ANNUAL REPORT OF THE EXECUTIVE DIRECTOR: 1995

Agenda Item 4

ENDING THE INHERITANCE OF HUNGER
Annual Report of the Executive Director: 1995

Ending the inheritance of hunger
Note to the Executive Board

This document is submitted for information to the Executive Board.

Pursuant to the decisions taken on the methods of work by the Executive Board at its First Regular Session, 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.

The WFP staff dealing with this document are:

Chief, Policy Affairs Service: D. Spearman tel.: 5228-2601
Policy Analyst: W. Herbinger tel.: 5228-2621

Should you have any questions regarding matters of dispatch of documentation for the Executive Board, please contact the Documents Clerk (tel.: 5228-2641).
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Foreword

Every human being has a right to food. But assuring adequate food to everyone goes beyond meeting an obligation to our fellow human beings. It is also a contribution to socio-economic development that can bestow benefits on all. Yet, hunger is still with us and continues to inflict suffering on over 800 million inhabitants of the planet.

The individual is the supreme asset in any social system and food is essential for life. Want of food should not be allowed to waste that potential. To ignore this principle is to compromise the productivity of future generations. Food interventions at critical periods of human growth can prevent vast losses to society in the future. Food assistance can be provided in ways that help the present-day poor become self-reliant.

These humanitarian and developmental imperatives define the mandate of the World Food Programme, the food aid agency of the United Nations system. Its mission is threefold: food for saving life, food for human growth and food for facilitating self-reliance. Its focus is people: victims of man-made and natural calamities; children and expectant and nursing mothers at critical times of their lives; and the chronically hungry, who need assistance to move out of hunger and poverty.

Today, more than ever before, the global community is cooperating to find solutions to a large number of problems that affect human welfare and development. During 1995, the year of the 50th Anniversary of the United Nations, two United Nations-sponsored events highlighted a global call for action: the World Summit for Social Development in Copenhagen and the Fourth World Conference on Women in Beijing. Within the framework of the United Nations system, governments and civil society have used these United Nations conferences to develop global action plans on such vital issues as poverty, unemployment, social and economic marginalization, gender inequalities and advancement of women. The World Food Programme expects to play an important role in assisting the United Nations Member States to implement the Plans of Action of those global conferences. Similarly, WFP expects to make an important contribution to the outcome of the World Food Summit in Rome, convened by the FAO Conference and endorsed by the United Nations General Assembly.

We congratulate the Executive Director and her staff for the valuable services they have rendered to assist the hungry and the poor of this world - a noble goal of the United Nations system.

Boutros Boutros-Ghali
Secretary-General
United Nations

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

In 1995, WFP reached 50 million people: victims of man-made and natural disasters; mothers and children; and the poorest of the poor in developing countries. Fewer than last year were victims of emergencies. A peace accord came into place in former Yugoslavia. There was political progress on the refugee crisis caused by the Rwandan exodus. A steady process towards rehabilitation also began in Angola and Mozambique. For the World Food Programme, this has provided some basis for optimism that the tremendous pressure exerted by political crises on its energy and resources may ease in the coming years.

Even though the pressure on resources from emergencies has eased to some extent, this has not resulted in a freeing-up of resources for use in WFP’s development activities. There have been no “dividends of peace” to enhance the lives saved or to help a larger number of people who face a perpetual “silent emergency”. This is lamentable because food aid can help the poor to move out of hunger and poverty; it helps to prevent transfer of hunger from one generation to another. Insufficient nutrition for mothers and children during critical times of their lives retards physical and mental growth of children, assuring a continuing cycle of hunger and poverty. We need to break this cycle. We need to break the inheritance of hunger.

WFP remains dedicated to improving the efficiency of its operations and increasing the humanitarian and developmental yields from scarce resources. This sometimes involves difficult decisions - choosing the hungrier from the hungry and the hungriest from the hungrier. I am confident that all our Member States will work with us to keep the best balance in the choices we have to make.

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.
"Commitment value" refers to the cost to WFP of any relief operation or development project as approved by its governing body, and which is specified in the plan of operations/Letter of Understanding.

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 (1,345 dollars in 1993). In 1995, there were 88 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 1995, there were 48 countries classified by the General Assembly as LDCs.

Geographic regions referred to in this report are Africa, comprising the countries of the African continent, including the African islands; Asia, comprising the countries between the Mediterranean Sea and the Pacific Ocean, including Turkey but excluding republics of the former USSR; the Americas, comprising all American and Caribbean countries south of the United States of America; and former Yugoslavia and republics of the former USSR.

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)
- ALITE: Augmented Logistics Intervention Team for Emergencies (WFP)
- CEC: Commission of the European Communities
- CFA: Committee on Food Aid Policies and Programmes (WFP)
- CSN: WFP Country Strategy Note
- CSO: WFP Country Strategy Outline
- DHA: Department of Humanitarian Affairs (United Nations)
- ECOSOC: Economic and Social Council (United Nations)
- FAC: Food Aid Convention
- FAO: Food and Agriculture Organization of the United Nations
- FFW: Food for work
- FMIP: Financial Management Improvement Programme (WFP)

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<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
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<tr>
<td>IEFR</td>
<td>International Emergency Food Reserve (WFP)</td>
</tr>
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<td>INTERFAIS</td>
<td>International Food Aid Information System (WFP)</td>
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<tr>
<td>IRA</td>
<td>Immediate Response Account of the IEFR (WFP)</td>
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<tr>
<td>ITSH/LTSH</td>
<td>Internal/Landside transport, storage and handling</td>
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<td>LDC</td>
<td>Least developed country</td>
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<tr>
<td>LIFDC</td>
<td>Low-income, food-deficit country</td>
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<tr>
<td>MCH</td>
<td>Mother and child health</td>
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<tr>
<td>NGO</td>
<td>Non-governmental organization</td>
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<td>PRO</td>
<td>Protracted Relief Operation for refugees and internally displaced persons (WFP)</td>
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<td>PSA</td>
<td>Programme Support and Administration (WFP)</td>
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<td>RRT</td>
<td>Rapid Response Team (WFP)</td>
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<td>SCP</td>
<td>Sub-Committee on Projects (CFA)</td>
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<td>SEO</td>
<td>Special Emergency Operation (WFP)</td>
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<td>UN</td>
<td>United Nations</td>
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<td>UNDP</td>
<td>United Nations Development Programme</td>
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<td>UNESCO</td>
<td>United Nations Educational, Scientific and Cultural Organization</td>
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<td>UNHCR</td>
<td>United Nations High Commissioner for Refugees</td>
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<td>VAM</td>
<td>Vulnerability Assessment Mapping (WFP)</td>
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<td>WFP</td>
<td>World Food Programme</td>
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Main events and issues in 1995

WFP assisted 50 million of the poorest people in the world:
- 25 million were victims of emergencies, over two thirds of them women and children;
- 2.8 million tons of food were delivered at a cost to WFP of 1.2 billion dollars;
- Over 1.6 million tons of this food went to victims of emergencies.

At Beijing, WFP committed itself to reduce women’s unequal access to food and address the specific nutritional needs of women and children.

The return to peace in several countries enabled WFP to move beyond relief towards rehabilitation and development.

