in eastern Zaire in late 1996 highlighted both the importance of solid contingency planning and the reality that there is no substitute for experienced field staff with authority to make timely on-the-spot decisions.
- In Afghanistan, also, the international community was reminded that situations can change almost overnight, and WFP must be able to respond promptly and knowledgeably; this can best be done by senior, experienced field personnel familiar with local conditions.
- WFP's involvement in demobilization in Liberia and the implementation of the Security Council's resolution on oil-for-food in Iraq illustrate the importance of adaptability and readiness for new challenges and different tasks.
- WFP's increasing emphasis on knowing its beneficiaries, on participatory approaches and on improved targeting to the most vulnerable, especially women, depends upon on-the-ground understanding of local realities, including their cultural context.
- In DPRK, WFP played a role far beyond the provision of resources; it was the advocate for those who suffered hunger there, and the best source of sound, up-to-date information.
- Global resources for development assistance continued to decline, even as the World Food Summit put the spotlight on 800 million people who remain chronically hungry; more than ever before they need WFP to be their advocate.
- As funds for development decline, strategic thinking about how WFP will ensure maximum impact from the scarce resources entrusted to it assumes a central importance.

WFP is not changing for the sake of change. It is preparing itself to meet the operational challenges of today and tomorrow.

WORLD FOOD SUMMIT

16. The year 1996 marked a major event for the international community: Heads of State and Government met in Rome at the World Food Summit to reaffirm their commitment to combat hunger and poverty and to "reduce the number of undernourished people to half their present level no later than 2015".
17. WFP contributed actively to the preparation of the Summit. Its background paper, entitled "Tackling hunger in a world full of food; tasks ahead for food aid" was widely distributed. The Programme participated as an observer in each of the FAO Regional Conferences as well as in meetings of the FAO Committee on World Food Security and

the associated Inter-sessional Working Group. Prior to the Summit, WFP also took part in conferences and seminars in several countries.

WFP's message to the World Food Summit

In preparing for the Summit, WFP consistently put forward key messages to keep the question of *access*, particularly among the poorest communities and households, at the centre of the debate. There were several major themes that it consistently emphasized:

- Food security is about *people*, not just about growing more food. It has to do with the ability of people to gain *access* to sufficient food. Hunger is a direct and powerful constraint to both economic and social development: hunger is a cause, not only an effect, of poverty.
- We must meet the challenge of hunger *today*, for hunger today causes irreversible damage and leads to hunger tomorrow. Malnourished women give birth to babies whose start in life is already compromised. We must intervene in the short term as well as pursue policies that raise purchasing power over the longer term.
- *Women* are a key part of the solution to hunger. Women shoulder a major share of the responsibilities for household food security; resources for women are resources for food security.
- We must invest in *people*, not just agriculture; in the producers, not only in the production. We must invest in developing human skills by promoting literacy, education and training and assist self-reliant growth by promoting self-help activities and community asset building. Education is a key to food security.
- The liberalization of *markets* after the Uruguay Round offers much promise, but it also leaves many questions unanswered. The international community needs to assess the potential role of the "decision on mitigation of the possible negative effects of the Uruguay Round", adopted in Marrakech, on the food security of developing countries in the coming years.
- *Peace* is a pre-requisite for food security. Acute hunger is increasingly found in the presence of political instability.

REFORM AND GOVERNANCE

18. WFP's governing body, the Committee on Food Aid Policies and Programmes (CFA), was reconstituted as an Executive Board, composed of 36 States Members elected by the United Nations Economic and Social Council (ECOSOC) and the FAO Council, effective 1 January 1996. During 1996, the Board held four sessions, each of them preceded by open-ended informal meetings to brief all members and observers on those agenda items that required policy guidance and/or decision-making. The Board's new working methods resulted in brief and decision-oriented documentation, the elimination of formal statements and a more open dialogue leading to action-oriented decisions.
19. The Sub-Committee on Projects was abolished. Country Strategy Outlines, Country Programmes and Development Projects are now reviewed by the Board. The Executive Board also began the process of modernizing the Programme's constitutional framework to bring it in line with the principles of governance set out by the General Assembly of the United Nations, and to accommodate initiatives such as the new Resource policies and Long-term Financing.

Towards WFP's strategic objectives

FINANCIAL OVERVIEW

20. The year 1996 was the first of the WFP 1996–97 budget biennium. The level authorized by the CFA in November 1995 was 3,100 million dollars for the biennium, of which 2,861 million dollars was for food, transport, delivery and other direct support costs; and 228.9 million dollars was for the corresponding Programme Support and Administration (PSA). The PSA budget was recosted, according to the usual procedures, to 233.6 million dollars for the biennium, or 116.8 million dollars each year.
21. During 1996, WFP's expenditures amounted to 1,186 million dollars.¹ These funds were used to pay: food, ocean transport; landside transport, storage and handling (LTSH); and direct and indirect support costs (DSC and ISC), to help the hungry and the poor throughout the developing world.

Use by cost category	Amount (million dollars) ¹
Food	678
Ocean transportation	99
LTSH	207
DSC and other	94
PSA	108
Total	1 186

Expenditures

22. WFP implemented new Resource and Long-term Financing policies in January 1996. Under the new arrangements, the PSA is funded from indirect support cost recovery based on rates as approved by the Board. The Executive Director, keeping in mind that the approved budget is a "ceiling and not a floor", and with her commitment to the CFA that WFP would keep the PSA expenditures within available resources, adjusted the PSA budget to 112 million dollars to align it with the availability of resources. The actual PSA expenditure in 1996 was 108 million dollars.

¹ 1996 figures are based on provisional statement of second closure of accounts.

A PEOPLE-CENTRED APPROACH

23. “Food security is about people”, WFP’s message for the World Food Summit, reflects WFP’s commitment to put people at the centre of its activities. WFP is strengthening its capacity to identify and reach the poorest and most vulnerable groups, giving women a key role in ensuring food security, adopting participatory approaches and sharpening WFP’s focus on countries with the greatest need for food aid.

Targeting the poorest

24. Improving targeting is a continuing process. It includes strengthening vulnerability analysis and mapping (VAM) to better identify target groups; focusing on the capacities and vulnerabilities of women; developing specific methodologies for targeting in emergency situations, where security problems and the lack of data make targeting difficult to implement; ensuring participation of beneficiaries, particularly women, in the identification of target groups and in food distribution; and investing in human assets through capacity-building.
25. The VAM unit of WFP produces analyses of the vulnerability of target populations to food insecurity and of their capacity for coping. These analyses are used by WFP in its long-term strategic and contingency planning; project identification and design; and targeting of assistance. The final products of VAM are reports that describe the countries’ socio-economic situation and potentially vulnerable areas, as well as maps that depict areas where populations are most vulnerable. In 1996, WFP reinforced its VAM network (already operational in Ethiopia, Sudan, Pakistan, Malawi, Zambia and Cambodia) by establishing new VAM field units in Tanzania and Senegal. The VAM unit strives to bring together various organizations and methodologies in a way that is complementary, not duplicative. It collaborates with FAO’s Global Information and Early Warning System (GIEWS), USAID’s Famine Early Warning System (FEWS) and NGOs. An important event was the internal workshop held at WFP headquarters in December 1996, following the second Informal Meeting for Vulnerability Assessment convened by GIEWS in the context of implementation of the EC-financed Risk-Mapping project. The WFP workshop focused on the practical application of methodologies, by WFP staff in the field, for vulnerability analysis and its role in decision-making.
26. **Targeting of food assistance in the first stage of an emergency** can be extremely difficult because of the lack of reliable information on the target group, compounded by insecurity and logistical constraints. Therefore, WFP and its partners are striving to gain a better understanding of how refugees live, their coping mechanisms, their access to food and their sources of income. In one such venture, WFP and UNHCR have been working closely with Save the Children Fund (UK) in the Great Lakes Region and Ethiopia to better assess food security and food needs through a new methodology, the Household Food Economy Analysis.

Increasing targeting through the Household Food Economy Analysis

The Household Food Economy methodology arises from Save the Children Fund's (UK) work on the risk-mapping project carried out with support from the EC and FAO's GIEWS. WFP has been working closely with the SCF (UK) to use this new methodology for assessing food security and food needs. Studies were initiated in refugee settings during 1996. The first one, intended to further test the methodology, was successfully undertaken in the Lumasi camp in Tanzania. A second one was carried out among the Somali refugees in Ethiopia to follow up on a joint WFP/UNHCR assessment mission that had expressed concern about the lack of in-depth knowledge of refugee coping mechanisms in this particular situation. Both studies provide a "wealth breakdown" of the population and a credible account of how different groups among those people are living.

The data collected during the studies on the coping mechanisms of the families, the use of food aid commodities and the population's ability to start productive activities are invaluable to initiate and implement targeting exercises; to propose alternatives to general food distribution; and to manage the operation. The studies have also proved to be an effective tool for the joint food aid needs assessment missions. In the future, this method will be used routinely in preparation for assessment missions; steps are being taken to strengthen the staff's understanding of the approach.

27. **Responding to the special needs of women.** In 1996, each country office and headquarters unit adopted specific action plans to translate WFP's Commitments to Women into action. Support is provided to give women a substantial voice in local decision-making structures concerning the management of food aid and the assets created. The targeting and implementation strategies of WFP-supported programmes are to assure gender equality in sharing longer-term benefits and to track progress made.
28. WFP is striving to improve food security by targeting and delivering resources directly to those responsible for household food security—traditionally women. Emphasis has been placed on meeting women's needs and improving their overall condition through gender action plans and activities in the areas of both development and relief. A training module has been designed to make staff members fully aware of the various levels at which WFP activities influence the lives of beneficiaries. In 1996, approximately 130 staff members were trained in four regional workshops.
29. WFP has also been working to ensure that its partners follow the same policies. Provisions related to gender-specific planning, targeting and distribution of food aid were included in the Memoranda of Understanding (MOU) that WFP signed with NGOs in 1996.
30. WFP has introduced into the plans of operations, which it signs with recipient government authorities, provisions for affording women a substantial voice in local committees. The state governments in **India**, for example, have provided for a minimum number of women members on the Village Forest Protection Management Committees. In **Viet Nam**, technical and management training for women in food-for-work activities has increased the number of women leaders. In **Chechnya**, women have been actively involved in committees for assessment and implementation of activities. In **Tunisia**, women are elected as members of all development committees, under the integrated participatory approach of WFP's project.
31. In developing **participatory approaches**, WFP has placed particular emphasis on ensuring the participation of women as well as men. Designing and implementing

programmes with the participation of beneficiaries promotes lasting effects. For example, in **Cambodia**, WFP launched a Rehabilitation Programme marking a shift in emphasis at the village level to self-help, small-scale rehabilitation and development activities using food for work, with both village leaders and villagers encouraged to identify their priorities. There are indications that this approach has created a real sense of ownership, which means that the infrastructure will be better used and maintained, thus ensuring sustainability.

32. Further work is needed on monitoring and evaluation of participation. Experience has shown that country offices need support in defining indicators and adopting methodologies for information collection, data analysis and reporting. Work to provide this support is in progress, beginning with guidelines for monitoring participation in natural resource interventions and identifying indicators for relief operations.
33. **Capacity-building** was and continues to be a priority. WFP has promoted self-help activities, involving unemployed and under-employed workers as well as communities, using food as an incentive. In **Jamaica**, WFP has concentrated its efforts on the expansion and improvement of vocational training, employment generation and micro-enterprise development. A project launched and funded jointly by the Government and WFP targets the poorest Jamaicans, especially women, and makes training, credit and the support of food stamps accessible to them (or their children), until they obtain employment or set up a viable micro-enterprise.
34. Food aid targeted to primary schools and health centres has resulted in an increased attendance of children and women at these institutions. **School feeding programmes** are part of an investment in people and complement other educational inputs. School meals stimulate and maintain school attendance, and strengthen learning ability by eliminating short-term hunger and micronutrient deficiencies. To implement lessons learned about effective school feeding approaches, a comprehensive manual to assist with the design and implementation of new projects was prepared in collaboration with UNESCO and WHO. The manual clearly spells out what needs to be done if the activities are to have the required impact. Issues such as improved targeting, closing of the gender gap, increased participation and contribution from the recipient communities through parent-teacher associations, and food preparation and safety, are prominently featured. Cost-efficiency is a prerequisite: the manual explains how to provide balanced school meals for less than 10 cents a ration, prepared with local ingredients.

Focusing on countries with the greatest need for food aid

35. In recent years, WFP has made significant progress in increasing the share of resources allocated to the neediest countries. In 1996, least developed countries accounted for 57 percent in value and 53 percent in volume of total new commitments for development projects. However, the proportion of total development expenditures allocated to LDCs was lower, amounting to 42.3 percent of WFP's development expenditures. Including relief, LDCs account for 59 percent of all expenditures.
36. WFP's objective of reaching the poorest people in the neediest countries is particularly difficult to achieve. Typically, these people live in areas that are remote, economically marginal, and have less access to economic and social infrastructure such as roads, schools and markets. A study conducted by WFP in 1996 suggests that a variety of changes should

be considered to strengthen WFP's operational strategies in the poorest countries. Critical areas include:

- capacity analysis and planning for capacity-building when preparing Country Strategy Notes, Country Strategy Outlines and Country Programmes;
- setting realistic objectives for activities that can be effectively supported with food aid;
- strengthening the flexibility of operations through innovative "food-fund facility" projects and increased collaboration with a diversified range of local partners, including NGOs;
- capacity-building and support through changes in WFP's organizational structure, training and other minimal investments;
- programming development assistance by building on capacities and partnerships established during relief operations.

37. A policy paper on the implications of WFP increasing its focus on the neediest countries is scheduled for discussion by the Executive Board at its Third Regular Session (October 1997).

Namibia takes over from WFP

WFP began operations in Namibia in 1989, providing emergency food aid to 43,000 Namibian returnees from Angola. Namibia became an independent state in March 1990. In addition to assistance for returnees, WFP helped to establish a drought relief mechanism, and assisted in launching a school feeding programme. Thanks to the Government's receptiveness, WFP has been instrumental in building national capacity to provide food security to the poorest and most vulnerable members of society.

Namibia is one of 23 countries where WFP has closed or is closing operational activities in order to concentrate limited multilateral food aid resources on countries most in need. The Government of Namibia has committed itself to taking over following WFP's closure in February 1997. During the 1996 drought, the Government implemented relief food aid programmes that were fully funded by national resources. The Government is in the process of taking over the school feeding programme. The "Emergency Management Unit" is now a permanent structure of the Government to assist people affected by recurrent drought. The Ministry of Basic Education will continue to feed pre-school and primary students from poor families in remote areas, and will mobilize national resources to expand the programme—an example of project sustainability without WFP resources.

Improving the quality of operations and incorporating WFP assistance into the recipient country's national programmes

38. WFP continued its efforts to improve the quality of operations and incorporate its assistance into the recipient country's national programmes. This is a step-by-step, year-by-year process to achieve the objectives set out in the Strategic and Financial Plan 1996–99, and involves not only the Operations Department, but also all units of WFP.

Country programming

39. In 1996, eight new Country Strategy Outlines (CSOs) were submitted to the Executive Board, bringing the number of CSOs completed to 22. The first three Country

Programmes (CPs)—Bangladesh, Bolivia and Pakistan—were submitted to the Board and approved.

40. The Country Programme Approach ensures a better integration of WFP's activities into the national programmes of the recipient country. The introduction of the WFP Country Programme also helps to enhance coordination with other United Nations agencies. CSOs are linked to Country Strategy Notes (CSNs), and Country Programmes are to the maximum extent harmonized with the programming cycle of the other agencies of the Joint Consultative Group on Policies (JCGP).
41. Where gender gaps have been demonstrated, specific targets are being introduced into Country Programmes to invest 60 percent of resources on women and girls. For example, in the Bangladesh Country Programme, specific targets were introduced within the Rural Development Programme to reach more women beneficiaries and to meet the required investment level of overall resources in women and girls.

Quality control

42. WFP initiated a coordinated effort in 1996 to measure and document the efficiency of emergency operations and their effects on the population concerned. To track the effectiveness of its emergency operations, WFP is progressively introducing a mechanism to monitor progress with simple and practical indicators. Such monitoring aims to provide information for decisions regarding the orientation of the operation, adjustment of the food basket, need for additional interventions and phasing out of food assistance. WFP is now preparing guidelines on the basis of case studies.
43. One of these case studies was undertaken in **eastern Zaire**. The major findings of this exercise pointed to the limitation of using only nutritional and health indicators. In the case of Goma, the provision of an adequate ration has proved essential, not only to maintain a satisfactory nutritional status but also to prevent further deterioration in the security status and increased environmental degradation. It was therefore vital in this case to identify other indicators which reflect the collateral effect that an emergency operation may have on the welfare of the refugees/IDPs and the local population. A similar exercise is being undertaken for the repatriation operation of the Tuareg refugees in Mali. Two more case studies, on the Liberia regional operation and Iraq, will be carried out during 1997.
44. WFP undertook assessments to identify cases where a gender gap existed in the management of the assets created by food-for-work activities, in the distribution of their long-term benefits or in access to training and credit facilities. In such cases, corrective action was taken. In **Ecuador**, the computerized monitoring and evaluation (M&E) system now includes indicators to follow up project benefits from a gender perspective; in **Bolivia**, as a result of the analysis, the monitoring and reporting requirements included in the plan of operations were modified to take this specific concern more into account.

Development uses of relief aid and disaster mitigation programmes

45. WFP continued to increase the developmental component of its relief activities. In **Afghanistan**, following a phase of free-food distribution, 350,000 people—mostly children and women—were targeted for subsidized bread sales under WFP's innovative bakery project. This enabled female workers to support their families and enhance their entrepreneurship at a time of high unemployment in the country. Proceeds from the sales

of bread were reinvested by WFP in the communities through food-for-training projects. Most of the beneficiaries are women maimed by war, widows or single heads of households.

46. In **Liberia**, WFP has been actively involved in the demobilization process through the provision of food packages to former soldiers. Demobilized soldiers will be reached through “bridging projects”, which will be expanded in 1997, to support their reintegration into society. In **Angola**, WFP assistance to early childhood centres targets the most vulnerable groups, women and pre-school children, many of whom are displaced. Mothers, who often have no other source of income, are given an opportunity to pursue income-generating activities during the day while their children attend health centres. Health screening and vaccination coverage are also made available at the centres. In addition, the projects which are concentrated in the country’s poorest urban areas, provide a pre-school learning environment for small children.
47. In those countries frequently affected by natural disasters, WFP has emphasized disaster mitigation and preparedness to enhance the countries’ capacity to respond quickly and efficiently to emergency situations. For example, in **Viet Nam**, the sea dikes completed under a food-for-work project have given beneficiaries a greater sense of confidence. As a consequence, agricultural investments and production have increased, and small-scale income-generating initiatives are being developed. Socio-economic indicators already reflect an improvement in living conditions, particularly with regard to food availability.
48. In the **Sahel**, a region vulnerable to disasters linked to harsh climatic conditions, WFP has focused its support for development assistance on disaster mitigation activities. In **Mali** and **Mauritania**, for example, WFP multi-purpose development projects in agriculture, environment and livestock help to develop food production capacity.

Disaster mitigation in Bangladesh

In Bangladesh, a country particularly prone to natural disasters and emergencies caused by cyclones, floods and drought, the population most at risk from these emergencies are the rural poor. Since 1975, WFP has been working with government authorities and bilateral donors to construct coastal embankments and drainage canals through its Rural Development Programme. These measures have proved invaluable in mitigating the adverse effects of cyclones and floods, safeguarding several million families. At the same time, vast areas of crop land are being protected. While there is still flooding, the suffering has been minimized or prevented.

With an investment of 28,000 tons of wheat, a programme to rehabilitate 650 kilometres of the coastal belt protected one million people, 80,000 hectares of land, and about 150,000 tons of paddy in 1995/96. As the people of a village said, “had there been no embankments, we would have had to settle on the nearby hill and destroy the trees and also depend on relief handouts for survival, as all the fields would have been inundated with sea water. Thanks to WFP, we can now live on our own resources”.

Investing in WFP’s counterpart staff

49. In 1996, more than 3,124 counterparts were trained in 42 developing countries. The counterpart training programmes consisted mainly of four sub-regional workshops in food storage and management, plus training in emergency operations, financial management, nutrition and automation. Workshops held in **Rwanda**, **Burundi** and **Tanzania** on food storage and management focused on the quality assurance of food aid commodities during

transport, storage and handling. Participants included WFP national and international staff, local NGOs, and counterpart agencies. The involvement of counterparts contributes to a project's sustainability: for example, WFP Malawi sponsored a study tour in Ethiopia for its government counterparts, to allow them to learn from the extensive experience gained in Ethiopia in food-for-work activities.

50. Improving gender analysis and planning was another focus of training for WFP counterparts. National workshops were held to improve the capacity to work with partners on more equitable measures to select beneficiaries, design activities, manage food commodities, and develop food aid programmes in partnership with women's literacy and leadership development programmes.

Working in partnership

51. WFP took several measures in 1996 to strengthen inter-agency cooperation and coordination, both with partners in the United Nations system and with NGOs. WFP participated actively in the Inter-Agency Standing Committee (IASC) under the leadership of the Emergency Humanitarian Coordinator, including the sub-groups that addressed such matters as: a joint strategic framework for emergency humanitarian operations; monitoring and evaluation; internally displaced persons; the consolidated appeals process; building local capacity; and staff development. WFP strongly supported an integrated approach in responding to relief and development needs and made proposals for strengthening United Nations coordination, noting, in particular, that in most cases the Resident Coordinator should also become the Humanitarian Coordinator.
52. At the High-Level Meeting of the Joint Consultative Group on Policies (JCGP) held in Rome in April 1996, the Heads of Agency agreed on a joint common statement to the World Food Summit. Work continued in the areas mandated by the United Nations General Assembly, including the harmonization of policies and procedures. A review of the role and functions of the JCGP was launched in 1996.

Working together : The United Nations Joint Logistics Centre, Entebbe

Initially located in Kampala, then relocated to Entebbe, the United Nations Joint Logistics Centre (UNJLC) is the focal point for receiving and forwarding food and non-food relief items by road and air within the Great Lakes Region. The UNJLC was initiated by WFP in the autumn of 1996, and involves the full participation of WFP as lead agency, UNHCR, UNICEF, the United Nations Department of Humanitarian Affairs (DHA), and NGOs.

A very important aspect of the UNJLC is its single-point liaison role with multi-national forces on logistics matters, and prioritization of relief traffic. Other functions include providing air and surface route information, identifying and resolving route constraints, coordinating all United Nations and NGO relief freight requirements to minimize unnecessary competition, and stabilizing transport rates. An offshoot of the Centre was established in Kisangani, Zaire, to address logistic needs in the complex emergency operation in eastern Zaire.

The support WFP has received so far for the UNJLC attests to the soundness of the concept. The Centre is likely to be a model for relief logistics coordination and implementation activities, including the critical interface with multi-national forces, in future complex emergencies.

53. Inter-agency cooperation was promoted at the operational level with key United Nations partners, including UNHCR, UNICEF and FAO. The WFP/UNHCR Memorandum of

Understanding (MOU) was revised to improve accountability in the provision of humanitarian assistance to refugees and to redefine the role of WFP in final distribution. Discussions aimed at reinforcing collaboration and ensuring complementarity in emergency response activities are in progress with UNICEF and are expected to lead to the conclusion of an MOU. Similarly, WFP and FAO made headway in developing improved modalities for the distribution of seeds and tools, and reinforcing technical cooperation between FAO's Global Information Early Warning System (GIEWS) and WFP's Vulnerability Analysis and Mapping (VAM) unit. Collaboration with IFAD also continued and WFP took an active part in designing the "Coalition against Hunger and Poverty" involving NGOs and multilateral agencies under IFAD's leadership. In September 1996, WFP also finalized an exchange of letters with the International Committee of the Red Cross.

54. Throughout 1996, WFP continued its collaboration with more than 1,000 national and international NGOs. The signature in 1995 of the first MOU with an NGO was followed in 1996 by the conclusion of another seven agreements, establishing a clear division of responsibility based on the comparative advantages of each organization, thus maximizing the efficiency of operations. The second regular WFP/NGO consultation took place in June 1996 and included a discussion on: early warning systems; distribution modalities in emergency operations; and the World Food Summit. The Chairman of the FAO Committee on World Food Security participated in this consultation.

Evaluation

55. During 1996, the Office of Evaluation continued to undertake well focused assessments of emergency and post-emergency operations; development projects; and programmes. Fourteen evaluation missions were fielded during the year, and one desk study was completed. While each evaluation focused on particular operations or on a thematic or sectoral issue, all of them attempted to address key issues such as targeting, environmental concerns, gender and monitoring.

Joint WFP/NGO evaluation in Angola

In November 1996, a joint WFP/NGO evaluation was undertaken in Angola, focusing primarily on collaboration between WFP and NGOs. The evaluation was designed to provide insights relevant to WFP/NGO collaboration in future emergency and post-emergency operations.

The mission highlighted opportunities for a more harmonized approach to needs assessment as well as for better coordination in the implementation phase. The evaluation also noted differences among NGOs in their approach to local communities' own definitions and expressions of needs. The mission suggested that agreements between WFP and NGOs at the country level should define needs assessment criteria, as well as the methodology and indicators to be used in monitoring achievements.

The mission proposed that common criteria be used for the targeting of beneficiaries, selection of activities and monitoring. The need for coordinated longer-term planning was recognized, especially when rehabilitation is being considered. Finally, the mission recommended that further joint evaluations build upon this very effective joint venture.

Promoting operational efficiency and effectiveness

Efficiency in transport and logistics

56. WFP strives to provide quality logistics services that are cost-effective and efficient. This objective is pursued through a number of measures, such as a coordinated pre-shipment planning process; cargo consolidation; thorough scrutiny of transport and logistics operations and costs; optimal timing, routings and means of conveyance for both ocean and landside transportation; and a self-insurance scheme through which WFP may take effective recovery actions against third parties responsible for the loss or damage of WFP commodities.
57. Logistics operations have become increasingly complex and demanding. WFP has found it necessary to rehabilitate infrastructure and equipment to gain access to beneficiaries, to ensure speedy and cost-effective delivery of food and relief, and to reduce suffering. In the **Great Lakes Region**, for example, the Programme completed a number of infrastructure and equipment rehabilitation projects directed at increasing the transport capacity of corridors, reducing delivery costs, enhancing access on a sustainable basis and improving the Programme's response capacity by establishing inland logistics bases for the strategic pre-positioning of relief food stocks. In addition, improvements were made to the inland waterways on both Lake Tanganyika and Lake Kivu to increase barge capacity and reduce overall delivery costs to eastern Zaire and Burundi.
58. In **Bosnia**, WFP took over from UNHCR responsibilities for relief food delivery and logistics, including management of extended delivery points. After a gradual and coordinated take-over, the international trucking fleets were replaced by commercial arrangements using indigenous transport companies, resulting in substantial savings. This also enabled WFP, with the agreement of the donor concerned, to redeploy the truck fleet from Bosnia to the Great Lakes Region in response to the emerging crisis in the latter.
59. The effectiveness of WFP's **self-insurance scheme** established in 1994 was tested during the year when the unprecedented loss in the Taiwan straits, due to heavy weather, of a WFP chartered vessel, the *Cheng Da*, resulted in the loss of approximately 1.8 million dollars. Despite this loss, the savings during the period up to the end of 1996 when compared to the cost of full external insurance, amounted to three million dollars. The

practical benefit of the self-insurance scheme was highlighted by the immediate availability of funds, which ensured a rapid replacement of the food urgently required for DPRK that had been lost on the Cheng Da.

Security: a new dimension of assistance

60. Relief workers operate in dangerous and unstable situations where vulnerable people desperately need assistance. They are usually the last to leave if the situation becomes untenable. Agencies must have the means to evacuate their staff when this happens.
61. WFP was called upon to undertake exceptional measures to remove WFP and other agency staff from Uvira, Bukavu and Goma in **eastern Zaire** in October/November 1996. As "Alliance forces" advanced, the security situation in these towns reached a level at which staff could no longer carry out their duties: vehicles and equipment were looted and lives were in danger. Staff in **Uvira** were the first to be evacuated by decision of the United Nations Security Coordinator (UNSECOORD). As evacuation by road was not possible, UNSECOORD called upon WFP to arrange an air evacuation. Forty-six staff from United Nations agencies and several NGOs were flown to Nairobi. The evacuation from **Goma** was the most complex since the airport could not be used, initially because of restrictions by the Zairian authorities, and later because the airport was the scene of intense conflict. WFP pursued all options, including locating barges for evacuation by lake, and setting up alert status, stand-by arrangements for commercial helicopters and aircraft.

WFP in Monrovia

Another wave of violent fighting broke out on 6 April 1996 between war-lords in Liberia, where civil war has raged intermittently for years. The capital, Monrovia, became the centre of new fighting between various political groups, but also up-country the cease-fire was broken and fighting resumed. While the civilian population tried to escape from the central areas of fighting, looting of stores and warehouses took place in spite of the West African Peace-keeping Forces.

WFP decided to remain in Liberia despite the unsafe and chaotic situation, and through emergency contingency plans it was able to sustain relief programmes where other agencies had ceased to operate. With overland and air transportation impossible because of the up-country fighting and closed airports, WFP secured the charter of two small coastal cargo vessels, commencing service on 9 and 24 April respectively, thus providing a safe and cost-effective emergency "sea bridge" between Monrovia and Freetown. By remaining *in situ*, WFP was able to prevent the serious looting of warehouses in the Port of Monrovia, where large food stocks were stored. The two vessels commenced a shuttle service, evacuating staff of the international community, and on the return voyage bringing important non-food items such as communications equipment, medical supplies, fuel and electrical generators.

As a hesitant truce between the warring parties set in, WFP re-engineered its shipping operations out of Liberia, replacing coastal cargo vessels by a specialist offshore supply vessel with modern communications equipment, helicopter landing deck and safety equipment for more than 80 persons, together with cargo capacity. The vessel is on stand-by off the Port of Monrovia to provide the international community with a safe and reliable haven for evacuation. Costs for this facility were shared initially with the United Nations Department of Peace-keeping Operations (DPKO) and now with other United Nations Agencies and relief organizations.

62. The success of these and other security-related actions is attributable to the excellent spirit of cooperation and coordination between the agencies involved, as well as to

agreements on security-related matters reached by the main operational relief agencies with UNSECOORD during 1996. WFP's ongoing operations, and the air and sea assets that it uses, place it in a unique position to be able to rapidly mobilize aircraft or ships required to move staff out of danger's way. This has led to a proposal, currently being considered, for the normalization of WFP's role in United Nations evacuations vis à vis UNSECOORD.

Enhancing WFP's capability to purchase locally

63. In 1996, WFP purchased 980,000 tons of food, 46 percent of the total food aid provided, as against 35 percent in 1995. Throughout the year, about 640,000 tons (28 percent more than in 1995) of WFP-procured food was purchased in developing countries at a total cost of 166 million dollars.
64. WFP has been strengthening its procurement capacity in the field. By 1996, it had procurement officers in Uganda, Zimbabwe, Turkey, Kenya, Viet Nam and Tanzania. With this capability, procurement through WFP country offices rose to about 50 percent of the total food purchases made by WFP.
65. WFP is also streamlining the **procurement review and approval process**. In 1996, the Executive Director increased the delegation of procurement authority and approved new food procurement procedures. The issuance of a Food Procurement Policy and Operational Procedures Manual in May 1996 was followed in December 1996 by that of a Food Procurement User Guide, distributed to all country offices involved in local food purchases.
66. The goal of these measures is to strengthen WFP's capacity to procure locally and engage in triangular transactions; to speed up the procurement process by placing the authority for decision-making in the field, in a way that meets clear lines of accountability; and to enable WFP to switch rapidly from local to regional or international procurement as circumstances change. There is, however, still further scope to work with other purchasers of food aid and donors to enhance local food procurement through increased coordination among food-buying organizations, an enhanced knowledge of markets and improved timing.

Preparedness, contingency planning and stand-by arrangements

67. Significant progress was made in 1996 in planning for emergencies and developing supportive facilities. Contingency planning, an increasingly important part of regular response management, involves developing potential scenarios in areas at risk, determining contingency measures to be taken if emergencies do arise and establishing preparedness facilities, including inputs of food, staffing and equipment to allow for an immediate response. During 1996, WFP worked with DHA, UNICEF and UNHCR in developing contingency planning methodologies to be introduced on a system-wide basis. Joint planning exercises were undertaken in major emergency zones such as the Balkans, the Great Lakes Region, West Africa and Central Asia to ensure complementarity in respective response strategies.
68. A wide range of preparedness facilities was used in emergency situations in the Liberia Region, the Great Lakes Region, the Horn of Africa, Angola, DPRK and former Yugoslavia. As illustrated by the operation in eastern Zaire, these facilities included the Rapid Response Teams (RRT) and associated equipment; blanket purchase agreements

with suppliers; strategic food supplies in the DHA warehouse in Pisa, Italy and the Strategic Logistics Stock for Africa in Nairobi; United Nations partner facilities, including the DHA Military and Civil Defense Unit and the United Nations Volunteer (UNV) Programme; and external facilities, including stand-by arrangements with donors and NGOs for the rapid deployment of emergency and specialized personnel and/or equipment.