Resources:
- 16 new development projects were approved for implementation over the next several years at a cost of 248 million dollars;
- 89 percent of the new commitments were for low-income, food-deficit countries (LIFDCs), with 48 percent going to those which are also least developed countries (LDCs);
- Fewer resources were available to WFP in 1995, reflecting a sharp decline in global food aid.

Reform and revitalization remained a priority.
WFP’s governing body approved:
- the first Strategic and Financial Plan;
- the Country Programme Approach, which provides for the identification of an integrated strategy for WFP development activities linked to national plans;
- a new approach to resourcing and long-term financing;
- a proposed negative nominal growth budget for 1996-97.

The modernization of WFP management practices continued through such initiatives as the Financial Management Improvement Programme (FMIP).
Assisting the poor and hungry

HELP FOR 50 MILLION

1. In 1995, WFP helped 50 million of the poorest people in the world.

2. Half of them were victims of emergencies. Beneficiaries of WFP assistance included seven million refugees, 14 million internally displaced persons and nearly four million victims of drought and other natural disasters. WFP provided these victims of emergencies with over 1.6 million tons of food during 1995.

3. This assistance to victims of disasters was almost one quarter less than the year before. For the first time in several years, there was no dramatic new emergency situation comparable in scale with the southern Africa drought, the Somalia crisis, the conflict in former Yugoslavia or the humanitarian disaster in the Rwanda region.

4. There was no comparable good news about the situation of hundreds of millions of chronically hungry people. Recent data from the United Nations ACC Sub-Committee on Nutrition suggest that the share, as well as the absolute numbers, of the world's pre-school children who are chronically underweight is rising again. And in 1995, a drastic increase in world cereal prices seriously constrained poor countries' capacity to import the amounts required to maintain, let alone increase, the per capita availability of basic food.

HUNGER IS A CAUSE OF POVERTY

Hunger is not merely a symptom of poverty, it is a cause of poverty.

Chronically hungry people cannot plan and strive to improve their lot in life. They must devote their time and effort to getting food for their next meal. These people have no time to spend on obtaining education, skills or training to improve their income and living conditions in the longer term.

A hungry household's income is determined largely by the productivity of its labour. Because the chronically hungry are physically weak and susceptible to illnesses, their productivity is low, and so are their earnings. Thus begins a vicious cycle of chronic hunger - low productivity - low earnings - chronic hunger.

Hunger leads to tomorrow's poverty as well. When the nutrition of unborn babies and young children is inadequate, their future health, learning capacity, mental skills and productivity are put at risk. And hunger and poverty pass from one generation to another.
5. In this deteriorating situation, WFP was able to help reach approximately 25 million poor and hungry people, about the same number as the year before, through development projects. WFP had planned to assist an additional two million people, but resources did not become available. In 1995, 950,000 tons of food - down from 1.1 million tons in 1994 - were made available for 204 projects in 81 countries.

6. Beneficiaries of WFP assistance receive different rations, depending on their circumstances. “Food for development” is typically provided for a period of 30 to 100 days a year, offering food-for-work employment during the “hungry season”. School feeding programmes provide meals during the school year of approximately 180 days. Supplementary food rations for malnourished mothers and children are often required throughout the year. On average, the food rations provided through WFP-assisted development projects amounted to 20-25 percent of annual requirements, approximately 40 kilograms per person.

7. Rations for the victims of disasters are larger. Victims of natural disasters received close to 50 kilograms, whereas rations for refugees and displaced persons averaged 70 kilograms.

8. Victims of disasters also received assistance through WFP’s bilateral service activities: some 250,000 tons of food aid were handled by WFP on behalf of bilateral donors. Including this, WFP delivered some 2.8 million tons of food aid in 1995.

HELP FOR WOMEN AND CHILDREN

9. More than two thirds of the world’s refugees are women and children, and in more normal circumstances women shoulder a major share of the responsibility for
household food security. Experience has shown that resources in the hands of women often have a greater nutritional benefit to children than the same resources controlled by men. Resources for women benefit entire households.

10. This is why women have received a growing share of WFP food assistance in recent years. By 1995, an estimated 60 percent of the beneficiaries of WFP-assisted human resource development projects were women. In food-for-work projects, their share is about 30 percent. This is a record which compares well with other forms of development assistance, where women are more often "crowed out".

11. But it is not a cause for complacency. For WFP, the Fourth World Conference on Women was an occasion to strengthen its efforts. Preparations for the Conference involved a search for better ways to respond to gender issues. Gender assessments of emergency operations were carried out in 11 countries, and the Refugees Studies Programme of the University of Oxford produced for WFP a comprehensive document on improving social and gender planning in emergency operations. On the basis of this analysis, WFP went to Beijing with specific commitments to be implemented during 1996-2001.

**COMMITMENTS FOR WOMEN**

At the Fourth World Conference on Women, the Executive Director committed WFP to:

- reduce gender gaps in the access to resources, employment, education and skills development through the earmarking of resources;
- distribute relief food directly to a household's senior female, where possible, using participatory approaches;
- take special measures to ensure women's equal access to and full participation in power structures and decision-making on planning, management and implementation of food-assisted activities;
- give due consideration to women's specific nutritional needs when designing food aid interventions;
- generate and disseminate gender-disaggregated data and information for planning and evaluation; and
- work with NGOs under contractual arrangements that specify conditions to fund gender-specific planning, targeting, distribution of food aid and monitoring of their progress.

12. Implementation has begun. Guided by a Task Force of senior managers, WFP country offices and each headquarters division have contributed to an Action Plan which will enable WFP to meet its commitments. The dialogue has been extended to our operational partners as well. UNHCR and WFP have agreed to a joint statement to clarify how the commitments will be translated into action at the field level. An issue for discussion at the November 1995 "WFP/NGO Consultation" was how best to operationalize the new WFP policy to distribute a targeted 80 percent of relief food directly to the senior female of a household. The latest Memoranda of Understanding under negotiation with NGOs include several references to the involvement of women at all levels of food aid planning, management, distribution and monitoring.
CONCENTRATION ON COUNTRIES MOST IN NEED

13. The CFA has decided that by 1997 WFP should provide at least 90 percent of its assistance to LIFDCs, including at least 50 percent to the LDCs. There is still some way to go: LDCs accounted for 36 percent and LIFDCs for 84 percent of total development commitments in 1995. The allocation of relief assistance is another story; LDCs alone accounted for 79 percent of total commitments for WFP relief operations.

14. But decisions taken in 1995 will move WFP some distance toward the targets: 89 percent of new commitments were for LIFDCs and 48 percent were for LDCs. Faced with a scarcity of resources for development, WFP "de-earmarked" resources for some countries approaching national food security. For example, for the final phase of the Botswana "National Primary School Feeding Programme", the government provided resources to compensate for some of the commodities not provided by WFP.

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<td><strong>Portfolio (31.12.95)</strong></td>
<td><strong>1995 New Commitments</strong></td>
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<tr>
<td>LDCs</td>
<td>36%</td>
</tr>
<tr>
<td>LIFDCs</td>
<td>84%</td>
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15. Of the 83 countries where WFP has development commitments, 23 have been identified for phase-out by the end of 1999. WFP is ready to provide technical support to aid governments to phase in national resources as WFP food aid is phased out. In Brazil, for example, a "Food for Development Programme" was initiated with national resources combined with technical support from WFP. WFP country offices in the region will remain available for future advice, should the Government of Brazil request it. A WFP Regional Seminar, held in Cartagena in August 1995 with support from the Government of Colombia and the European Community, focused on the role which WFP might play in sharing its expertise and experience with countries establishing national food aid programmes.