69. WFP continued to work with potential donors whose military might be able to support relief assistance. This led to the transfer of surplus equipment, technical assistance in the areas of mapping, telecommunications and air-head services, and the use of open source information and training. WFP also continued to equip and develop its Crisis Support Facility, which was first used during the Monrovia crisis in April, and later in the year for the Great Lakes Region crisis. In this latter case, nearly all of WFP's stand-by capacities were utilized. Many valuable lessons are now being drawn from this operation. They will be used to refine future preparedness efforts.

From planning to action: the case of eastern Zaire

Contingency planning in the Great Lakes Region, which began in 1995, was regularly updated throughout 1996. It was carried out at the regional level, with strong inter-agency collaboration in the areas of programming, logistics and security, contributing significantly to the success of the response effort.

The pre-positioning of stocks, the deployment of personnel and the activation of preparedness facilities, including equipment under the RRT, stand-by arrangements with donors and NGOs, food stocks from the Pisa DHA warehouse, and the facility for rapid deployment of UNVs allowed WFP to respond rapidly to the emergency in eastern Zaire.

At the time the crisis hit eastern Zaire, WFP had pre-positioned food stocks in Kampala, Uganda, Isaka and Tanzania in October, in the event of a possible mass repatriation. Once the crisis started, WFP used the Immediate Response Account (IRA) to purchase additional food stocks. In addition, it immediately air-lifted high-energy biscuits from its emergency stock in the Pisa DHA warehouse and, through a stand-by arrangement, mobilized and air-lifted within a matter of days an additional 269 tons of high-energy biscuits to the Great Lakes. These biscuits were distributed in Zaire through cross-border operations from Rwanda, and in Rwanda at designated waystations set up as part of the preparedness programme.

WFP's RRTs and stand-by arrangements enabled them to promptly provide communications, logistics, civil engineering, emergency and finance officers, and food monitors. Plans of action were quickly drawn up and revised, as necessary, to adapt to the constantly changing situation.

In terms of equipment (communications service packages, mobile warehouses, emergency travel and team kits, satellite telephones, etc.), WFP drew on its Strategic Logistic Stock for Africa in Nairobi and its RRT equipment stock in Rome and Nairobi, and made use of its blanket purchase agreements and donor stand-by arrangements to minimize delivery lead times.

Service packages were also activated in the form of a regional air cell and ground handling package in Entebbe, and short-haul trucking in Rwanda. Some governments provided airlift capacity for the transport of high-energy biscuits and portable shelters through the Military Civil Defense Unit of DHA. This provided WFP with additional air capacity at the height of the emergency.

WFP also relied on its Crisis Support Facility at headquarters, which provided valuable support in the form of information processing, teleconferencing with WFP country offices and other United Nations agencies, operational planning, and a forum for meetings and briefings.

The WFP VAM Unit used its standing agreements with relief partners to receive detailed maps of the region in both paper and digital format. Contacts with the intelligence community provided information that included location coding, allowing VAM to produce daily mapped updates of refugee sightings in the crisis area. These maps were made available to the relief community at large throughout the WFPWeb and ReliefWeb.

INCREASED ACCOUNTABILITY

Financial Management Improvement Programme (FMIP)

70. FMIP has been a principal means for achieving increased accountability and better management systems. During 1996, a number of FMIP-sponsored projects moved from planning to implementation. In November, a new Financial Management System was started, designed to ensure better reporting, more timely information for decision-making purposes, and effective control and accountability of WFP resources. In addition, improved tracking of the physical supply chain is being addressed as part of the

Commodity Tracking System, with a view to delivering a preliminary system and operational design by the middle of 1998.

Inspection and Audit

71. The **Inspection and Investigation** function is a key element in improving “oversight” within the Programme, together with the Evaluation and Internal Audit functions. The Office of Inspection and Investigation (OEDI) concentrates on areas where WFP is most likely to be at risk: use of monetized funds, banking arrangements, food handling and the letting of contracts. In 1996, inspections of nine country offices were completed. A “hot line facility” was created at headquarters to facilitate confidential information from all sources. Allegations received were carefully investigated.
72. In one case reported by a WFP staff member, it was found that the project management in a Department of a Ministry in the host government was selling WFP project food to local traders. Government officials, together with local police, assisted the Inspector in recovering a large quantity of food, and the Government made an *ex gratia* payment of 20,000 dollars to the project in compensation for food which had been lost. The entire project was then reorganized and disciplinary action taken against the government employees responsible. All recommendations have been implemented and the project is back on course.

Accountability: 1996 activities of the Office of Internal Audit (OEDA)

The audit efficiency was enhanced in 1996 through a combination of better planning, more rigorous application of international/United Nations standards, improved reporting, development of an audit database, and closer coordination with External Auditors.

Headquarters audit. The Office of Internal Audit (OEDA) audited the 1994-95 Financial Statements, the 1994-95 food purchases, staff travel and staff leave. OEDA provided advice and recommendations related to treasury, policies and the users’ guide on food procurement, the local ordering system, as well as on proposed issuances on investments, management and control of all WFP inventory, specific aspects of FMIP and the manual for procurement of non-food items.

Audit of monetized funds. The Office surveyed all monetized funds within WFP and formulated and supervised the initial implementation of WFP’s audit policy on monetization. A report on the results of the survey and the local external audits was issued.

Field audits. A country office risk assessment methodology was adopted in prioritizing field audits and undertaking duty travel missions in 11 countries. In 1996, 293 and 83 recommendations were issued relating to 1995 and 1996 audit missions, respectively. These addressed improvements in cash management, imprest accounts, budgetary controls, commodity management and tracking systems, internal transport, storage and handling (ITSH) rates and charges, inventory controls, transparent and competitive procurement of food and non-food items, and of transport and logistics, payment arrangements to suppliers, contracts with local staff and their salaries, use of official vehicles, local duty travel and leave, programme management, warehousing procedures, as well as the financial management and operational activities of counterparts and implementing partners.

Ad hoc and routine audits ensured proper and transparent execution of procurement procedures, reviewed several MOUs and agreements under negotiation; and reviewed and commented on policy issues. Specific studies were also conducted.

New financial procedures

73. In a further effort to increase accountability, new financial policies and procedures were approved. A Country Office Accounting Guide was completed to assist field staff and ensure conformity with WFP's accounting policies. Direct electronic linkage to a commercial bank through a cash management system software now allows WFP to respond to the financial needs of country offices more rapidly.

Enhanced reporting systems

74. As part of the new Resource and Long-term Financing policies, it was agreed that WFP would develop standardized donor reporting. WFP will move from "contribution reporting" to "project reporting", except when donors request special reporting. Formats for such standardized reports were established in 1996; all financial systems are being adapted to the new programme categories and codes. Other measures enable WFP staff to prepare reports in a more automated way.
75. In 1996, WFP issued a forward-looking report, the "Estimated Food Needs and Shortfalls for WFP-assisted Operations". A valuable tool for assessing the food pipeline, these "yellow pages", distributed to all members and observers of the Executive Board, provide information on resource needs and availability.
76. In addition, WFP substantially increased its reporting for major operations. Regular "Situation Reports" are now produced for operations in the Great Lakes Region, Liberia, former Yugoslavia, the Commonwealth of Independent States and Afghanistan.

Telecommunications improvement and infrastructure development

77. The newly established telecommunications unit expanded WFP's communications network in 1996. New technologies have been exploited to deliver electronic mail to the "deep field" over short-wave radio. In the Great Lakes Region, for example, electronic messaging within the region is currently running at over 8,000 messages a month.
78. Enhanced use of telecommunications has an enormous operational value. For example, to better account for commodities and enhance pipeline management in the Great Lakes Regional emergency operation, WFP's Transport Coordination Unit based in Kampala, developed a regional information network composed of a Commodity Tracking System and a Regional Messaging and Communication Network. With this in place, WFP was able to make swift, effective and rational tactical decisions, such as truck diversions and/or cargo re-routing, as operational exigencies evolved. The regional network uses high-frequency technology as a carrier, reducing communication running costs. This facilitated real-time data and information exchange within the region and with headquarters.

BETTER MANAGEMENT SYSTEMS

The change process

79. In 1996, WFP launched a broad process of organizational change, preparing itself to efficiently and effectively fulfil its mandate well into the next century. The key elements of the change strategy were set out in July. These are:

- More senior and specialized staff will work in the field, close to WFP's "clients"—the hungry poor.
 - More authority will be delegated to the field, facilitating timely decision-making guided by on-the-ground knowledge.
 - WFP Country Directors will broaden their understanding of the food security and food aid situation in their country of assignment, so that they can plan and manage WFP's activities within the context of overall food aid needs and flows.
 - Advocacy for the hungry poor is a responsibility of all WFP staff. At a time when development assistance is declining, it is more important than ever that WFP raise its voice on behalf of the 800 million hungry people throughout the world.
 - Most WFP staff are to be capable of managing development and emergency situations with equal competence; expanded training will assist them to respond to this and other challenges.
 - WFP will improve communication within the organization and with its stakeholders.
 - Procedures and processes will be streamlined and modernized so as less staff time is required while meeting the need for accountability.
80. Through the second part of 1996, more than 60 staff members worked on Change Teams to develop recommendations on specific measures to make these changes a reality. Many other staff members contributed their suggestions. By the end of the year, WFP management had a wide range of detailed recommendations to consider for implementation in 1997.

Changes in structure

81. As a first step in the comprehensive change process, some changes in structure were introduced in 1996. The Management Services Division (MS) was created to provide administration and management support to headquarters and the field. The resource management and mobilization functions were reorganized: the new Resources and External Relations Division (RE) will focus on facilitating effective governance and mobilizing resources, public support and partnerships. The streamlined Human Resources Division (HR) will be more service-oriented, transparent, accountable, value-conscious, flexible and change-oriented. In addition, adjustments were made in several FMIP projects to enable them to better support organizational change.
82. The introduction of a continuing strategic planning process was another important innovation. Strategic planning means much more than preparing a Strategic and Financial Plan every two years. It implies that all staff have to approach their work in a more strategic way, at headquarters and in the field. A new unit was created within the Strategy and Policy Division (SP) to assist the Programme as a whole to think strategically and translate these ideas into concrete plans. Its role is to facilitate and act as a catalyst; to enhance, not diminish, the responsibility of managers for strategic thinking.
83. Regional Offices in Nairobi, Sarajevo, Maputo, Islamabad and Abidjan were already partially operating in 1996, without their full complement of staff transferred from headquarters. WFP began to reap the benefits almost immediately. Senior staff in the Islamabad Regional Office were available to support the Afghanistan country office as

the situation there changed, and the regional structure in the Great Lakes Region enabled WFP to respond to evolving circumstances in a flexible and timely manner.

Development of human resources

84. As WFP moves from a fairly stable development programme to an emergency-based one, a more systematic approach to the development of human resources is essential. To support an emergency-based programme, there is the need to foster a staff cadre consisting of mobile, versatile staff who are able to adapt to evolving requirements. An analysis to revise the composition and profile of the Unified Service has been undertaken. In 1997 strategies will be developed and implemented in order to transform the Unified Service staff profile.
85. In addition, a Career Planning and Development Branch has been set up to undertake an inventory of staff skills and identify future needs, and to assist staff in developing career paths, while encouraging staff initiative and mobility.

Category	Country offices	Headquarters	Total	Percent female
Unified Service	159	107	266	24
Specialist and Higher Categories	2	90	92	35
Project Contract	190	49	239	26
Junior Professional Officers	34	12	46	37
UNVs (country offices)	89	0	89	27
National Officers (country offices)	113	0	113	22
Professional	587	258	845	27
General Service	888	336	1 224	43
Total	1 475	594	2 069	36

WFP staff by category and gender (excluding short-term, consultants and SSA) (as at 31 December 1996)

86. The total number of WFP staff at the end of 1996 was 2,069 (71.3 percent in country offices and 28.7 percent at headquarters). Another 2,178 people are working under short-term or consultancy contracts. Posts funded under Programme Support and Administration costs amount to 1,723; the others are being funded under direct support costs.

87. WFP successfully continued its efforts to achieve a better **gender balance** at headquarters and in the field. The number of female staff has increased at all levels and in all categories, through proactive recruitment and promotion, and a better retention rate. These efforts included specific invitations in job advertisements—giving preference to

women in selection, if all other qualifications are equal—networking with NGOs, advocacy during meetings with implementing partners, and through the media.

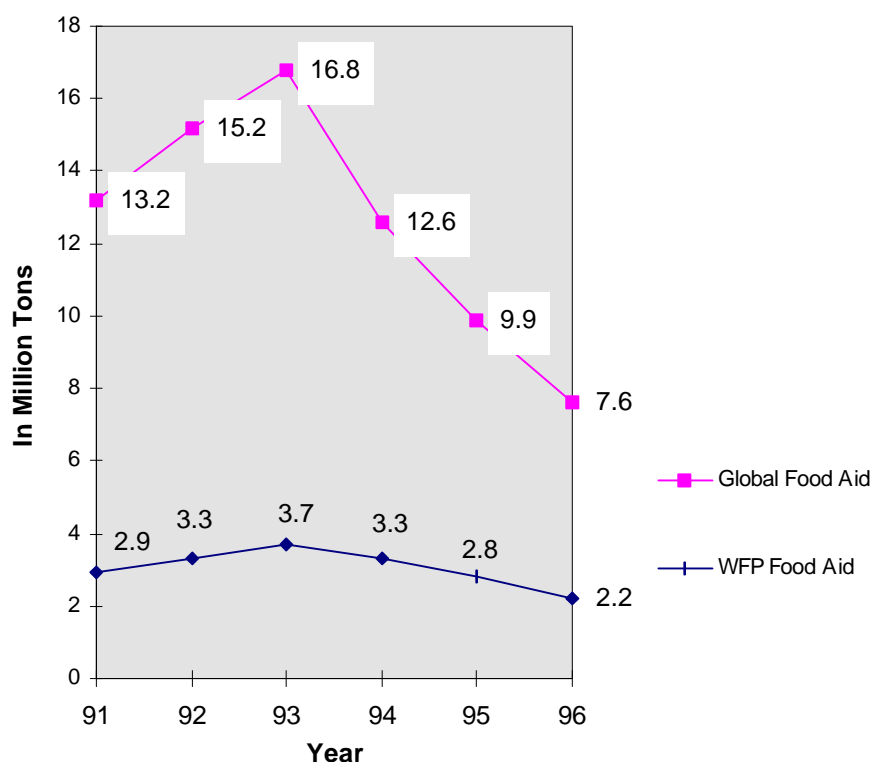
88. In 1992, there were no women at a level higher than P-5 at WFP. By December 1996, female staff were represented at D-1 (18.6 percent), D-2 (14.3 percent), and ASG/USG (33 percent) levels. Much still remains to be done to reach the objectives, set by the General Assembly Resolutions, of achieving 25 percent of women in D-1 posts and above (target set for 1995), and 50 percent of women in professional categories.
89. To further support WFP's strategic goal of enhancing managerial and professional competencies, **training** was offered in Strategic Planning Interpersonal Communication and Using Teams Effectively. WFP successfully completed a migration from DOS to the WFP software standard of Windows 95. Operational courses to broaden the technical skills profile continued, with a series of courses in Emergency Operations and Management as well as Field Security. The number of participants who attended the 632 WFP training events totalled 4,925. To keep pace with the change process, a three-year strategic training plan was developed and will be completed in 1997.
90. A review of **human resource policies and processes** was initiated in 1996, with a view to supporting maximum delegation of authority to managers. A detailed review of all job descriptions at headquarters has been undertaken, and a proposal has been developed to standardize the job descriptions into some 31 generic job profiles.
91. An evaluation of the Management and Appraisal of Performance (MAP) system resulted in the implementation of a streamlined performance planning and review process. An Employee Assistance Program (EAP) was introduced at headquarters; a professional counsellor provides group and individual counselling services, as well as a series of one-day workshops on stress management geared to managers and staff.

MOBILIZATION OF RESOURCES

Global decline in food aid

92. Overall food aid deliveries for 1996 are estimated at about 7.6 million tons,¹ representing a drop of nearly 25 percent compared to 1995, and a far greater decline from the 1993 record level of 16.8 million tons. Estimated deliveries in 1996 consisted of about 88 percent cereals and 12 percent other food commodities, almost the same proportion as in 1995.
93. The cereal component in 1996, amounting to approximately 6.7 million tons, is below the 7.5-million-ton annual shipment obligation under the previous Food Aid Convention. However, under the 1995 Food Aid Convention, the obligation has now been reduced to 5.3 million tons.
94. Compared with 1995, relief food aid deliveries decreased by approximately 17 percent, project food aid by 20 percent and programme food aid by some 28 percent. Targeted food aid, consisting of both the relief and project categories, still represented almost 60 percent of 1996 global deliveries.

¹ Provisional figure.

Global and WFP Food Aid Deliveries (1991-96)

95. During 1996, the World Trade Organization's Committee on Agriculture had on its agenda the monitoring of the implementation of the "Ministerial Decision on Measures concerning the Possible Negative Effects of the Reform Programme on Least-Developed and Net Food-Importing Developing Countries", adopted in Marrakech. The Committee first established a list of countries concerned by this decision and subsequently requested the donor member states to report on actions taken to implement the Decision; in particular, regarding the provision of food aid. WFP, which has an observer status at the WTO Committee on Agriculture, provided information on food aid donations to such countries, produced through its International Food Aid Information System (INTERFAIS).

Implementation of the new WFP Resource and Long-term Financing policies

Resource and long-term financing policies

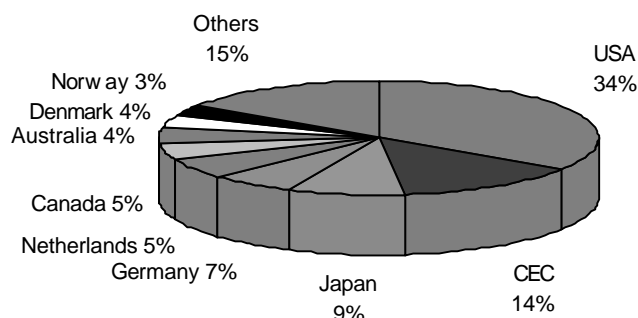
96. The new Resource and Long-term Financing policies, which the CFA requested the Secretariat to implement on a trial basis commencing 1 January 1996, aims at overcoming external constraints, providing more predictable and flexible resources, and ensuring full-cost recovery, while at the same time preserving the multilateral nature of WFP over the long term.

97. The policies consist of three elements: Funding Windows, Programme Categories and Costs. The funding windows (multilateral, directed multilateral and bilateral) are channels through which contributions are made available to WFP programme categories

(development, rehabilitation and disaster mitigation; protracted relief operations; emergencies; special operations). To ensure full-cost recovery, a major component of the new arrangements, donors' contributions are to cover all the costs: direct operational; direct support; indirect support. These include actual commodity and transport costs, the prorata share of landside transport, storage and handling (LTSH), direct support costs of the project, and associated indirect support costs, based on a rate established by periodic cost measurement studies.

98. A number of unforeseen practical difficulties arose during the initial period. In one case, a developing country that is not an LDC sought to supplement the food resources being supplied to a WFP-assisted project, but did not have the matching cash to meet the applicable scale of indirect support costs. In another case, a donor provided much needed emergency food aid to extended delivery points, and wanted to have the full cost of its contributions recognized rather than the food value only. The difference in the level of applicable indirect support costs was considerable. Both cases exposed flaws that will need to be addressed when the new model is reviewed towards the end of 1997.
99. Although the policies were intended to provide greater flexibility in the allocation of resources, there has actually been a decrease in flexibility as donors have increasingly directed their contributions, particularly in the development category. A total of 28 percent of all contributions to WFP development projects in 1996 was directed. Most contributions to emergencies continued to be highly directed, and directed contributions to PROs increased to 50 percent. This erodes the multilateral character of WFP and its operational flexibility, leading to concern about funding for those projects or operations that are approved by the Executive Board, but are apparently of low priority to the donors.
100. There have also been positive results in the first year of implementation. The breakdown of contributions into precise components representing all cost aspects related to a given operation made for much greater accountability while attaining full cost recovery. It also represents a fairer burden-sharing, as all donors have to contribute in a consistent way. Processes have been developed to bring together all programme categories into comprehensive overview systems, enabling WFP to become more transparent and accountable.

Major Donors to WFP: Pledges and Contributions for 1996



Commitments and shortfalls

101. In a climate of tighter aid budgets, donors continued to provide strong support to WFP in 1996—1,455 million dollars was contributed to WFP activities; 399.4 million dollars (28 percent of the total) was provided to development activities; 628.5 million dollars (43 percent) to emergency operations; and 342.3 million dollars (24 percent) to protracted relief operations (PROs). In addition, 31.8 million dollars (two percent) was pledged in support of Special Operations; and 5.6 million dollars for the provision of non-food items. A total of 19.2 million dollars was contributed in 1996 to the Immediate Response Account (IRA) against a target of 35 million dollars. The remaining 18.3 million dollars (1.3 percent) includes JPO and bilateral contributions to WFP-assisted operations.
102. The sharp decrease in contributions to development made it difficult for WFP to meet commitments. It managed a shortfall of 207,000 tons, representing 20 percent of overall project commitments. Constant adjustments have to be made to the development portfolio, sometimes at the expense of activities performing well. In addition, WFP has significantly reduced new project proposals for approval, kept budget increases to a strict minimum, and embarked on a process of de-earmarking unmet commitments.
103. The challenge in managing future levels of commitments is twofold. Approved projects performing well deserve to be given a chance to adjust to a significantly lower level of resources in a manner which does not unduly disrupt their implementation. At the same time, WFP has to ensure a timely pipeline, at the right level and in the right countries. Finally, the reduction of resources make policy adjustments more difficult.

Resource mobilization strategy

104. Slovakia, Slovenia and the Vatican joined WFP's donors for the first time in 1996. Other resource mobilization efforts were geared primarily to strengthening contacts with traditional donors and further involving WFP country offices in resource mobilization efforts at the country level. WFP's knowledge of donor development assistance policies, funding sources and geographical/sectoral priorities was consolidated by the establishment of Donor Resource Profiles.
105. In 1996, WFP initiated resource mobilization activities from the private sector in the United States and Italy. As a first step, WFP is proceeding to establish national "Friends of WFP" groups as the focal point for country-specific resource mobilization efforts in

the private sector as well as advocacy in the host country. During 1997, WFP will continue its efforts, in selected countries, to develop a campaign for the mobilization of resources through the private sector, in cooperation with governments and NGOs.

STRONGER ADVOCACY

Advocacy, media and public campaigns

106. In 1996, WFP undertook a proactive campaign to raise its profile and to advocate on behalf of the hungry poor. WFP is one of the few humanitarian agencies present in the DPRK. The Programme was therefore well placed to inform the international community about the plight of the affected population and secure support for humanitarian operations.
107. The World Food Summit in November offered another example of an opportunity taken by WFP to advocate on behalf of the hungry poor. The event coincided with the outbreak of a major humanitarian crisis in eastern Zaire, and provided an opportunity for WFP to brief the international community and media on the situation and on what was needed to assist those in need.
108. In addition, WFP established an office in Japan (one of its major donors) to carry out public information campaigns on hunger and related issues and to increase awareness of WFP's activities.

Advocacy campaigns in Italy

In an effort to raise WFP's visibility in Italy, the host country for headquarters, a number of public awareness activities were undertaken. These included:

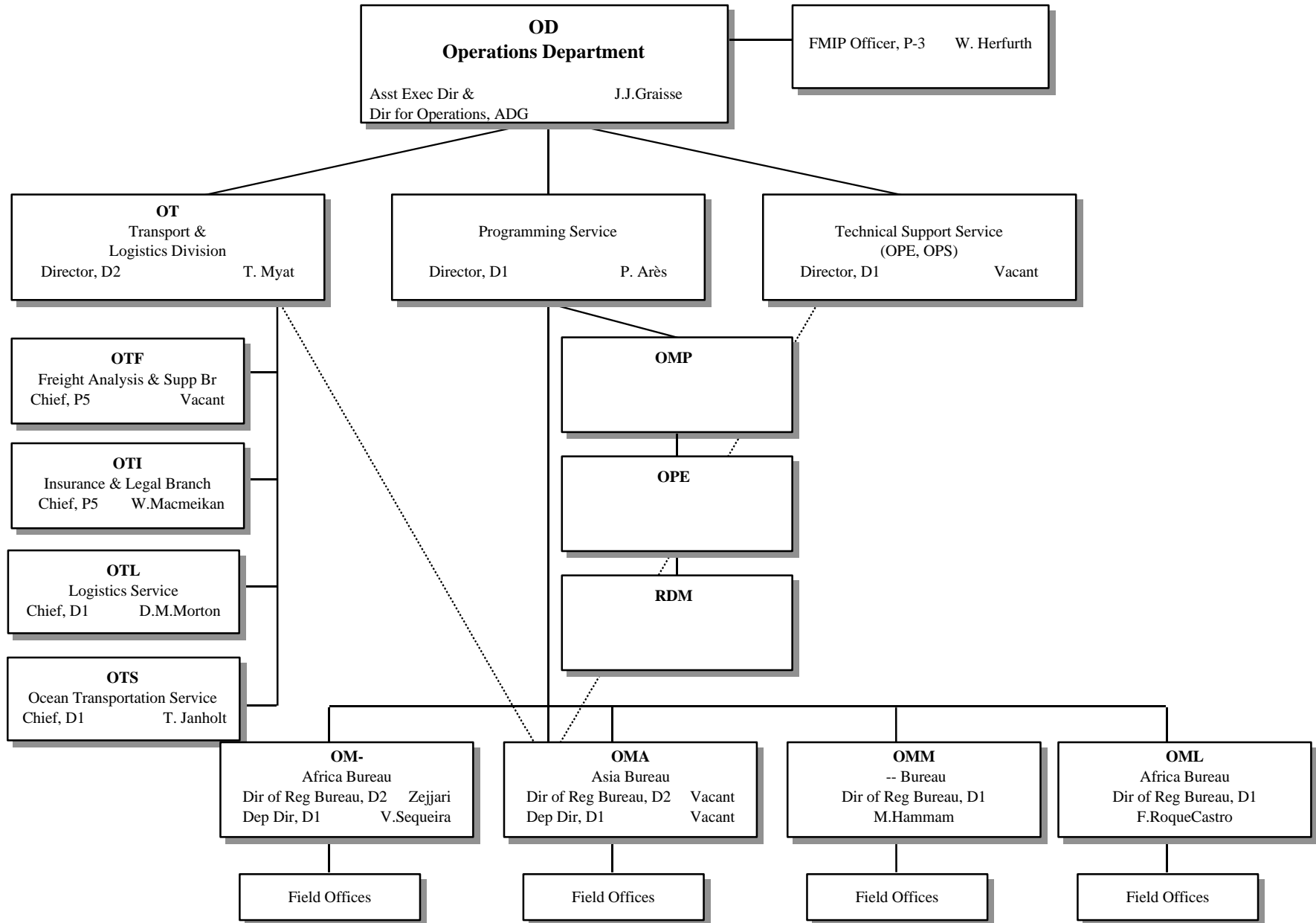
- **Benefit concert for Liberia in Milan**
On 17 July, top African musicians played for seven hours in a Milan stadium, drawing the public's attention to the humanitarian crisis in Liberia. The proceeds from the concert were donated to a WFP schoolfeeding project. The concert was broadcast throughout Italy by one of the national television networks.
- **"Tanti popoli, una terra" ("Many people, one planet") educational tool with video**
WFP developed and produced, in collaboration with the Italian Ministry of Education, an educational tool which disseminates information on hunger-related issues to 6,000 students between 11 and 14 years old. Sponsored by 42 private companies, the educational "kit" included a video with the participation of rock stars and TV presenters.
- **Fund-raising campaign in Italian newspapers and magazines**
Beginning last October and running for one year, WFP launched an advertising campaign "Noi del World Food Programme abbiamo una famiglia numerosa" ("We, from the World Food Programme, have a big family".) It is designed to raise funds and increase WFP's visibility in Italy. This promotional advertisement appeared free of charge in 60 major Italian newspapers and magazines, with a combined circulation of about 90 million readers.
- **"La fame: basta parlarne" ("Hunger: enough talk") public awareness campaign**
WFP joined a federation of 52 Italian NGOs, FOCSIV, in a public awareness campaign entitled "La fame: basta parlarne". In this collaborative effort, WFP and FOCSIV produced a TV spot, a 10-minute video, and brochures and posters that were distributed throughout Italy via NGO channels.

New communication tools for stronger advocacy

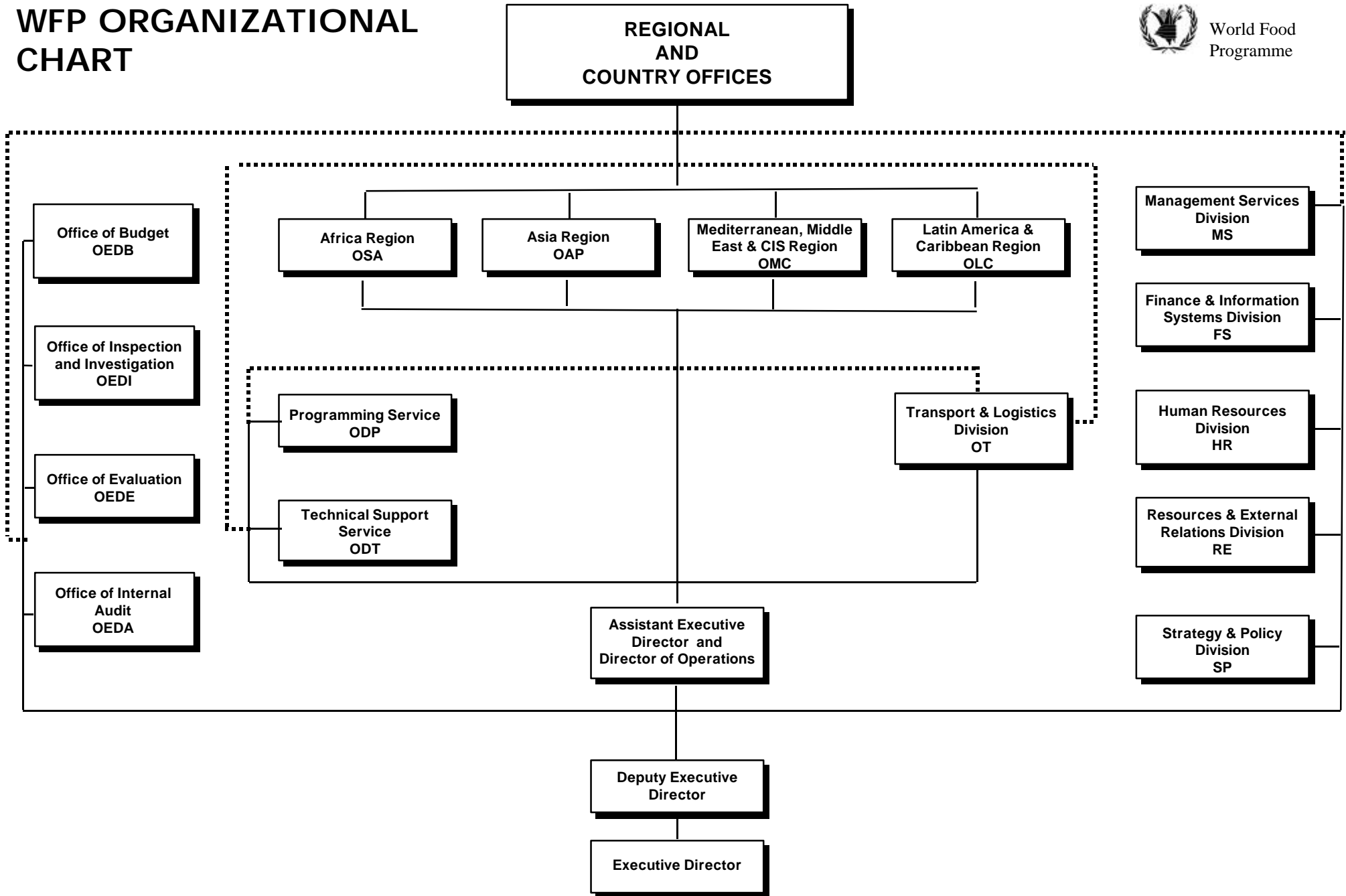
109. With the support of FMIP, WFP set up an Internet Web Site in order to improve information exchange among WFP, its donors, other partners in the international relief and development community, and the public. The site provides access to policy documents, situation reports, donor alerts, press releases and statistics, which were previously issued exclusively in printed form.
110. During the Third Regular Session of the Executive Board (October 1996), a new facility was demonstrated on the WFP Web Site (<http://www.wfp.org>), to view and download Executive Board documents in all WFP official languages. The purpose of this service is to provide governments and other authorized users from any part of the world immediate and cost-effective access to Executive Board documents through Internet. To assist Rome-based delegates' access to the Internet, a booklet was prepared and distributed to all representations on how to establish Internet connection in Rome ("Come and surf the Web with us").