16. Following guidelines established by the CFA, the development of a needs-based country resource allocation model was initiated in 1995. This will assist WFP not only to sharpen its focus on the poorest countries, but also to undertake country programming based on an objective indication of relative need among countries. The
model is based on three criteria: level of poverty (per capita income), nutrition status (using under-five mortality rate as an indicator) and food insecurity (FAO aggregate household food security index). This or any allocation model cannot be applied in a mechanical or inflexible manner, but the model will enable WFP to distinguish between "under-programmed" LDCs or LIFDCs, and those where a gradual reduction of resources may be appropriate.

COMMITMENTS AND SHORTFALLS

17. Of the total food aid delivered by WFP in 1995, only 950,000 tons were available for development projects. Moreover, about 1.4 million tons would have been needed to maintain all activities of existing projects. To manage this resource scarcity, WFP took the following steps:

a) de-earmarking resources for some operational projects;

b) limiting budget increases for approved projects; and

c) not extending projects beyond their intended duration.

18. In making these decisions, priority was given to LDCs and LIFDCs and to better-performing projects. As of 31 December 1995, the outstanding balance of commitments for ongoing development projects - in tonnage terms - was almost one fifth lower than in the previous year.

19. New commitments for development assistance were restricted to 16 new projects and two major budget revisions. The value of these commitments was 248 million dollars, involving 929,000 tons of food.

20. New commitments for emergency operations and protracted relief operations totalled 1.1 billion dollars, involving 2.3 million tons of food commodities. Eighty-eight percent of these resources - in value terms - were for victims of man-made disasters. Overall, the response to appeals for relief assistance was generous, but contributions covered less than 50 percent of need in two major operations: assistance to the victims of man-made disasters in Iraq and in Liberia. Deliveries to WFP-assisted relief operations totalled 1.6 million tons in 1995.

21. Total new commitments in 1995 amounted to 3.2 million tons, at a cost of over 1.3 billion dollars. As usual, figures for new commitments were higher than those for actual deliveries and resources received during that year. This is explained by a combination of factors: carry-overs from one year to another; time gaps between commitments and deliveries that are shorter for relief operations and longer for development projects; and the fact that commitments represent expenditure ceilings, subject to the availability of resources. Furthermore, food needs for relief operations and development projects are regularly reassessed and revised downward, if appropriate in light of changing circumstances.
THE PORTFOLIO

22. At the end of 1995, WFP’s global portfolio of ongoing activities consisted of 204 development projects, valued at 2.28 billion dollars; and 89 relief operations, valued at 1.77 billion dollars. The total commitment value was over four billion dollars.

23. WFP’s development portfolio has been declining continuously since the late eighties when it had reached more than 3.5 billion dollars, a level some 50 percent higher than today. In comparison, there has been a more than five-fold increase in WFP’s portfolio of relief operations since that time.

24. The biggest share of WFP’s portfolio has been allocated to Africa (56 percent), followed by Asia (28 percent), the Americas (12 percent) and Eastern Europe and the former USSR (four percent). The composition of the portfolio for the geographic regions differed greatly. The highest proportion of development assistance was reached in the Americas (99 percent); in Asia development resources accounted for 80 percent. The portfolio for Africa consisted of 60 percent relief operations; and in Eastern Europe and the republics of the former USSR, relief accounted for 100 percent.

<table>
<thead>
<tr>
<th>AGRICULTURAL &amp; RURAL DEVELOPMENT</th>
<th>Global (%)</th>
<th>LDCs (%)</th>
<th>LIFDCs (%)</th>
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<tr>
<td>Total</td>
<td>1,313</td>
<td>396</td>
<td>1,158</td>
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<tr>
<td>Land development &amp; improvement</td>
<td>549</td>
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<td>Forestry</td>
<td>334</td>
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<td>Community infrastructure</td>
<td>239</td>
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<td>Other</td>
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<th>LDCs (%)</th>
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<tr>
<td>Total</td>
<td>968</td>
<td>418</td>
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<td>Vulnerable groups</td>
<td>339</td>
<td>193</td>
<td>275</td>
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<td>Primary schools</td>
<td>472</td>
<td>68</td>
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<td>Other</td>
<td>157</td>
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<tr>
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<td>2,281</td>
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<th>NATURAL DISASTERS</th>
<th>Global (%)</th>
<th>LDCs (%)</th>
<th>LIFDCs (%)</th>
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<tbody>
<tr>
<td>Total</td>
<td>312</td>
<td>233</td>
<td>297</td>
</tr>
<tr>
<td>Sudden natural disasters</td>
<td>28</td>
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<td>17</td>
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<tr>
<td>Drought, crop failure</td>
<td>204</td>
<td>218</td>
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<table>
<thead>
<tr>
<th>MAN-MADE DISASTERS</th>
<th>Global (%)</th>
<th>LDCs (%)</th>
<th>LIFDCs (%)</th>
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<tr>
<td>Total</td>
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<td>Displaced person operations</td>
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<table>
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<tr>
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<th>Total (%)</th>
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<tbody>
<tr>
<td>Total</td>
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<td>1,399</td>
<td>1,386</td>
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<th>LDCs (%)</th>
<th>LIFDCs (%)</th>
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<tbody>
<tr>
<td>Total</td>
<td>4,065</td>
<td>2,213</td>
<td>3,803</td>
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The geography of hunger and WFP's response

25. No place on earth is immune to hunger, as recent tragedies in eastern Europe and former Soviet republics have underlined. But hunger affects people in certain places more than others.

AFRICA

26. Sub-Saharan Africa shows the most cause for concern, characterized as it is by a decline in domestic per capita production, high fertility rates, natural disasters and complex emergencies displacing huge numbers of people. Around 215 million (some 43 percent) of the population are chronically undernourished; unless strong action is taken, this may increase to around 315 million by the year 2010.

27. Twenty-one million Africans received help from WFP in 1995. WFP relief food reached over 15 million victims of disasters in 28 countries, while six million chronically hungry people received food through 91 WFP-assisted development projects in 41 countries. All this accounted for 1.4 million tons of food deliveries.

<table>
<thead>
<tr>
<th></th>
<th>mn US$</th>
<th>Share (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>AGRICULTURE AND RURAL DEVELOPMENT</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Land development and improvement</td>
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<tr>
<td>Forestry</td>
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<td>9</td>
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<tr>
<td>Community infrastructure</td>
<td>95</td>
<td>11</td>
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<tr>
<td>Other</td>
<td>88</td>
<td>10</td>
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<tr>
<td><strong>HUMAN RESOURCE DEVELOPMENT</strong></td>
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<tr>
<td>Vulnerable groups</td>
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<tr>
<td>Primary education</td>
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<tr>
<td>Other</td>
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<td><strong>NATURAL DISASTERS</strong></td>
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<td></td>
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<tr>
<td>Sudden natural disasters</td>
<td>11</td>
<td>1</td>
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<tr>
<td>Drought and crop failures</td>
<td>264</td>
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<td><strong>MAN-MADE DISASTERS</strong></td>
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<tr>
<td>Refugee operations</td>
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<td>Displaced person operations</td>
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</tr>
<tr>
<td><strong>TOTAL WFP ASSISTANCE</strong></td>
<td>2,373</td>
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</tbody>
</table>

Table 2

WFP PORTFOLIO OF ACTIVITIES IN AFRICA
(Commitment value as at 31 December 1995)
28. Support for victims of civil conflict continued through the Rwanda/Burundi regional operation, the Liberia/Sierra Leone regional operation and operations in Somalia, southern Sudan, Ethiopia, Kenya and Uganda. Stabilization of the political situation has allowed a shift from relief to reconstruction and rehabilitation activities in Angola, Ghana, Rwanda/Burundi and Mozambique as well as repatriation from Benin, Burkina Faso, Djibouti, Eritrea, Ghana, Mauritania and the Sudan. Drought-related food aid needs emerged in southern Africa and continued in Ethiopia. Relief operations were being phased out in the Central African Republic, Guinea Bissau, Senegal and Togo.