ANNEXES AND MAPS

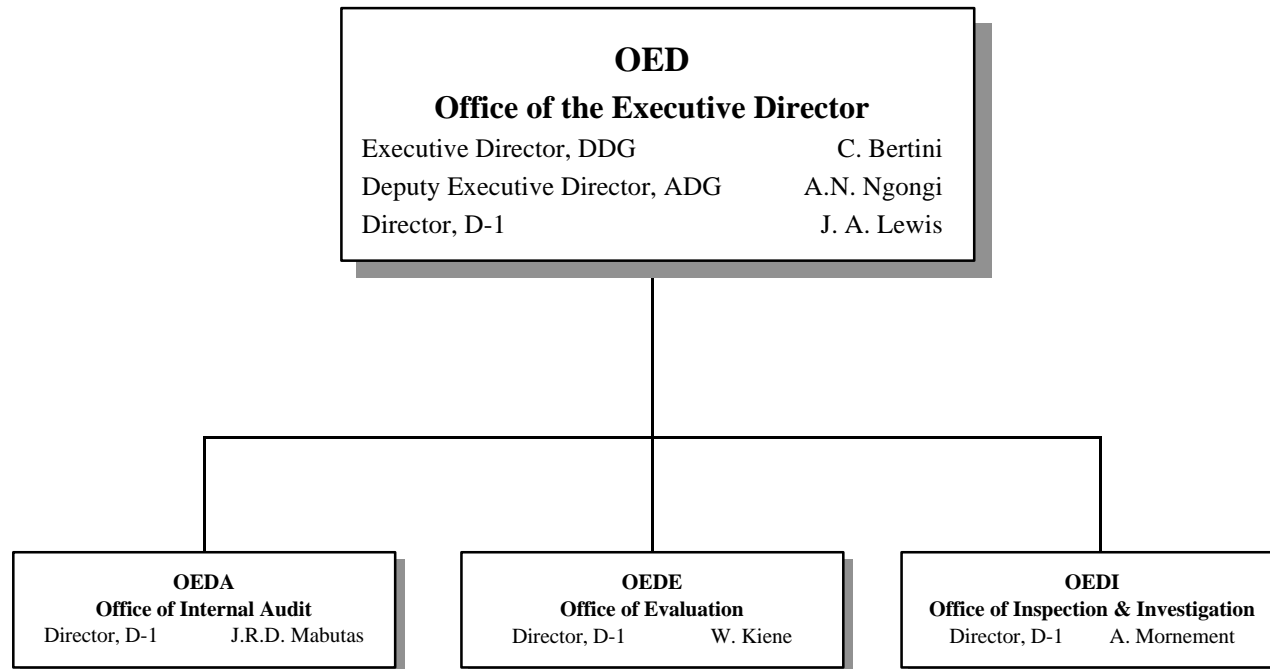


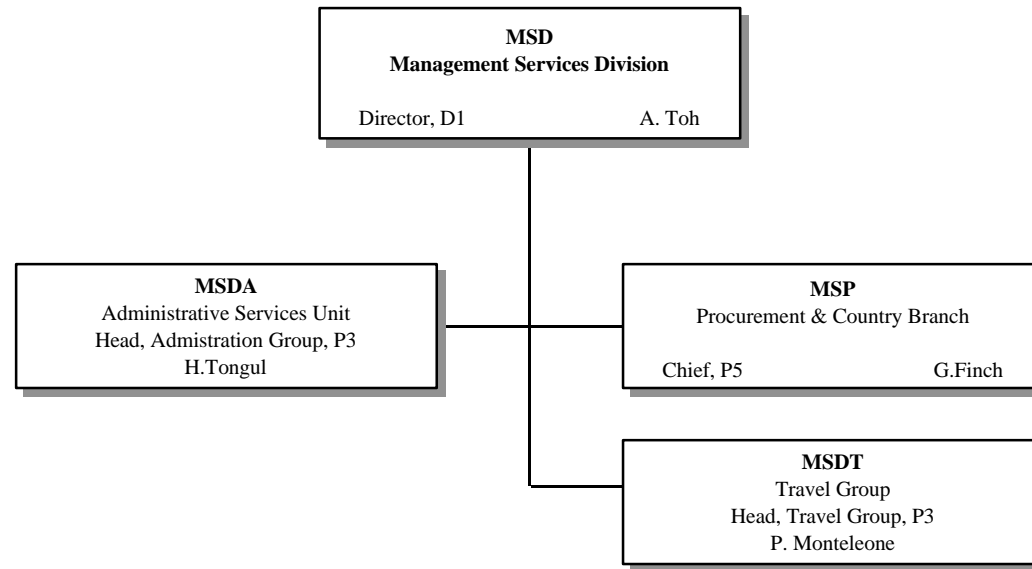


WFP ORGANIZATIONAL CHART



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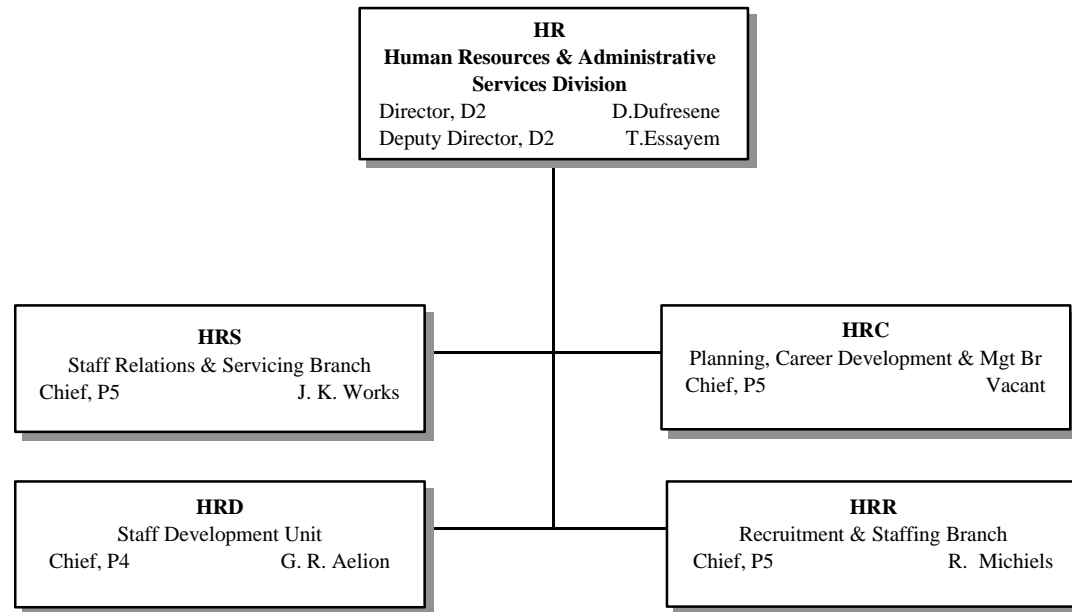




The identification of transfers of Professional and General Service posts, pending finalization of the reorganization. (Eff date October 1996)

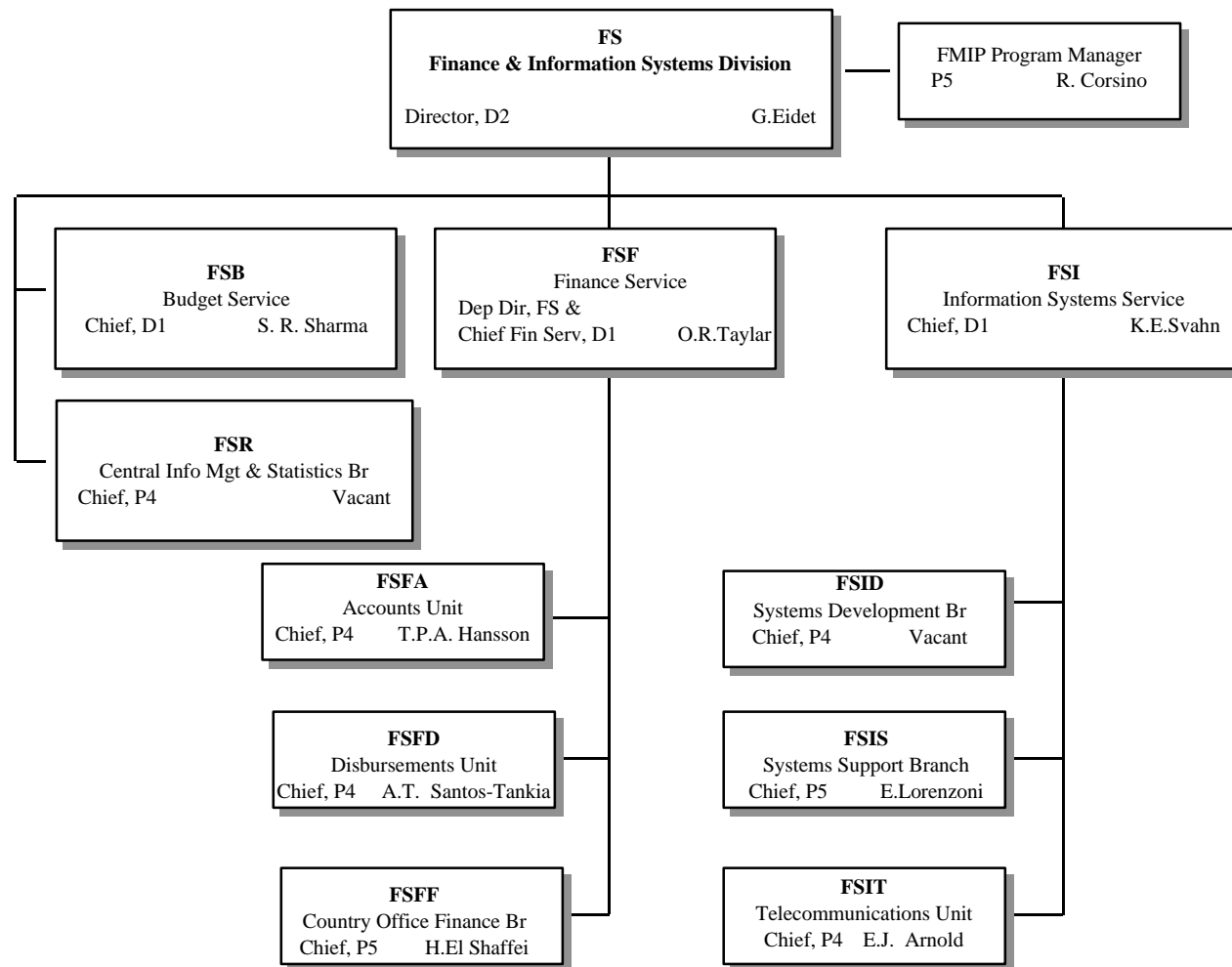


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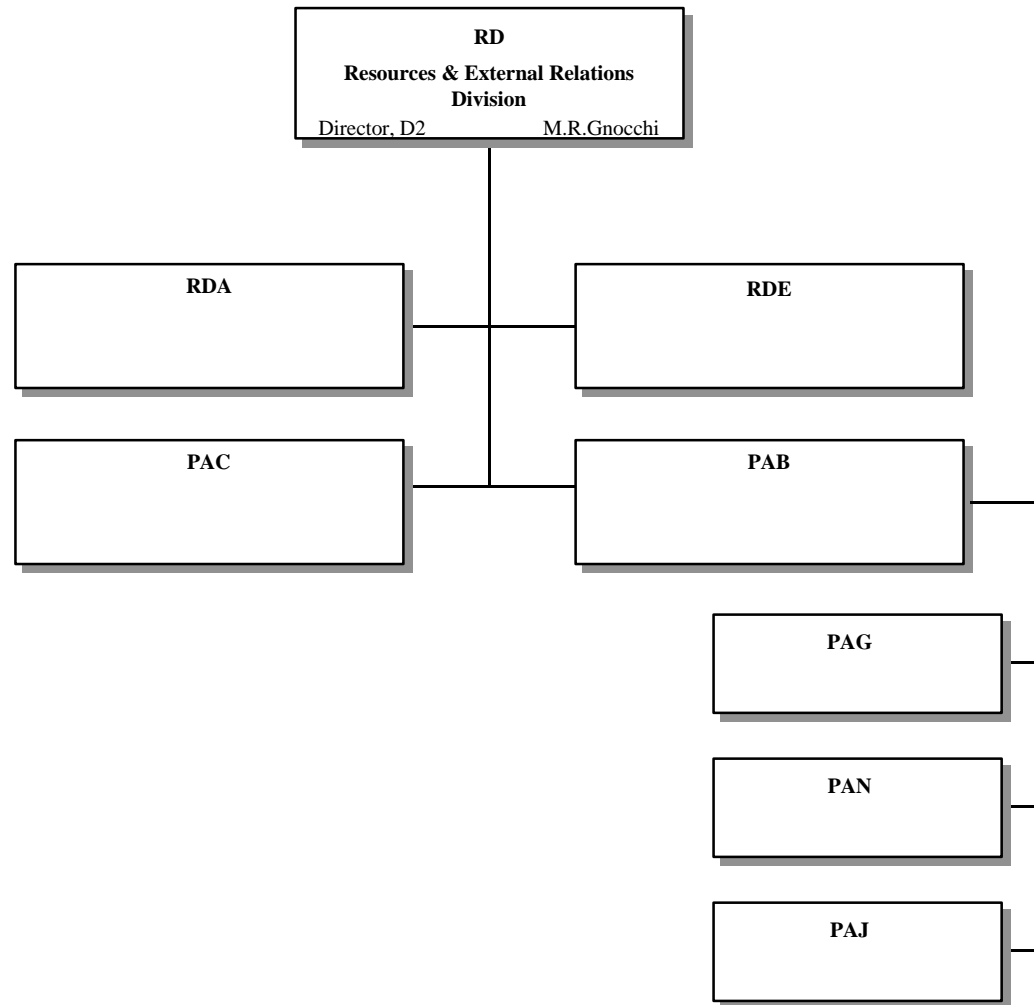




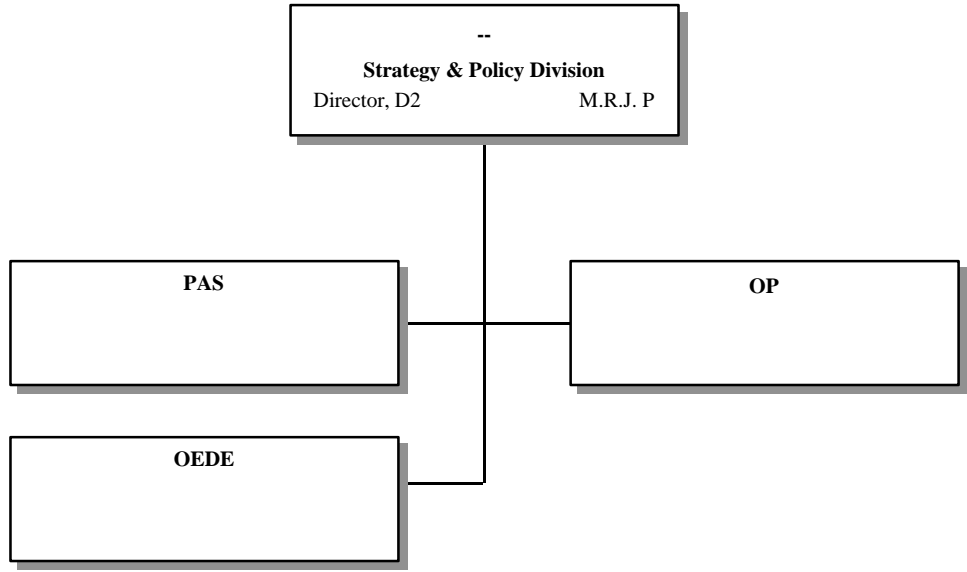
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The identification of transfers of Professional and General Service posts, pending finalization of the reorganization. (Eff date October 1996)



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ANNEX II

GLOBAL FOOD AID PROFILE 1992-96

	1992	1993	1994	1995	1996 ¹
1. Total food aid deliveries (in million tons - cereals in grain equivalent)	15.2	16.9	12.6	9.9	7.6
Cereals	13.4	15.1	10.7	8.6	6.7
Non-cereals	1.8	1.8	1.9	1.3	0.9
2. Food aid procurement in developing countries (percent of total)	9.5	9.7	11.6	16.5	15.3
3. Food aid deliveries by channel (percent of total)					
Bilateral	60	65	52	50	50
Multilateral (WFP representing more than 95 percent)	22	22	27	29	29
NGOs	18	13	21	21	21
4. Food aid deliveries by category (percent of total)					
Programme	50	60	44	41	38
Relief	33	25	34	35	36
Project	17	15	22	24	26
5. Food aid deliveries by region (percent of total)					
Sub-Saharan Africa	40	29	34	33	35
South and East Asia	18	12	20	23	27
Europe and CIS	20	41	28	27	18
Latin America and Caribbean	12	12	11	9	10
North Africa and Middle East	10	6	7	8	10
6. Food aid deliveries by country special status category (percent of total)					
Deliveries to developing countries	87	68	86	93	93
Deliveries to low-income, food-deficit countries	80	62	78	76	78
Deliveries to least developed countries	44	29	45	43	49
7. Total cereal food aid deliveries expressed as percent of:					
World cereal production	0.7	0.8	0.6	0.4	0.3
World Cereal imports ²	6.2	7.1	5.6	4.3	3.2
8. Cereal food aid deliveries to LIFDC expressed as percent of:					
LIFDC cereal production	1.3	1.1	1.0	0.8	0.6
LIFDC cereal imports ²	14.8	13.3	13.5	9.4	7.8

¹ Provisional.

² Import statistics refer to July/June periods ending in the reported years except for rice, which refers to the calendar year shown.

Source: WFP (INTERFAIS), March 1997 and FAO, Food Outlook, March 1997.

ANNEX III TABLE 1: TOTAL AND PER CAPITA WFP OPERATIONAL EXPENDITURES¹ FOR DEVELOPMENT PROJECTS AND RELIEF OPERATIONS BY COUNTRY CATEGORY AND REGION, 1992-96 (thousand dollars)

	1992			1993			1994			1995			1996 (provisional)		
	Expen- ditures	% of total	Per capita (dollars)	Expen- ditures	% of total	Per capita (dollars)	Expen- ditures	% of total	Per capita (dollars)	Expen- ditures	% of total	Per capita (dollars)	Expen- ditures	% of total	Per capita (dollars)
ALL RECIPIENTS															
Total	1 337 838	100,0	0,36	1 264 211	100,0	0,33	1 184 975	100,0	0,30	954 768	100,0	0,24	979 832	100,0	0,26
BY INCOME GROUP (GNP per capita)²															
500 dollars or less	891 894	66,7	0,33	750 229	59,3	0,27	720 812	60,8	0,43	562 431	58,9	0,34	512 877	52,3	0,32
501-1 500 dollars	349 798	26,1	0,62	259 827	20,6	0,46	277 156	23,4	0,16	235 006	24,6	0,14	257 088	26,2	0,18
1 501-2 500 dollars	32 510	2,4	0,30	31 309	2,5	0,28	30 713	2,6	0,13	41 038	4,3	0,17	24 959	2,5	0,11
over 2 500 dollars	63 636	4,8	0,19	222 847	17,6	0,65	156 294	13,2	0,56	116 293	12,2	0,27	184 908	18,9	0,43
BY SPECIAL STATUS CATEGORY³															
Least developed countries	740 521	55,4	1,56	634 011	50,2	1,29	620 170	52,3	1,24	605 705	63,4	1,18	574 015	58,6	1,29
Land-locked countries	427 950	32,0	2,06	336 018	26,6	1,55	249 933	21,1	1,14	335 987	35,2	1,67	343 359	35,0	1,67
Low-income, food-deficit countries	1 148 098	85,8	0,36	960 215	76,0	0,30	966 423	81,6	0,29	778 708	81,6	0,24	704 645	71,9	0,24
BY REGION/COUNTRY GROUP															
Sub-Saharan Africa	830 104	62,0	2,09	731 950	57,9	1,79	693 744	58,5	1,66	541 024	56,7	1,34	498 387	50,9	1,58
South and East Asia	279 612	20,9	0,11	123 351	9,8	0,05	189 981	16,0	0,07	128 029	13,4	0,05	146 784	15,0	0,06
Without China and India	207 614	15,5	0,35	73 864	5,8	0,12	137 221	11,6	0,22	85 107	8,9	0,13	96 015	9,8	0,24
Latin America and the Caribbean	84 817	6,3	0,22	87 194	6,9	0,22	55 652	4,7	0,14	86 559	9,1	0,22	58 353	6,0	0,15
North Africa and Middle East	124 846	9,3	0,41	142 674	11,3	0,45	93 500	7,9	0,29	99 875	10,5	0,31	124 095	12,7	0,38
Europe and CIS ⁴	18 459	1,4	1,74	179 043	14,2	5,43	152 097	12,8	4,06	99 281	10,4	0,55	152 213	15,5	0,84

¹ Exclusive of extra-budgetary (non-programmable) expenditures. Also excluded are programme support, administrative and other non-operational costs, and such operational expenditures as insurance premiums and cost of warehouse facilities that cannot be apportioned by project/operation. The afore-mentioned expenditures from 1992 to 1996 amounted to 348.1, 325.8, 314.8, 236.2 and 207.0 million dollars respectively.

² GNP per capita and population estimates are based on World Bank data. For 1995 and 1996, the GNP per capita and population in 1994 were applied.

³ Actual classifications for each year.

⁴ Relief only.

N.B.: 1996 expenditure figures are based on provisional statement of second closure of accounts.

ANNEX III TABLE 2: WFP OPERATIONAL EXPENDITURES¹ BY COUNTRY, REGION AND TYPE 1992-96 (thousand dollars)

	1992				1993				1994				1995				1996			
	Develop- ment	Relief	Extra- budgetary	Total	Develop- ment	Relief	Extra- budgetary	Total	Develop- ment	Relief	Extra- budgetary	Total	Develop- ment	Relief	Extra- budgetary	Total	Develop- ment	(provisional) Relief	Extra- budgetary	Total
SUB-SAHARAN AFRICA																				
Angola	3 923	33 995	8 662	46 580	1 381	37 277	18 705	57 362	221	82 693	23 947	106 861	-215	33 348	9 217	42 351	0	58 071	8 535	66 606
Benin	3 684	-10	4	3 678	2 299	3 353	1 638	7 290	1 496	422	536	2 454	5 604	422	-134	5 893	2 803	673	113	3 588
Botswana	4 239	2 001	-31	6 209	3 242	944	522	4 708	3 149	7	127	3 283	4 655	0	111	4 766	2 969	-7	-1	2 961
Burkina Faso	3 037	75	58	3 170	6 893	457	60	7 409	2 844	9	145	2 998	7 739	660	31	8 430	4 848	1 397	319	6 564
Burundi ²	2 082	0	71	2 152	3 464	1 076	428	4 968	1 159	54 163	8 867	64 189	2 238	1 824	12 464	16 526	526	-380	10 164	10 309
Cameroon	811	-116	149	844	1 633	255	-15	1 872	1 779	0	643	2 422	2 383	0	110	2 493	1 578	0	5	1 583
Cape Verde Islands	6 132	0	1 746	7 878	5 480	0	125	5 606	2 847	0	1 799	4 646	7 759	0	1 417	9 176	6 938	0	-8	6 930
Central African Republic	2 298	1 736	170	4 205	1 448	4 314	-18	5 744	-299	3 420	0	3 122	128	-1 517	0	-1 389	-8	-32	114	75
Chad	7 312	-294	-47	6 971	5 447	-11	50	5 485	4 876	0	66	4 942	7 401	0	212	7 613	13 748	0	64	13 812
Comoros	1 595	0	2	1 597	1 647	0	2	1 649	-25	0	0	-25	1 513	0	0	1 513	-310	0	0	-310
Congo	854	0	0	854	881	203	0	1 083	217	219	9	445	-45	1	0	-43	16	-2	0	14
Côte d'Ivoire ²	4 503	-161	39	4 381	5 755	0	580	6 335	3 871	0	592	4 463	2 633	2	29	2 664	5 952	-2	24	5 974
Djibouti	167	201	1 507	1 875	439	2 005	395	2 839	157	3 010	117	3 284	389	3 032	275	3 696	225	773	15	1 013
Equatorial Guinea	1 218	0	251	1 469	2 720	0	113	2 833	-30	0	-3	-33	2 242	0	0	2 242	46	0	0	46
Eritrea	0	15 695	0	15 695	2	14 532	709	15 242	0	26 349	4 389	30 738	485	3 989	3 753	8 228	6	-1 037	-8	-1 039
Ethiopia	10 944	86 489	33 135	130 568	16 331	66 463	18 485	101 280	1 206	17 956	7 022	26 184	16 550	38 731	8 308	63 589	8 127	35 851	278	44 255
Gambia	3 995	-39	19	3 975	2 224	17	398	2 640	2 970	0	2	2 972	-236	0	0	-236	904	0	0	904
Ghana ²	6 116	0	199	6 315	8 348	5 037	1 626	15 011	3 483	4 940	834	9 257	3 098	6 250	252	9 600	107	-609	124	-379
Guinea ²	4 525	-1 187	152	3 491	3 125	0	341	3 466	2 691	0	-418	2 273	898	15	140	1 052	842	-15	-3	824
Guinea-Bissau	2 884	150	543	3 577	3 722	522	-15	4 229	2 053	162	6	2 220	1 137	695	27	1 859	4 463	-7	0	4 457
Kenya	8 174	52 265	11 329	71 769	16 028	68 950	3 939	88 918	340	40 583	7 784	48 706	-1 209	7 455	3 434	9 679	2 286	14 127	611	17 023
Lesotho	6 822	4 827	562	12 211	6 065	648	387	7 100	4 077	1 220	371	5 667	3 902	3 034	376	7 311	4 486	1 545	760	6 791
Liberia ²	0	67 688	1 862	69 551	0	62 068	3 908	65 976	0	58 742	6 262	65 004	0	59 350	4 450	63 801	0	68 324	692	69 015
Madagascar	1 439	9 859	638	11 937	1 955	852	74	2 881	1 363	-246	288	1 405	1 310	58	3 486	4 854	1 530	-16	121	1 635
Malawi	3 394	129 286	7 249	139 929	2 419	64 829	1 661	68 909	3 972	39 936	1 570	45 478	2 929	20 004	3 992	26 925	3 437	4 045	552	8 033
Mali	4 636	0	132	4 768	3 142	0	14	3 156	1 745	0	27	1 772	4 172	0	41	4 213	3 910	0	17	3 927
Mauritania	4 192	609	636	5 436	5 122	14 811	1 198	21 131	2 247	4 626	386	7 259	5 345	1 985	-83	7 246	1 583	3 292	252	5 127
Mauritius	1 436	0	-17	1 419	1 457	0	0	1 457	58	0	0	58	2 336	0	0	2 336	91	0	0	91
Mozambique	2 806	82 785	14 977	100 567	2 516	52 529	3 775	58 820	6 851	33 610	7 237	47 697	2 368	11 789	1 836	15 992	-100	11 110	1 198	12 208
Namibia	1 577	4 970	470	7 017	2 953	131	907	3 991	-871	761	73	-36	674	709	52	1 435	867	-136	0	731
Niger	13 279	654	635	14 569	5 885	-269	471	6 087	5 770	0	1 350	7 120	7 291	0	779	8 069	6 632	0	40	6 672
Nigeria	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	7	7
Rwanda ²	1 751	5 569	-16	7 304	3 300	46 313	4 325	53 939	76	42 883	4 780	47 738	2 164	138 198	10 352	150 714	1 164	169 608	12 732	183 504
Sao Tome and Principe	5 156	0	541	5 697	1 913	0	695	2 608	1 386	0	0	1 387	2 181	0	0	2 181	263	0	0	263
Senegal	6 172	3 591	46	9 809	5 051	3 531	0	8 582	2 918	84	19	3 021	3 608	1 283	1 046	5 938	1 627	-61	266	1 833
Seychelles	108	0	18	126	40	0	84	125	-2	0	0	-2	0	0	0	0	0	0	0	0
Sierra Leone	2 794	-81	221	2 934	2 853	0	1 912	4 764	1 406	0	-523	883	2 911	0	84	2 995	496	13 243	97	13 837
Somalia	-259	43 332	20 831	63 904	0	55 339	21 112	76 451	6	15 253	9 816	25 075	1	15 724	8 218	23 943	0	4 190	819	5 009
Sudan	7 125	37 402	50 325	94 852	4 587	39 741	46 524	90 853	6 287	74 647	29 762	110 696	5 745	1 699	-5 016	2 427	3 667	11 208	1 519	16 394
Swaziland	697	6 852	72	7 622	4	3 813	2 177	5 993	0	2 252	-8	2 244	0	1 432	73	1 506	0	1 838	61	1 899
Tanzania ²	3 536	-51	459	3 944	2 674	2 683	2 324	7 681	699	37 137	5 651	43 487	1 407	18 683	1 808	21 898	-13	-450	7 467	7 004
Togo	1 288	0	0	1 288	335	0	81	416	1 501	151	0	1 652	256	171	2	429	58	234	8	300
Uganda	4 346	6 373	122	10 841	7 578	8 375	1 028	16 981	4 790	13 020	608	18 417	3 638	18 914	1 043	23 595	1 834	11 701	752	14 286

ANNEX III TABLE 2: WFP OPERATIONAL EXPENDITURES¹ BY COUNTRY, REGION AND TYPE 1992-96 (thousand dollars)

	1992				1993				1994				1995				1996			
	Develop- ment	Relief	Extra- budgetary	Total	Develop- ment	Relief	Extra- budgetary	Total	Develop- ment	Relief	Extra- budgetary	Total	Develop- ment	Relief	Extra- budgetary	Total	Develop- ment	(provisional) Relief	Extra- budgetary	Total
Zaire ²	0	5 870	0	5 869	0	5 918	0	5 918	0	46 325	7 432	53 758	0	24 334	1 414	25 747	0	-971	4 582	3 610
Zambia	2 206	17 636	4 042	23 883	2 390	5 286	1 366	9 042	4 856	864	249	5 968	853	11 950	2 251	15 054	2 299	1 040	539	3 878
Zimbabwe	0	59 140	0	59 140	0	5 210	0	5 210	0	4 409	0	4 409	0	-1 438	0	-1 438	0	-53	0	-53
Not specified	0	0	4 255	4 255	0	0	18 840	18 840	0	0	13 068	13 068	0	0	-690	-690	0	0	2 464	2 464
Total	152 994	677 111	166 018	996 125	154 748	577 202	160 931	892 880	84 140	609 607	144 882	838 626	118 238	422 786	75 160	616 183	89 897	408 492	55 291	553 675

SOUTH AND EAST ASIA

Bangladesh	64 485	10 185	1 881	76 551	20 448	3 053	1 503	25 004	45 747	21 230	21	66 999	33 550	7 073	115	40 738	25 402	2 138	60	27 599
Bhutan	3 031	0	60	3 090	2 234	0	191	2 425	1 015	0	5	1 020	1 463	0	16	1 480	1 676	0	433	2 109
Cambodia	0	0	23 177	23 177	0	0	20 094	20 094	0	0	10 031	10 031	0	14 463	13 276	27 738	0	8 553	5 154	13 707
China	28 120	0	0	28 120	23 782	0	0	23 782	24 746	0	109	24 855	21 183	0	31	21 214	22 416	0	0	22 416
India	43 878	0	101	43 980	25 705	0	576	26 281	28 014	0	271	28 284	21 739	0	1 416	23 155	28 353	0	624	28 976
Indonesia	12 657	1 826	254	14 738	2 807	758	-3	3 562	5 239	461	-97	5 603	1 110	59	1	1 169	-59	-2	0	-61
Korea D.P.R. of	0	0	0	0	0	0	0	0	0	0	0	0	0	1 936	122	2 058	0	21 784	579	22 364
Lao People's Dem. Rep.	0	3 433	0	3 433	0	926	0	926	0	1 758	1 404	3 162	0	-38	1 664	1 626	0	4 038	453	4 491
Malaysia	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	15	15
Mongolia	0	0	-194	-194	0	1 791	-208	1 583	0	82	618	700	0	-7	-11	-18	0	0	0	0
Myanmar	0	0	3	3	0	0	0	0	0	0	1 386	1 386	0	0	1 252	1 252	0	0	1 865	1 865
Nepal	1 344	4 536	163	6 043	640	9 462	-132	9 970	1 048	6 416	264	7 728	2 038	4 640	1 587	8 264	5 309	7 055	340	12 704
Pakistan	2 822	82 853	1 208	86 882	2 548	9 613	873	13 035	4 112	29 822	1 295	35 229	3 135	-2 323	2 437	3 249	3 201	2 367	140	5 707
Philippines	573	2 044	0	2 618	38	747	0	785	302	706	0	1 008	721	897	6	1 624	-21	7	0	-13
Samoa	0	1 378	0	1 378	0	-1	0	-1	0	0	0	0	0	0	0	0	0	0	0	0
Sri Lanka	2 643	2 021	981	5 645	1 191	2 103	6	3 301	3 294	2 318	2	5 614	1 280	3 502	6	4 788	2 136	317	92	2 544
Thailand	0	0	23 414	23 414	0	0	4 969	4 969	0	0	1 487	1 487	0	0	-129	-129	0	0	-16	-16
Vanuatu	0	-22	0	-22	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Viet Nam	11 511	295	408	12 214	15 357	149	385	15 891	13 115	554	1 377	15 046	11 368	242	1 160	12 769	11 861	255	520	12 636
Total	171 064	108 549	51 456	331 070	94 750	28 601	28 254	151 607	126 632	63 347	18 173	208 152	97 587	30 444	22 949	150 977	100 274	46 512	10 259	157 043