29. These resources would be better invested in sustainable food security than in relief. And it would be far better to invest now in preventing the next crisis than perfecting response mechanisms for new emergencies. But primary responsibility for preventing or responding to emergencies lies with national governments themselves. Prevention requires initiatives that support not only sustainable economic growth, but also stable, non-discriminatory governance and participation of the poor in all aspects of the development process.

Box Three

CUTTING LOGISTICS COSTS

Food deliveries to nearly three million refugees and internally displaced persons in the Great Lakes region of East Africa averaged more than 45,000 tons per month throughout the year. Both the Dar-es-Salaam and Mombasa ports and corridors were used to minimize costs and ensure that sufficient transport and handling capacity was available at all times.

In April, when the Rwandan Government closed the country's borders to relief shipments bound for Zaire, the traditional transit routes to Goma and Bukavu became unavailable virtually overnight. Prompt action was necessary to find alternative solutions - improvement of the road access linking Uganda with the Goma area through Itshasha; improvements to the port facilities of Dar es Salaam; strengthening of the regional rail transport system; and development of a transhipment facility at the Isaka railhead in central Tanzania.

As a result of operational improvements and the negotiation of transport rates with both commercial and parastatal bodies, a reduction in the landside transport, storage and handling (LTSH) rate from 236 dollars a ton to 190 dollars a ton has been achieved. To put this in perspective: with requirements for 1996 of about 500,000 tons, the net savings in resources for 1996 alone will be 20 million dollars.

30. The largest number of hungry people is in Asia. Although several WFP recipient countries have achieved relatively high rates of food production and economic growth, millions of people in remote and low-potential areas, disadvantaged tribal groups and poor women in rural areas continue to need food assistance. Over 500 million people, 18 percent of the population, are not eating a minimum diet in southern and eastern Asia.
<table>
<thead>
<tr>
<th>AGRICULTURE AND RURAL DEVELOPMENT</th>
<th>mn US$</th>
<th>Share (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land development and improvement</td>
<td>671</td>
<td>74</td>
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<tr>
<td>Forestry</td>
<td>344</td>
<td>38</td>
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<tr>
<td>Community infrastructure</td>
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<tr>
<td>Other</td>
<td>55</td>
<td>6</td>
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<tr>
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<tr>
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<td>Other</td>
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<td>TOTAl DEVELOPMENT</td>
<td>61</td>
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<tr>
<td>NATURAL DISASTERS</td>
<td>901</td>
<td>100</td>
</tr>
<tr>
<td>Sudden natural disasters</td>
<td>15</td>
<td>7</td>
</tr>
<tr>
<td>Drought and crop failures</td>
<td>15</td>
<td>7</td>
</tr>
<tr>
<td>MAN-MADE DISASTERS</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Refugee operations</td>
<td>214</td>
<td>93</td>
</tr>
<tr>
<td>Displaced person operations</td>
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<td>22</td>
</tr>
<tr>
<td>TOTAL RELIEF</td>
<td>164</td>
<td>71</td>
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<tr>
<td>TOTAL WFP ASSISTANCE</td>
<td>123</td>
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</tr>
</tbody>
</table>

Table 3

WFP PORTFOLIO OF ACTIVITIES IN ASIA
(Commitment value as at 31 December 1995)

31. In countries such as Afghanistan and Iraq, people are still suffering from the consequences of man-made disasters. Besides the provision of immediate relief food, the challenge is to build the road to reconstruction and longer-term development. In Afghanistan, for example, free distribution of food for relief is kept to the minimum necessary to maintain a safety net for the most vulnerable groups in a fluid situation. At the same time, food inputs are increasingly used, in areas of relative stability, to support activities aimed at rehabilitation and reconstruction at the local level.

32. WFP was able to help over 19 million people in Asia, but this represented only about four percent of the hungry population. Some 14 million people participated in 58 WFP-supported development projects in 16 countries. Total WFP food aid deliveries to Asia amounted to over 900,000 tons in 1995. Food-for-work projects, which continued to be dominated by land development and forestry projects, account for 74 percent of WFP’s food assistance for development, well beyond the share recorded in other regions.

33. WFP relief food reached another five million people. Emergency food assistance was provided for the first time to the Democratic People’s Republic of Korea. Food assistance was also provided for rehabilitation in Cambodia, reintegration in Myanmar, relief and repatriation of refugees/returnees in Bangladesh, relief to refugees in Nepal and Viet Nam and assistance for the displaced in Sri Lanka and flood victims in Laos. Support continued for vulnerable groups in Iraq, refugees in Yemen and relief, rehabilitation and reintegration efforts in Afghanistan, Iraq and Pakistan.
AMERICAS

34. Hunger and poverty increased in parts of Latin America and the Caribbean during the structural adjustment era of the eighties. The number of chronically undernourished people in this region is estimated to have grown from 46 million in 1980 to over 60 million in the early nineties, equivalent to 14 percent of the population.

35. Addressing hunger and food insecurity in Latin American countries is, more than anywhere else, a problem of targeting poor households. The overall availability of food in most parts of the region is less of a problem. Famines and hunger crises that still afflict other regions of the world have been widely eradicated in the Americas. However, satisfactory food availability on average does not preclude the existence of pockets of poverty and hunger.

<table>
<thead>
<tr>
<th>AGRICULTURE AND RURAL DEVELOPMENT</th>
<th>mn US-$</th>
<th>Share (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land development and improvement</td>
<td>213</td>
<td>45</td>
</tr>
<tr>
<td>Forestry</td>
<td>43</td>
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<tr>
<td>Community infrastructure</td>
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<tr>
<td>Other</td>
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<table>
<thead>
<tr>
<th>HUMAN RESOURCE DEVELOPMENT</th>
<th>mn US-$</th>
<th>Share (%)</th>
</tr>
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<tbody>
<tr>
<td>Vulnerable groups</td>
<td>112</td>
<td>23</td>
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<tr>
<td>Primary education</td>
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<td>27</td>
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<tr>
<td>Other</td>
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<tr>
<td>TOTAL HUMAN RESOURCE DEVELOPMENT</td>
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<td>65</td>
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<table>
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<tr>
<th>TOTAL DEVELOPMENT</th>
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<th>Share (%)</th>
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<tr>
<td>478</td>
<td>100</td>
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</table>

<table>
<thead>
<tr>
<th>NATURAL DISASTERS</th>
<th>mn US-$</th>
<th>Share (%)</th>
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</thead>
<tbody>
<tr>
<td>Sudden natural disasters</td>
<td>2</td>
<td>29</td>
</tr>
<tr>
<td>Drought and crop failures</td>
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<td>29</td>
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<tr>
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<table>
<thead>
<tr>
<th>MAN-MADE DISASTERS</th>
<th>mn US-$</th>
<th>Share (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Refugee operations</td>
<td>4</td>
<td>57</td>
</tr>
<tr>
<td>Displaced person operations</td>
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</tr>
<tr>
<td>TOTAL MAN-MADE DISASTERS</td>
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<td>71</td>
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<table>
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<th>TOTAL RELIEF</th>
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<th>Share (%)</th>
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<tr>
<td>7</td>
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<table>
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<th>Share (%)</th>
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</thead>
<tbody>
<tr>
<td>485</td>
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</table>

36. During 1995, WFP assisted almost five million poor and hungry people in Latin America and the Caribbean. Of the more than 200,000 tons of food aid delivered, some 95 percent were for 55 development projects in 24 countries. The emphasis of WFP’s work in the region has been on community development through food-for-work programmes; the development of human resources through primary education; and mother and child health and nutrition programmes.