LATIN AMERICA & THE CARIBBEAN

Antigua and Barbuda	150	0	0	150	38	0	0	38	0	0	0	0	0	0	0	0	451	0	0	451
Barbados	0	0	20	20	0	0	-1	-1	0	0	0	0	0	0	0	0	0	0	0	0
Bolivia	6 297	0	8	6 306	10 256	0	367	10 622	1 724	0	400	2 124	6 333	0	432	6 766	3 974	0	51	4 025
Brazil	9 672	0	0	9 672	9 208	0	1	9 208	7 150	0	0	7 150	1 377	0	0	1 377	134	0	0	134
Chile	-35	0	0	-35	-1	0	0	-1	-2	0	0	-2	0	0	0	0	0	0	0	0
Colombia	5 864	0	0	5 864	1 348	0	0	1 348	4 938	0	11	4 949	2 775	0	7	2 783	1 853	0	5	1 858
Costa Rica	1 302	18	159	1 479	1 015	0	0	1 015	1 081	0	-2	1 079	1 518	0	0	1 518	834	0	45	879
Cuba	5 360	338	-15	5 683	7 420	1 795	85	9 300	2 341	69	1 162	3 571	5 609	0	141	5 750	9 431	0	841	10 272
Dominica	210	0	0	210	223	0	0	223	0	0	0	0	1 294	0	0	1 294	219	0	0	219
Dominican Republic	332	0	0	332	206	0	38	244	523	0	0	523	1 224	0	182	1 406	2 993	0	203	3 196
Ecuador	3 431	246	123	3 800	115	733	-14	835	213	0	250	464	4 054	0	294	4 348	2 980	0	5	2 985

ANNEX III TABLE 2: WFP OPERATIONAL EXPENDITURES¹ BY COUNTRY, REGION AND TYPE 1992-96 (thousand dollars)

	1992				1993				1994				1995				1996			
	Develop- ment	Relief	Extra- budgetary	Total	Develop- ment	Relief	Extra- budgetary	Total	Develop- ment	Relief	Extra- budgetary	Total	Develop- ment	Relief	Extra- budgetary	Total	Develop- ment	(provisional) Relief	Extra- budgetary	Total
El Salvador	15 580	0	130	15 709	5 657	-9	183	5 831	1 321	0	-5	1 316	7 559	0	225	7 783	4 561	0	31	4 592
Grenada	416	0	0	416	270	0	0	270	0	0	0	0	0	0	0	0	458	0	0	458
Guatemala	2 320	0	43	2 363	7 379	0	0	7 379	5 033	0	141	5 173	6 903	0	49	6 952	7 987	0	342	8 329
Guyana	519	0	-14	505	1 108	0	82	1 190	1 306	0	108	1 414	2 350	0	14	2 364	3 894	0	138	4 032
Haiti	3 060	226	-7	3 279	1 451	2 006	218	3 676	1 709	231	106	2 046	3 309	970	291	4 570	2 563	1 382	461	4 406
Honduras	3 204	-31	2 653	5 826	3 736	0	632	4 368	5 579	0	20	5 599	7 204	7	270	7 480	2 515	0	42	2 557
Jamaica	1 628	0	-1	1 627	5 124	0	-26	5 098	1 307	0	0	1 307	7 394	0	179	7 573	618	0	64	683
Mexico	2 191	2 105	44	4 340	7 635	2 205	19	9 858	6 238	1 959	246	8 443	6 305	783	33	7 121	266	-198	24	91
Nicaragua	8 209	-12	499	8 695	2 887	12	31	2 931	6 710	-6	864	7 568	6 749	0	157	6 907	5 074	0	429	5 503
Panama	1 139	0	208	1 346	719	0	-21	697	-35	0	1	-34	817	0	0	817	1 064	0	48	1 112
Paraguay	1 801	0	7	1 808	3 842	0	0	3 842	163	0	0	163	478	0	0	478	1 469	0	0	1 469
Peru	6 901	1 432	429	8 762	10 155	191	975	11 321	6 101	0	15	6 117	10 993	-2	321	11 312	1 990	0	48	2 038
St. Kitts and Nevis	393	0	10	402	153	0	0	153	0	0	0	0	0	0	0	0	431	0	0	431
St. Lucia	3	0	0	3	0	0	0	0	0	0	0	0	557	0	0	557	948	0	0	948
St. Vincent and the Gren.	549	0	-1	548	315	0	0	315	0	0	0	0	0	0	0	0	462	0	0	462
Total	80 496	4 322	4 295	89 110	80 259	6 933	2 569	89 760	53 400	2 253	3 317	58 970	84 802	1 758	2 595	89 156	57 169	1 184	2 777	61 130

NORTH AFRICA & MIDDLE EAST

Afghanistan	0	20 124	4 448	24 572	0	33 602	5 930	39 532	0	19 450	5 142	24 593	0	25 620	5 331	30 951	0	39 314	2 737	42 051
Algeria	0	6 478	-99	6 380	0	4 822	346	5 168	0	7 036	23	7 059	0	4 820	398	5 218	0	6 066	373	6 440
Egypt	12 372	0	0	12 372	10 468	0	-7	10 461	14 004	0	0	14 004	7 430	0	78	7 508	1 732	0	39	1 771
Gaza/West Bank	86	0	154	240	5	0	282	287	2 124	0	934	3 059	910	179	661	1 750	1 438	497	138	2 073
Iran	0	11 198	26	11 223	0	12 388	0	12 388	0	2 945	0	2 945	0	4 100	0	4 100	0	2 122	40	2 162
Iraq	0	19 176	6 983	26 159	0	21 974	4 656	26 631	0	14 031	659	14 690	0	23 776	2 781	26 557	0	44 483	2 194	46 677
Jordan	4 072	158	179	4 409	4 529	47	-73	4 503	3 668	5	2	3 675	5 435	0	15	5 451	5 487	0	23	5 511
Lebanon	2 174	-1	-18	2 154	1 874	0	10	1 885	1 124	0	0	1 124	2 179	0	0	2 179	1 175	0	0	1 175
Morocco	22 871	0	229	23 100	23 199	0	-50	23 149	8 916	0	23	8 939	1 983	0	18	2 002	689	0	0	689
Syrian Arab Republic	10 762	0	0	10 762	14 146	182	0	14 328	13 791	278	1	14 070	13 744	-34	0	13 711	6 619	-20	11	6 611
Tunisia	2 605	0	0	2 605	3 693	1	28	3 722	3 658	-6	0	3 652	3 873	0	0	3 873	5 351	0	0	5 351
Turkey	1 423	2 106	0	3 529	960	71	0	1 031	70	283	0	353	439	-1	0	438	347	4	0	351
Yemen	8 832	411	188	9 430	9 761	951	-28	10 684	-51	2 175	102	2 226	4 223	1 198	14	5 434	8 640	150	177	8 967
Total	65 197	59 650	12 090	136 935	68 635	74 038	11 094	153 769	47 304	46 197	6 886	100 389	40 216	59 658	9 296	109 172	31 478	92 616	5 732	129 829

ANNEX III TABLE 2: WFP OPERATIONAL EXPENDITURES¹ BY COUNTRY, REGION AND TYPE 1992-96 (thousand dollars)

	1992				1993				1994				1995				1996			
	Develop- ment	Relief	Extra- budgetary	Total	Develop- ment	Relief	Extra- budgetary	Total	Develop- ment	Relief	Extra- budgetary	Total	Develop- ment	Relief	Extra- budgetary	Total	Develop- ment	(provisional) Relief	Extra- budgetary	Total
EUROPE AND CIS																				
Armenia	0	0	0	0	0	797	47	844	0	6 879	454	7 333	0	4 112	883	4 995	0	2 694	664	3 358
Azerbaijan	0	0	0	0	0	1 083	128	1 210	0	8 100	463	8 563	0	4 747	193	4 940	0	3 690	574	4 264
Bosnia Herz.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	152	152	0	0	7	7
Bulgaria	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	15	15
Georgia	0	0	0	0	0	281	694	975	0	5 685	1 872	7 557	0	6 090	348	6 438	0	3 199	-216	2 983
Kyrgyzstan	0	0	0	0	0	0	0	0	0	1 783	52	1 835	0	-7	6	-1	0	-52	4	-48
Moldova	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2 283	2 283	0	0	-73	-73
Russian Federation	0	0	0	0	0	0	0	0	0	0	0	0	0	2 454	127	2 581	0	2 445	349	2 794
Tajikistan	0	0	0	0	0	2 903	331	3 235	0	5 908	138	6 046	0	9 947	387	10 333	0	9 082	475	9 557
Yugoslavia Former	0		210	18 669	0	173 980	13 292	187 271	0	123 743	27 266	151 009	0	71 939	20 860	92 799	0	131 155	5 913	137 068
Not specified CIS	0	0	0	0	0	0	0	0	0	0	4 244	4 244	0	0	6 408	6 408	0	0	5 245	5 245
Total	0	18 459	210	18 669	0	179 044	14 492	193 535	0	152 098	34 489	186 587	0	99 282	31 647	130 928	0	154 943	12 957	167 901
		18 459																		
GRAND TOTAL	469 746	868 092	234 069	1 571 907	398 391	865 820	217 342 1	481 553	311 474	873 501	207 745 1	392 720	340 844	613 924	141 644 1	96 412	278 817	701 015	87 014	1 066 847

¹ Total expenditures exclusive of programme support, administrative and other non-operational costs. They also exclude such operational expenditures as insurance premiums and cost of warehouse facilities that cannot be apportioned by project/operation. The aforementioned expenditures from 1992 to 1996 amounted to 114.0, 108.5, 107.1, 95.0 and 120.0 million dollars, respectively. Negative figures represent financial adjustments.

² In 1996, expenditures reported under Rwanda also cover expenditures incurred under the Great Lakes Emergency Operation in Burundi, Tanzania and Zaire. Expenditures reported under Liberia also cover expenditures incurred under the Liberia Regional refugee operation in Côte d'Ivoire, Ghana and Guinea.

ANNEX III TABLE 3: WFP OPERATIONAL EXPENDITURES¹ BY REGION AND TYPE 1992-96 (thousand dollars)

	1992		1993		1994		1995		1996 (provisional)	
	Expen- ditures	%	Expen- ditures	%	Expen- ditures	%	Expen- ditures	%	Expen- ditures	%
ALL REGIONS	1 571 907	100	1 481 553	100	1 392 720	100	1 096 412	100	1 066 847	100
DEVELOPMENT	469 746	30	398 391	27	311 474	22	340 844	31	278 817	26
Agricultural and rural development	268 739		217 380		180 923		175 008		134 035	
Agricultural production	195 427		141 705		134 919		149 213		115 795	
Food reserves	1 538		4 662		-17		3 896		821	
Rural infrastructure	39 709		58 243		29 596		19 197		16 059	
Settlement	32 066		12 770		16 425		2 702		1 359	
Development of human resources	201 006		181 006		130 551		165 836		144 783	
MCH and primary schools	191 642		169 298		109 486		140 684		122 659	
Literacy training and other education	9 364		11 708		21 065		25 152		22 123	
Other	1		5		0		0		0	
RELIEF	868 092	55	865 820	58	873 501	63	613 924	56	701 015	66
Emergency	464 848		541 288		609 815		426 377		457 438	
Drought/crop failures	256 679		169 323		110 627		60 277		17 629	
Man-made disasters	199 788		366 533		494 078		363 700		413 953	
Sudden natural disasters	8 380		5 432		5 110		2 400		25 856	
PRO	403 244		324 533		263 686		187 547		243 577	
Protracted displaced person operations	41 257		141 649		109 119		116 180		154 183	
Protracted refugee operations	361 987		182 883		154 567		71 367		89 394	
EXTRA BUDGETARY	234 069	15	217 342	15	207 745	15	141 644	13	87 014	8

ANNEX III TABLE 3: WFP OPERATIONAL EXPENDITURES¹ BY REGION AND TYPE 1992-96 (thousand dollars)

	1992		1993		1994		1995		1996 (provisional)	
	Expen- ditures	%	Expen- ditures	%	Expen- ditures	%	Expen- ditures	%	Expen- ditures	%
SUB-SAHARAN AFRICA	996 124	100	892 882	100	838 626	100	616 181	100	553 675	100
Percentage of all regions	63		60		60		56		52	
DEVELOPMENT	152 990	15	154 746	17	84 138	10	118 239	19	89 896	16
Agricultural and rural development	72 645		67 747		30 473		51 787		24 814	
Agricultural production	40 673		35 858		20 714		41 330		19 706	
Food reserves	1 538		4 662		12		3 896		821	
Rural infrastructure	21 541		26 366		9 459		6 241		4 204	
Settlement	8 894		861		288		319		84	
Development of human resources	80 344		86 994		53 665		66 452		65 082	
MCH and primary schools	73 220		77 697		47 112		57 575		58 584	
Literacy training and other education	7 124		9 297		6 553		8 877		6 498	
Other	1		5		0		0		0	
RELIEF	677 113	68	577 203	65	609 606	73	422 786	69	408 491	74
Emergency	376 804		312 309		428 222		298 359		232 785	
Drought/crop failures	255 271		165 497		108 840		60 275		17 638	
Man-made disasters	121 018		146 912		314 900		238 084		215 147	
Sudden natural disasters	515		-100		4 481		0		0	
PRO	300 310		264 895		181 384		124 427		175 706	
Protracted displaced person operations	41 268		112 187		87 230		72 329		105 972	
Protracted refugee operations	259 042		152 707		94 155		52 098		69 734	
EXTRA BUDGETARY	166 020	17	160 932	18	144 881	17	75 157	12	55 288	10

ANNEX III TABLE 3: WFP OPERATIONAL EXPENDITURES¹ BY REGION AND TYPE 1992-96 (thousand dollars)

	1992		1993		1994		1995		1996 (provisional)	
	Expen- ditures	%	Expen- ditures	%	Expen- ditures	%	Expen- ditures	%	Expen- ditures	%
SOUTH AND EAST ASIA	331 069	100	151 606	100	208 153	100	150 978	100	157 043	100
Percentage of all regions	21		10		15		14		15	
DEVELOPMENT	171 064	52	94 750	62	126 633	61	97 587	65	100 273	64
Agricultural and rural development	134 339		72 613		92 668		68 429		69 626	
Agricultural production	121 181		67 470		84 118		66 749		66 981	
Food reserves	0		0		-29		0		0	
Rural infrastructure	922		1 424		2 485		1 383		2 687	
Settlement	12 237		3 719		6 094		296		-42	
Development of human resources	36 725		22 137		33 965		29 158		30 648	
MCH and primary schools	36 725		22 137		20 332		17 056		21 728	
Literacy training and other education	0		0		13 633		12 102		8 920	
RELIEF	108 548	33	28 602	19	63 348	30	30 443	20	46 511	30
Emergency	23 519		15 812		10 288		2 704		25 898	
Drought/crop failures	-23		3 548		1 799		5		-9	
Man-made disasters	17 057		9 714		7 910		287		51	
Sudden natural disasters	6 486		2 551		579		2 413		25 856	
PRO	85 029		12 789		53 060		27 739		20 613	
Protracted displaced person operations	0		879		2 314		17 964		8 869	
Protracted refugee operations	85 029		11 910		50 746		9 775		11 744	
EXTRA BUDGETARY	51 456	16	28 255	19	18 171	9	22 948	15	10 259	7

ANNEX III TABLE 3: WFP OPERATIONAL EXPENDITURES¹ BY REGION AND TYPE 1992-96 (thousand dollars)