37. Food assistance continued for returnees and vulnerable groups in Haiti, while WFP assistance is being phased out in Mexico as refugees are repatriated or resettled.
38. Almost four million poor and hungry people received WFP assistance in the region in 1995. A total of 240,000 tons of food commodities was distributed to refugees, displaced persons and other vulnerable groups with no source of income, or any ability to produce or have access to food.

39. The portfolio of activities in CIS and former Yugoslavia is limited to six ongoing relief food operations for refugees and displaced persons, with a total commitment value of 168 million dollars.

40. In Eastern Europe and the former Soviet Republics, relief was provided to victims of ethnic strife and economic collapse in the former Yugoslavia, Armenia, Azerbaijan, Tajikistan, Georgia and the Russian Federation (Chechnya). The Peace Accord signed on 14 December 1995 opened up the possibility of reorienting the relief programme in the former Yugoslavia for rehabilitation and resettlement. However, in the absence of an operational social safety net, assistance will continue to be required to ensure basic food supplies for the most vulnerable groups.

41. In the Caucasus and Central Asia, WFP and NGOs have been using relief food to support the very poorest groups after the collapse of the economies and the social security systems. Within the framework of emergency operations, WFP food aid is also supporting rehabilitation of infrastructure that has been neglected or damaged by war, natural resources conservation projects where forest has been indiscriminately cut, and food incentives for the most essential public servants, such as health workers and teachers.

**DEVELOPMENT IN RELIEF:**

**TRANSPORT INVESTMENTS FOR THE CAUCASUS**

WFP's Caucasus Logistics Advisory Unit, which in 1996 facilitated the movement of more than 1.2 million tons of bilateral and multilateral food aid, managed several crucial improvements to the infrastructure network in the Caucasus. The investments, designed both to remove transport bottlenecks and establish a foundation for reconstruction and development activities, are an example of WFP's commitment to strengthen linkages between relief and development.

Nearly five million dollars were invested in the installation of a stand-by power-generating capacity in Poti port, the provision of a diesel locomotive fleet for Georgia, the installation of a rail communications network in western Georgia, and material for rolling stock and track repair.

Another crucial intervention was the reconstruction of a new bridge over the Natanebi River, replacing the rail bridge which collapsed in 1984, severing the only link available to serve the Caucasus region. This investment did more than benefit regional rail traffic. Since the reconstruction was achieved through in-kind and cash contributions by WFP and the Governments of Georgia, Armenia and Azerbaijan, it represented a landmark for regional collaboration and confidence building.
A PEOPLE-CENTRED APPROACH

42. Food security is about people. And people-centred food aid targets those who need it most, involves beneficiaries in decision-making, addresses their hunger directly, and leaves them with skills and assets which can help them to improve their long-term food security.

43. 1995 was a year when a number of steps were taken toward a more people-centred approach. In some cases, this involved the redesign of implementation strategies to better target development resources to the poorest. In Tunisia, for example, a WFP-assisted primary school feeding project has been reformulated from country-wide coverage to focus on the poorest sections of a selected number of rural governorates.

44. Other initiatives were aimed at strengthening people’s participation in the design and implementation of projects affecting them. In a newly approved nutrition initiative in Senegal, for example, the community itself will be responsible for project management, under the delegated authority of the Community Nutrition Centres. And in Ethiopia, the participatory approach has been incorporated into the overall strategy of a WFP-assisted rural rehabilitation and development project: rural people are fully involved in identifying, implementing and evaluating activities on the lands they farm.

LISTENING TO THE BENEFICIARIES

For several years now, WFP has been exploring ways to ensure that rural men and women have a voice in the planning, execution and evaluation of activities affecting them. Many country offices now use participatory data collection techniques which are “people-oriented” and obtain information on beneficiary perceptions rapidly and at relatively low cost.

For WFP/Dhaka, for example, they have become an integral part of country operations, and in 1995 several “participatory learning exercises” were carried out. One of these exercises focused on beneficiaries in the road construction component of a major food-for-work project. The study, entitled by the participants “The road that has increased our opportunities”, gathered insights related to effects of the project on labour mobility, employment, agricultural production and the number of new small businesses being opened, and changes directly affecting women. This information was used by project managers to improve targeting and implementation.

45. Education, particularly basic education, makes an important contribution to improving people’s lives. School feeding can address the short-term hunger which debilitates millions of primary schoolchildren and diminishes their learning capacity. When carefully targeted to the most disadvantaged, it can be a key factor in attenuating
variations in school enrolment and attendance between income categories, gender and regions. Isolated rural groups, in particular children of nomadic peoples, would often be unable to attend school if regular meals were not provided. WFP also addresses the "gender gap" in primary education. School meals often represent a crucial encouragement for parents to enrol and maintain their daughters in school.

40. In 1995 WFP, in collaboration with UNESCO, completed a major review of knowledge and experience in using food aid in support of education. The review analysed the linkages binding food aid, poor children and basic education, and identified ways in which the benefits of school feeding can be maximized by adjusting the timing and composition of school meals and, in appropriate cases, by providing for complementary measures to address micro-nutrient deficiencies and intestinal infestation. On the basis of this review, new Operational Guidelines for school feeding projects were prepared to help WFP achieve a better impact with this food assistance on hungry and poor children.

COUNTRY PROGRAMMING

47. Each nation has its unique combination of developmental and humanitarian challenges. WFP’s assistance must therefore be integrated into national strategies and coordinated with other programmes in support of the poorest beneficiary groups. In November 1995, the CFA approved WFP’s proposal to do this through the “Country Programme Approach”. The approach is fully consistent with established mechanisms for coordination at the recipient-country level, in particular the Country Strategy Note (CSN) process (where it exists, or the government so chooses) and the role of the United Nations Resident Coordinator for operational activities for development.

48. The preparation of a Country Strategy Outline (CSO), the first step of the Country Programme Cycle, will clarify the context and rationale of WFP’s involvement in a country. The next step is the Country Programme Document, which will propose to the Executive Board an integrated set of activities to achieve the strategic objectives set through the CSO. A mid-term review, an end-of-term evaluation and, if required, special evaluation reports will ensure regular feedback to WFP’s Executive Board on the progress in implementing each Country Programme.

49. In preparing CSOs, country offices undertake extensive dialogue with the Government and a wide range of stakeholders, including United Nations system agencies, NGOs and bilateral donors.

EMERGENCY PREPAREDNESS AND RESPONSE

50. Effectiveness in disaster situations depends on the level of preparedness and the capacity to respond. In 1995, WFP undertook a long list of concrete measures to strengthen its readiness to respond effectively:

a) Three operational Vulnerability Assessment Mapping (VAM) field units - in Malawi, Zambia and Ethiopia - were added to the vulnerability analysis and mapping unit in Rome. Preparations were made to bring VAM units in Tanzania, Madagascar and Senegal on-line early in 1996.
b) A cartographic cell was established for “virtual” mapping and tracking of WFP logistics facilities and ongoing food deliveries.

c) Logistics capacity assessments were completed in southern Africa, Iran, Turkmenbashi port, Moldova, Romania, Zaire, Sahel, Sri Lanka and southern Russia.

**IMPROVING LOGISTICAL PREPAREDNESS**

The mission of the Augmented Logistics Intervention Team for Emergencies (ALITE) is to improve the efficiency of food delivery in emergency operations. It aims to accomplish this by conducting logistical capacity assessments of potential high-risk areas, developing scenario-based contingency plans, actively encouraging the integration of military and civil defence assets, developing stand-by arrangements and service packages and integrating new communications systems to facilitate logistics management.

Although it was created only in June 1995, ALITE undertook the preparation of contingency planning studies, the development of several service packages, the establishment of a NATO liaison capability in the former Yugoslavia, the backstopping of special logistics operations in the Rwanda regional and Caucasus operations, the establishment and management of strategic stocks in Pisa and Nairobi, and the application of stand-by capacities for staff and equipment inputs on numerous emergency operations.

d) Scenario-based contingency planning missions have been fielded and plans produced for the Rwanda region, Sri Lanka, Eastern Europe, Albania, Macedonia and the former Yugoslavia.

e) Strategic stocks of food and equipment at the DHA warehouse in Pisa, Italy and at the United Nations Logistics Base in Brindisi, Italy were used to support activities in Sierra Leone.

f) The capacities of WFP’s Rapid Response Teams (RRT), which within 72 hours can set up emergency food aid programmes in the field, were strengthened. For example, an RRT was deployed to the Democratic People’s Republic of Korea.

g) WFP entered into stand-by arrangements with Swiss Disaster Relief and the Danish Refugee Council to allow timely access to a pre-funded pool of relief experts and equipment; these arrangements have already been used in WFP emergency operations in the Great Lakes region and Sierra Leone.

**DEVELOPMENT AND RELIEF**

51. The first aim of humanitarian assistance is to relieve suffering.

52. But whenever it can, WFP systematically strengthens linkages between relief and development. At the earliest possible moment, WFP uses relief assistance to prepare for the future. Examples in 1995 include using food aid in support of:

a) seeds and tools programmes in Angola, Rwanda, Sudan and Burundi;

b) resettlement, repatriation and reintegation of refugees and the internally displaced in Angola, Cambodia, Mozambique, Myanmar, Uganda and Zambia.
c) demobilization of soldiers in Angola and Mozambique;

d) food for work for rehabilitation of war-damaged infrastructure (health clinics, schools, roads) and productive assets (land clearing/improvement, fish ponds) in Angola, Liberia, Mozambique, Rwanda and Somalia;

e) salary substitutes to civil servants such as teachers and health care workers to encourage the resumption of essential social services in Rwanda, Somalia, Liberia and the former Yugoslavia.

53. At the same time, a number of WFP-assisted development projects were formulated or redesigned towards helping vulnerable people in regions moving out of emergency situations. Others strengthened their focus on disaster preparedness and prevention for people living in areas that are prone to emergencies.

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**LAND-MINES**

**Box Seven**

At the International Meeting on Mine Clearance in Geneva in July 1995, the Executive Director of WFP emphasized that a concerted international financial and diplomatic effort is required to remove land-mines, and to limit or ban their manufacture and sale.

Land-mines are a humanitarian disaster, even after the conflict has ended. Every year, 10,000 civilians are reportedly killed by land-mines, and perhaps 20,000 more are maimed. The United Nations estimates that it costs $300 - 1,000 dollars to uncover and deactivate each mine, for a total cost of at least $3 billion dollars to dispose of the 110 million mines planted in 64 countries around the world.

The cost of land-mines to WFP alone is enormous. In countries such as Afghanistan, Guatemala, Cambodia, Mozambique, Angola and Burundi, anti-personal mines substantially increase the cost of food delivery, demining, repair and recovery, and killing and maiming relief workers.

Land-mines are also a barrier to recovery from conflict. They hamper the return and resettlement of displaced people; limit land available for agriculture, pasture and other productive purposes; and restrict firewood, water, and wild food collection. This creates instability in already volatile post-conflict situations, forces continued dependence on assistance and constrains future prospects for food security. In Cambodia, for example, WFP surveys indicated that some 100,000 returning refugees remained dependent on food aid, largely due to the shortage of mine-free agricultural land. The costs of feeding them for a 12-month period has been estimated at eight million dollars.

WFP has therefore become involved in mine clearance and awareness activities to clear access roads, minimize costly airlifts and facilitate the safe return of people wishing to resettle. Due to its highly operational role and field presence, WFP is an important source of information on the location of mines; food distribution points are good locations for collecting information from the population of the areas where mines are present, and also to disseminate this information. In some cases, WFP provides food as a supplement to the wages of local deminers as well as equipment and logistical support. In Cambodia, WFP has provided support to de-mining activities within the framework of its village-based rehabilitation programme. In Mozambique and Angola, WFP has undertaken one million and 2.4 million dollar projects, respectively, to open road corridors for the deployment of emergency food aid convoys.
54. In Mozambique, for example, assistance to primary schools has been retargeted to drought-prone areas. And a project in Kenya, originally formulated for integrated livestock development and soil conservation in Turkana District, was reformulated to include additional components related to drought preparedness, intervention and recovery, food preparation and the provision of firewood and water.

NATURAL RESOURCE MANAGEMENT:
NEW CHALLENGES FOR FOOD AID

Management and protection of natural resources in emergency operations have become pressing concerns. In countries like Kenya, Malawi, Tanzania, Zaire and Pakistan, huge concentrations of people in camps put pressure on the environment, causing land degradation, water contamination and deforestation. This undermines not only the living conditions of displaced people, but also the longer term food security of their host communities. Food-for-work activities assisted by WFP are used to support soil-conservation measures such as tree planting and bund construction to address the environmental impact caused by these camps. Related assistance such as fuel-efficient stoves and milling services is provided to reduce the amounts of fuel required for cooking.

Community participation is crucial to the success of these and other natural resource development projects. In India, Guatemala, Peru and Ethiopia, to name just a few countries, WFP forestry and watershed activities involve village-level planning, implementation and management. Effective participation is facilitated through training courses for village committee members, women, government counterparts and NGOs.

EFFICIENCY IMPROVEMENTS IN TRANSPORT AND LOGISTICS

55. The complex nature of major relief operations continued to challenge WFP’s transport and logistics capabilities throughout the year.