	1992		1993		1994		1995		1996 (provisional)	
	Expen- ditures	%	Expen- ditures	%	Expen- ditures	%	Expen- ditures	%	Expen- ditures	%
LATIN AMERICA & THE CARIBBEAN	89 112	100	89 762	100	58 969	100	89 154	100	61 130	100
Percentage of all regions	6		6		4		8		6	
DEVELOPMENT	80 496	90	80 260	89	53 399	91	84 802	95	57 170	94
Agricultural and rural development	35 204		44 197		30 844		29 159		22 905	
Agricultural production	18 208		13 210		13 058		17 262		16 571	
Rural infrastructure	16 154		29 943		17 608		11 451		6 120	
Settlement	842		1 045		177		447		214	
Development of human resources	45 292		36 063		22 555		55 643		34 264	
MCH and primary schools	45 288		36 028		22 555		55 621		32 030	
Literacy training and other education	3		35		0		22		2 234	
RELIEF	4 322	5	6 934	8	2 253	4	1 757	2	1 184	2
Emergency	2 230		4 729		294		968		1 382	
Drought/crop failures	1 432		191		-6		-2		0	
Man-made disasters	226		1 997		231		970		1 382	
Sudden natural disasters	572		2 541		69		0		0	
PRO	2 092		2 205		1 959		789		-198	
Protracted refugee operations	2 092		2 205		1 959		789		-198	
EXTRA BUDGETARY	4 295	5	2 569	3	3 317	6	2 595	3	2 776	5

ANNEX III TABLE 3: WFP OPERATIONAL EXPENDITURES¹ BY REGION AND TYPE 1992-96 (thousand dollars)

	1992		1993		1994		1995		1996 (provisional)	
	Expen- ditures	%	Expen- ditures	%	Expen- ditures	%	Expen- ditures	%	Expen- ditures	%
NORTH AFRICA & MIDDLE EAST	136 934	100	153 768	100	100 388	100	109 171	100	129 828	100
Percentage of all regions	9		10		7		10		12	
DEVELOPMENT	65 196	48	68 635	45	47 304	47	40 217	37	31 478	24
Agricultural and rural development	26 551		32 823		26 938		25 633		16 689	
Agricultural production	15 366		25 168		17 028		23 872		12 537	
Rural infrastructure	1 092		510		43		122		3 049	
Settlement	10 093		7 145		9 866		1 640		1 103	
Development of human resources	38 646		35 813		20 366		14 584		14 789	
MCH and primary schools	36 409		33 437		19 487		10 432		10 318	
Literacy training and other education	2 237		2 376		879		4 152		4 471	
RELIEF	59 650	44	74 038	48	46 197	46	59 658	55	92 617	71
Emergency	43 837		29 394		18 914		25 067		45 161	
Drought/crop failures	0		87		-6		0		0	
Man-made disasters	43 028		28 867		18 940		25 080		45 161	
Sudden natural disasters	808		440		-19		-13		0	
PRO	15 813		44 644		27 282		34 591		47 456	
Protracted displaced person operations	-11		28 583		19 576		25 887		39 342	
Protracted refugee operations	15 824		16 061		7 707		8 704		8 114	
EXTRA BUDGETARY	12 089	9	11 094	7	6 887	7	9 296	9	5 733	4

ANNEX III TABLE 3: WFP OPERATIONAL EXPENDITURES¹ BY REGION AND TYPE 1992-96 (thousand dollars)

	1992		1993		1994		1995		1996 (provisional)	
	Expen- ditures	%	Expen- ditures	%	Expen- ditures	%	Expen- ditures	%	Expen- ditures	%
EUROPE AND CIS	18 669	100	193 535	100	186 586	100	130 928	100	165 171	100
Percentage of all regions	1		13		13		12		15	
RELIEF	18 459	99	179 043	93	152 097	82	99 281	76	152 213	92
Emergency	18 459		179 043		152 097		99 281		152 213	
Man-made disasters	18 459		179 043		152 097		99 281		152 213	
EXTRA BUDGETARY	210	1	14 492	7	34 489	18	31 648	24	12 958	8

¹ Total expenditures exclusive of programme support, administrative and other non-operational costs. They also exclude such operational expenditures as insurance premiums and cost warehouse facilities that cannot be apportioned by project/operation. The aforementioned expenditures from 1992 through 1996 amounted to 114.0, 108.5, 107.1, 95.0 and 120.0 million dollars, respectively. Negative figures represent financial adjustments.

ANNEX IV: DEVELOPMENT OPERATIONS APPROVED IN 1996

Country	Project number	Project title	Planned Food beneficiaries per annum (<i>'000</i>)	Total WFP food commitments (<i>'000 tons</i>)	Total WFP cost (<i>million dollars</i>)	Total cost (<i>million dollars</i>)	Duration (<i>years</i>)
Bangladesh	2197 (Exp.10)	Rural development programme	2 250	187,0	59,3	120,9	2
Cape Verde	2394 (Exp.5)	Assistance to a school canteen programme.	73	11,2	11,8	12,6	4
China	5652	North-east Sichuan integrated agricultural development project	212	76,2	19,0	70,5	5
Cuba	5686	Agricultural production for food security in Granma province	90	26,9	17,2	45,4	3
Egypt	5586	Resource management and environmental protection in the western desert	62	9,9	3,8	8,7	5
Gambia	2729 (Exp.2)	Community-based rural development and food security	195	3,9	2,9	3,7	3
Gaza West Bank	5761	Support to social safety net programmes in the Gaza Strip	50	8,0	3,9	7,7	1
Jordan	5783	Support to participatory land improvement	76	47,9	16,0	73,1	5
Malawi	5782	Enhanced food security through targeted food for work	35	6,9	2,1	3,4	1,5
Mauritania	055 (Exp.7)	Assistance to basic education sector	52	7,4	8,7	9,7	4
Niger	2445 (Exp.4)	Food assistance to primary schools in nomadic areas	26	15,5	12,5	14,3	4
Viet Nam	5322	Smallholder forestry development in five provinces of north-east Viet Nam	310	41,6	15,9	19,3	4
Zaire	5732	Food security in Kinshasa	40	3,6	2,5	2,5	2
Budget increases approved by the Executive Board							
Haiti	4111	Support for school canteens in north and northeast Haiti	58	3,4	1,8	1,8	1
Sudan	531 (Exp.2)	Assistance to primary and secondary boarding-schools	95	9,3	4,3	4,3	1
Total			3 529	449,4	177,4	393,6	
Budget increases approved by the Executive Director				22,2	17		

ANNEX IV: EMERGENCY OPERATIONS APPROVED IN 1996

Country	Project number	Project title	Planned Food beneficiaries per annum (<i>'000</i>)	Total WFP food commitments (<i>'000 tons</i>)	Total WFP cost (<i>million dollars</i>)	Total cost (<i>million dollars</i>)	Duration (<i>months</i>)
Algeria	5788	Feeding of displaced Tuaregs from Mali	6	0,9	0,8	0,8	8
Armenia	5301 (Exp.2)	Food assistance for refugees, internally displaced persons and other vulnerable groups	250	15,2	8,4	8,4	10
Azerbaijan	5302 (Exp.2)	Internally displaced persons and other vulnerable groups	225	19,3	10,5	10,5	12
Cuba	5792	Food assistance for hurrican victims	205	8,8	3,8	3,8	3
Ethiopia	5764	Relief food assistance to acute food deficit areas	550	31,7	10,6	10,6	12
Georgia	5315 (Exp.2)	Emergency food assistance for internally displaced and other vulnerable groups	300	26,3	13,7	13,7	12
Korea DPR	5710 (Exp.1)	Food assistance to flood victims and children below age of five	1 575	70,6	25,9	25,9	10
Lebanon	5775	Emergency food assistance to displaced persons from southern Lebanon	100	0,7	0,7	0,7	1
Mozambique	5770	Food assistance to flood victims, returnees and former IDPs	163	23,9	9,2	9,2	10
Russian Fed.	5665 (Exp.1)	Emergency food assistance for internally displaced persons from Chechnya	92	7,5	5,2	5,2	10
Rwanda	5624 (Exp.1)	Food assistance to victims of Rwanda/Burundi regional emergency	2 330	239,2	160,4	160,4	9
Sierra Leone	5767	Relief food aid for internal displaced persons in Sierra Leone	609	42,4	25,6	25,6	9
Tajikistan	5253 (Exp.2)	Emergency food assistance for vulnerable groups	400	26,1	15,8	15,8	11
Former Yugoslavia	5142 (Exp.4)	Assistance to refugees, returnees, displaced persons and war-affected people	2 246	221,1	159,4	159,4	12
Yemen	5785	Flood-affected people in the Governorates of Shabwa and Marib	44	0,3	0,1	0,1	1
Zaire	5742	Sudanese refugees in upper Zaire	18	1,6	1,1	1,1	6
Total			9 113,0	735,6	451,2	451,2	
Budget increases¹				90	55,1		

N.B. Commitments inclusive of budget revisions (+/-) as of 31 December 1996

¹ For operations approved prior to reporting period

ANNEX IV: PROTRACTED RELIEF OPERATIONS APPROVED IN 1996

Country	Project number	Project title	Planned Food beneficiaries per annum (<i>'000</i>)	Total WFP food commitments (<i>'000 tons</i>)	Total WFP cost (<i>million dollars</i>)	Total cost (<i>million dollars</i>)	Duration (<i>months</i>)
Afghanistan	5086 (Exp.4)	Relief and rehabilitation in Afghanistan	1 500	173,7	80,0	93,5	12
Algeria	4155 (Exp.6)	Food assistance to vulnerable groups among western Saharan refugees	80	9,7	5,5	10,9	12
Bangladesh	5329 (Exp.1)	Food assistance to Rohingya refugees from Myanmar	24	5,7	2,1	4,8	12
Cambodia	5483 (Exp.3)	Programme for rehabilitation	1 710	66,9	37,6	37,8	18
Djibouti	4960 (Exp.2)	Food assistance to Ethiopian and Somali refugees	40	3,2	1,9	3,1	12
Ethiopia	5241 (Exp.2)	Food assistance for Somali, Sudanese, Djiboutian and Kenyan refugees in Ethiopia and Ethiopian returnees from neighbouring countries	307	81,5	43,2	60,2	18
Iran	4161 (Exp.4)	Food assistance to Iraqi refugees	66	12,9	5,4	11,1	12
Iran	4258 (Exp.6)	Feeding of Afghan refugees in Iran and support for repatriation	322	19,2	7,5	24,5	12
Liberia	4604 (Exp.5)	Targeted food assistance to internally displaced persons in Liberia, refugees in Guinea, Côte d'Ivoire and Ghana	1 485	119,3	77,8	124,2	12
Mauritania	5413 (Exp.2)	Food aid to Malian refugees	38	2,7	2,0	14,4	10
Pakistan	4256 (Exp.6)	Safety net programme and environmental rehabilitation in refugee-impacted areas in Pakistan	350	13,6	7,3	22,7	12
Sri Lanka	5346 (Exp.3)	Assistance to Sri Lankan internally displaced persons	50	10,0	3,6	5	14
Yemen	5771	Food assistance to Somali refugees	8	1,6	1,1	3,3	12
Zambia	5428 (Exp.2)	Assistance to refugees from Angola and Zaire into Zambia	7	0,6	0,4	2,9	12
Total			5 987	520,6	275,4	418,4	
Budget increases¹				13,3	11,9		

N.B.: Original budgets

¹ Budget increases approved in 1996 for all additional commitments (including operations approved in 1996).

ANNEX V: WFP PORTFOLIO OF ACTIVITIES BY TYPE OF OPERATION, AND BY COUNTRY CATEGORIES AND REGIONS

	Global		LDCs		LIFDs		Sub-saharan Africa		South and East Asia		Latin America & Carrib.		North Africa & Middle East		Europe and CIS	
	(mil. \$)	(%)	(mil. \$)	(%)	(mil. \$)	(%)	(mil. \$)	(%)	(mil. \$)	(%)	(mil. \$)	(%)	(mil. \$)	(%)	(mil. \$)	(%)
DEVELOPMENT																
AGRICULTURAL & RURAL DEVELOPMENT	1 054	54	324	46	842	56	249	39	452	75	191	43	160	59		
Land development & improvement	520	27	150	21	445	29	95	15	309	52	43	10	73	27		
Forestry	193	10	49	7	156	10	71	11	89	15	7	2	25	9		
Community infrastructure	204	10	113	16	163	11	71	11	40	7	74	17	19	7		
Other	137	7	12	2	78	5	12	2	14	2	67	15	43	16		
HUMAN RESOURCE DEVELOPMENT	890	46	376	54	673	44	384	61	147	25	249	57	111	41		
Vulnerable groups	334	17	118	17	259	17	98	15	110	18	114	26	12	4		
Primary schools	422	22	162	23	303	20	234	37	11	2	112	25	66	24		
Other human	134	7	96	14	111	7	52	8	26	4	23	5	33	12		
TOTAL DEVELOPMENT	1 944	100	700	100	1 515	100	633	100	599	100	440	100	271	100		
RELIEF																
NATURAL DISASTERS	113	9	79	8	84	8	79	9	31	18	4	50				
Sudden natural disasters	42	3	13	1	13	1	8	1	31	18	4	57				
Drought,crop failure	71	5	66	7	71	7	71	8								
MAN-MADE DISASTERS	1 199	91	876	92	928	92	776	91	139	82	4	50	185	100	204	100
Refugee operations	503	38	451	47	451	45	446	52	54	32	3	43	6	3		
Displaced person operations	696	53	425	45	477	47	330	39	85	50	1	14	179	97	204	100
TOTAL RELIEF	1 313	100	954	100	1 011	100	855	100	170	100	7	100	185	100	204	100
TOTAL WFP ASSISTANCE	3 257		1 654		2 526		1 488		769		447		456		204	

(as at 31.12.1996, in million dollars)

N.B. "Portfolio" refers to the total value of all WFP's ongoing projects and operations as approved by its governing body or by the Executive Director under her delegated authority. The portfolio in relief operations cannot easily be compared with the development portfolio since the timeframe for most development projects is two to six years, whereas the timeframe for a relief operation is normally six to 18 months, with extensions as needed.

ANNEX VI: TOTAL PLEDGES AND CONTRIBUTIONS ANNOUNCED FOR 1996 BY DONOR
(as at 31 December 1996) (thousand dollars)

	Regular	IRA	IEFR	NFI	PRO	SO	Others ¹	Total
Australia	41 451		5 927		14 841		1 012	63 231
Austria	3 750	117	835				72	4 774
Bangladesh	1 063							1 063
Belgium	4 783		11 475		2 239	528	446	19 472
Canada	43 569	2 190	10 479		14 589		985	71 812
CEC	42 118		93 213		57 108	3 189	1 245	196 873
China	1 100							1 100
Colombia	14							14
Costa Rica	8							8
Cuba	875							875
Denmark	33 259	1 730	10 417		5 475	1 239	944	53 064
Egypt	200							200
Finland	6 976		4 833		3 888	200	148	16 045
France	2 974		897		15 139	118	76	19 203
Germany	33 931	37	30 779		28 765	2 075	448	96 036
Ghana	5							5
Greece	150							150
Hungary	58							58
Iceland	8							8
ICRC			1 496					1 496
India	1 785							1 785
Indonesia	100							100
Ireland	1 719		1 175		255			3 149
Israel			109					109
Italy	3 271	78	15 688		15 688	150		34 876
Japan	17 500	1 215	66 888	1 000	28 506	8 710	214	124 032
Jordan	21							21
Korea	440		2 000					2 440
Luxembourg			218					218

ANNEX VI: TOTAL PLEDGES AND CONTRIBUTIONS ANNOUNCED FOR 1996 BY DONOR
(as at 31 December 1996) (thousand dollars)

	Regular	IRA	IEFR	NFI	PRO	SO	Others ¹	Total
Nepal					150			150
Netherlands	25 967	3 015	28 062	2 245	14 858	3 671	987	78 804
New Zealand	233		67		103	136		539
NGOS			4 311	50				4 361
Norway	18 523	3 143	4 750	2 290	11 789	560	480	41 535
Others		40	5		285	500		831
Pakistan	323							323
Panama	1							1
Slovak	6							6
Slovenia			12					12
Spain	781	3	1 880				11 055	13 720
Sri Lanka	114							114
Sweden	14 350	3 728	8 204		4 257	2 474	151	33 164
Switzerland	5 787	834	12 811		7 447	3 015	66	29 961
SriaA	9							9
United Kingdom	7 469	1 069	15 067		9 888	941		34 434
United States of America	84 670	2 000	296 951		107 010	4 348		494 980
TOTAL	399 362	19 201	628 549	5 585	342 282	31 852	18 327	1 445 159

¹ Resource Category includes JPO and bilateral contributions to WFP-assisted projects/operations.



WFP OPERATIONAL EXPENDITURES BY REGION AND BY TYPE, 1996 (IN MILLION DOLLARS)