56. At the time of submission of the biennial budget for 1994-95, the Programme undertook a major initiative to identify savings in delivery costs throughout its operations. Preliminary results for the two-year period indicate that the targets were surpassed. In 1995 alone, net savings of nearly 1.7 million dollars were obtained through ocean transport contracts made by WFP rather than accepting offers that included freight services. An additional estimated three million dollars were saved through increased consolidation of ocean shipments. Further efficiency measures in overland transport, storage and handling of food aid led to savings of 13 million dollars and the self-insurance for WFP commodities to savings of another 1.9 million dollars.

57. Comprehensive assessments of logistics activities and cost characteristics of major emergencies were made in Afghanistan, Cambodia, the Rwanda-Burundi regional emergency and the former Yugoslavia. In addition, delivery modalities for a host of smaller operations in southern and western Africa and the Horn of Africa were reviewed. In nearly all instances, the reviews led to a tightening of the logistics operations and a reduction in delivery costs.
58. Several cost-saving innovations were introduced, including:
   a) displacement of a large share of air transport in Angola with far cheaper road
      haulage, which was made possible by actions taken by the Programme to reopen
      roads previously closed owing to mining and physical deterioration;
   b) assumption of responsibility for the transport of food from the port to government-
      operated warehouses in Yemen, which, in addition to ensuring the expeditious and
      secure arrival of food, netted unit savings of more than 23 dollars a ton;
   c) combined use of rail, road and barge transportation between Dar-es-Salaam
      (Tanzania) and Bukavu (Zaire), which yielded a cost reduction from 180 dollars a
      ton to 127 dollars a ton; and
   d) an investment of 1.2 million dollars to improve road access, which reduced transport
      costs between Kampala (Uganda) and the refugee camps in Goma (Zaire) by
      13 dollars a ton.

**COST-EFFECTIVENESS THROUGH LOCAL FOOD PURCHASES**

59. WFP purchases one third of all the food it provides; in relief operations, the proportion
    has risen to more than 40 percent.

60. WFP spent 250 million dollars on food purchases in nearly 70 different countries in
    1995. Over half of these purchases were made in developing countries, bringing
    benefits in terms of timeliness of delivery, lower transportation costs, suitability of local
    commodities and strengthening the economies and the agricultural sector of these
    economies.

<table>
<thead>
<tr>
<th>Year</th>
<th>Value (mn US$)</th>
<th>Tonnage ('000)</th>
<th>Total WFP deliveries %</th>
</tr>
</thead>
<tbody>
<tr>
<td>1991</td>
<td>196</td>
<td>926</td>
<td>27</td>
</tr>
<tr>
<td>1992</td>
<td>281</td>
<td>1 201</td>
<td>27</td>
</tr>
<tr>
<td>1993</td>
<td>263</td>
<td>1 081</td>
<td>31</td>
</tr>
<tr>
<td>1994</td>
<td>315</td>
<td>1 425</td>
<td>43</td>
</tr>
<tr>
<td>1995</td>
<td>250</td>
<td>975</td>
<td>35</td>
</tr>
</tbody>
</table>

Table 5

**WFP FOOD PURCHASES 1991–95**

61. These advantages far outweigh the particular effort that is sometimes required to
    undertake purchases in less well-established markets of developing countries.
    Additional efforts may also be required to encourage smaller private entrepreneurs to
    participate in WFP purchasing activities.

62. Several 1995 initiatives will strengthen WFP's food procurement capability. New
    operational procedures have been developed, and specialist purchasing officers have
    been stationed in countries which are strategically located for WFP operations and
    which usually have surplus food available for procurement: Zimbabwe, Uganda, Kenya,
    Tanzania and Turkey.
EVALUATING THE IMPACT OF FOOD AID

63. During 1995, the Office of Evaluation initiated 13 evaluation missions: eight were evaluations of individual development projects; three were evaluations of relief operations; one was a thematic evaluation of long-standing school feeding projects in West Africa; and one mission evaluated the current portfolio of ongoing WFP-assisted projects in one country, Bolivia.

64. Providing information to strengthen operational policies and the design of future operations is an essential thrust of the work programme of the evaluation service. A review of the individual project evaluations suggested that more refined techniques of assessment and project design are needed to address the following issues:

a) comparative advantage - food aid as a cost-effective and appropriate input,

b) reaching the hungry poor - operational strategies for targeting the neediest vulnerable groups and households; and

c) indicators of success and failure - processes and procedures to improve realism in the formulation of project objectives and rigour in the monitoring of project implementation.

65. Special evaluations were initiated in 1995 to improve WFP’s understanding of the issues of comparative advantage and more efficient targeting. And greater attention was given to the evaluation of emergency and relief assistance operations; the changing context of emergency operations prevents adopting the same methods as those used for traditional development projects.

66. The evaluation of refugee and displaced person operations in Afghanistan, Bangladesh and Mozambique further underlined the need for identification of appropriate indicators in order to allow monitoring and evaluation at the earliest possible stage of an emergency intervention. To address this important issue, a reference paper was prepared, providing guidance on the selection and application of indicators for measuring the performance of emergency operations.

BUILDING STRATEGIC ALLIANCES

67. Working in partnership is a necessity.

68. WFP is committed to improved coordination at all stages of humanitarian assistance operations - needs assessment, the appeals process, implementation, monitoring and evaluation. In 1995 WFP conducted joint assessment missions with UNHCR in 10 countries and regions affected by refugee emergencies, and with FAO in 17 countries and regions affected by natural disasters.
STRENGTHENING THE RESIDENT COORDINATOR SYSTEM

In a letter to all WFP Country Directors, the Executive Director pointed out that “...a strengthened Resident Coordinator system is the linchpin of a concerted United Nations response to the call to place national policies, priorities and programmes at the centre stage in the development process. United Nations Funds and Programmes need to show that they are working well together to achieve this end.” She asked WFP country offices to make it a top priority to support the Resident Coordinator, noting that “the success of the Resident Coordinator system depends as much on the commitment of WFP country offices, and those of our sister agencies, as it does on the Resident Coordinators themselves.” At the same time, she invited suggestions from the field as to how coordination might be strengthened. A summary of the responses has been shared with the UNDP Administrator. WFP will pursue its approach to strengthening the Resident Coordinator system consistent with General Assembly resolution 50/120.

69. The participation of WFP in the Madrid Humanitarian Summit, hosted by the European Union in December 1995, and in the ECOSOC discussion of the capacity of the United Nations system in the field of humanitarian assistance in June 1995, were part of WFP’s efforts to work with our partner organizations to raise awareness about humanitarian issues and harmonize intervention strategies. Collaboration in humanitarian operations was also the subject of a senior staff meeting between WFP and the International Committee of the Red Cross in September 1995.

70. In addition, the first “WFP-NGO consultation” was held in November 1995, based on an agenda proposed by the NGOs themselves. Open, collegial discussion on issues of direct relevance to all participants - food aid distribution, staff security and evaluation methods - deepened mutual understanding and capacity to work together smoothly.

71. Negotiation of Memoranda of Understanding with NGOs, clarifying the division of responsibilities between WFP and its NGO partners, has been another important undertaking in 1995. One agreement was signed and negotiations on another eight were initiated. Particular attention has been given to design and implementation issues such as community participation, gender sensitivity and the assessment and monitoring of people’s health and nutritional status.
WORKING IN PARTNERSHIP

WFP works with more than 1,000 national and international NGOs, combining technical capacity and experience for the beneficiaries. In southern Sudan, for example, WFP and an NGO collaborated to develop a pilot “food economy analysis” for assessing the needs for food assistance; it is now being replicated on a larger scale.

Uganda offers another example of effective partnership. WFP, together with the Government of Uganda, assisted 12 NGOs to help street children, whose number has increased dramatically as a result of enduring poverty, insecurity and the HIV/AIDS pandemic. Through this cooperation, WFP food assistance reached 2,100 needy street children.

In Ethiopia, WFP has worked with NGOs since 1990 to provide food assistance to households in the poorest neighbourhoods in Addis Ababa. The WFP “urban food assistance facility” project approved in 1995 will continue and strengthen this flexible arrangement. Activities supported include food-for-work-based upgrading of slums; MCH programmes for at-risk expectant mothers; children in the critical weaning period and malnourished children up to five years of age; income-generating activities targeted to unskilled and semi-skilled unemployed workers; and assistance to street children.
Planning ahead

STRATEGIC AND FINANCIAL PLAN 1996-99

72. WFP’s Strategic and Financial Plan, the first within the United Nations system, was approved by the CFA in May 1995. It set out a programme of work based on five operational and managerial priorities:

a) a people-centred approach - targeting and focusing on the hungry poor, especially women and children;

b) increased accountability - a more accountable, transparent and efficient WFP, supported by delegation of authority and streamlined data processes;

c) modern management systems - instituting more modern approaches to administration and personnel management supported by new communication and information systems;

d) better mobilization of resources - broadening and strengthening the resource base and working towards more predictable funding; and

e) stronger advocacy - working in partnership with other actors to bring the issue of hunger to the centre of the international agenda.

ACCOUNTABILITY

73. The Financial Management Improvement Programme (FMIP) was launched in autumn of 1994 in accordance with the Executive Director’s commitment to improve the financial management and accountability of WFP operations. In 1995, a “New Vision” was developed outlining how work processes should be restructured in the future in order to increase accountability and efficiency at all levels in the organization.

74. Through the streamlining of WFP’s financial and managerial core processes, the FMIP aims at enhancing the overall management capacity of WFP, minimizing recurrent costs and providing contribution tracking systems and immediate information on the status of resources, operations and projects. It will thus help to make the best use of available resources and strengthen the monitoring of funding, commodity flows and expenditure.

75. Other initiatives to maximize accountability and efficiency include:

a) strengthening financial capacity of WFP country offices by recruiting more staff with accounting/financial skills (by the end of 1995, WFP had professional accountants in 31 countries);

b) managing cash holdings more efficiently (a new replenishment system for country office bank accounts was introduced);
c) establishing an Office of Inspection and Investigation;
d) improving audit follow-up and internal audit methodologies.

76. Accountability involves our partners as well. In cases where partner institutions in recipient countries are not willing to respect the accountability requirements for the assistance provided, the food aid programmes of WFP have to be put temporarily on hold.

INFORMATION AND COMMUNICATION SYSTEMS

77. Significant progress was made in improving the efficiency and cost-effectiveness of WFP’s communication. By the end of 1995, 57 (i.e. more than two thirds) of the WFP country offices were connected via electronic mail. And a series of automated reports were developed to improve reporting to donors.

78. WFP’s International Food Aid Information System (INTERFAIS) has further enhanced its status as an authoritative source on global food aid flows. INTERFAIS is now the main source of food aid information for FAO’s regular publications and day-to-day requirements. The Committee on Agriculture of the World Trade Organization also uses INTERFAIS data for analysis pertaining to possible negative effects of the trade reform programme on least-developed and net food-importing countries.

HUMAN RESOURCE DEVELOPMENT

79. A two-pronged strategy was adopted to prepare WFP management, its staff and their counterparts for new challenges faced by the organization. The first element was the training of more than 5,000 counterparts. WFP contributed to recipient country capacity through 77 training programmes in 43 developing countries. They included:
a) sub-regional workshops in food storage management in East Africa and West Africa;
b) monitoring and evaluation training programmes in 11 countries; and
c) training in project design and implementation; emergency management; nutrition; soil and water conservation; financial management, and automation of procedures.

80. A second set of activities focused on the managerial and professional competencies of WFP staff. To increase communication and accountability, a new system of Management and Appraisal of Performance (MAP) was introduced. Four staff retreats held in 1995 focused on strategic planning, operational planning and career planning. Emergency management workshops for WFP senior staff and emergency operations workshops for WFP country officers were priority areas for staff training programmes. In addition, the Executive Director established a Steering Group to recommend an appropriate career development and management system for WFP; the Group will report in 1996.

81. WFP’s career “Unified Service” staff decreased from over 80 percent of the total international professional staff in the late eighties to 48 percent in 1995. “Project Contract” staff now account for much of the balance. New contractual instruments (Activities for Limited Duration of Appointment) have been developed on a pilot basis.
in collaboration with other United Nations bodies to respond to the need for more flexible contracts.

82. At the end of 1995, there were 1,969 WFP staff members with contracts of one year and longer. In addition, a total of 270 international short-term contracts at the professional level were issued during 1995. Another 1,789 personnel were employed on temporary assignment contracts: 200 General Service staff in Headquarters and 1,589 staff on local Special Service Agreements, issued by WFP country offices mainly in support of logistics and emergency operations.

83. 1995 also witnessed the achievement of a better gender balance within WFP. Special efforts were made to recruit qualified women staff, with the result that 35 percent of all new recruits in 1995 were women. As of 31 December 1995, female staff represented 25 percent of all professional staff and higher categories internationally recruited by WFP. Clearly, the effort to recruit more women professional staff must continue to be an important priority for WFP.

<table>
<thead>
<tr>
<th>Category</th>
<th>Country offices</th>
<th>Headquarters</th>
<th>Total</th>
<th>% Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professional</td>
<td>568</td>
<td>225</td>
<td>793</td>
<td>23</td>
</tr>
<tr>
<td>Unified Service Staff</td>
<td>170</td>
<td>99</td>
<td>269</td>
<td>24</td>
</tr>
<tr>
<td>Specialist Staff and Higher Categories</td>
<td>2</td>
<td>78</td>
<td>80</td>
<td>32</td>
</tr>
<tr>
<td>Project Contract Staff</td>
<td>167</td>
<td>37</td>
<td>204</td>
<td>22</td>
</tr>
<tr>
<td>Junior Prof. Officers</td>
<td>26</td>
<td>11</td>
<td>37</td>
<td>43</td>
</tr>
<tr>
<td>UN Volunteers</td>
<td>104</td>
<td>0</td>
<td>104</td>
<td>11</td>
</tr>
<tr>
<td>National Officers</td>
<td>99 *</td>
<td>0</td>
<td>99</td>
<td>21</td>
</tr>
<tr>
<td>General Service</td>
<td>892 *</td>
<td>284</td>
<td>1,176</td>
<td>41</td>
</tr>
<tr>
<td><strong>TOTAL STAFF</strong></td>
<td><strong>1,469</strong></td>
<td><strong>569</strong></td>
<td><strong>1,969</strong></td>
<td><strong>34</strong></td>
</tr>
</tbody>
</table>

* 1995 figures refer to the actual number of permanent and fixed-term staff. They are not directly comparable with those of earlier years, when the number of posts was reported.
A NEW APPROACH TO RESOURCING AND FINANCING

84. New WFP resourcing and financing policies were elaborated jointly by the Secretariat and the Member States and approved by the CFA in November 1995. Beginning in 1996, the resourcing and financing structure will consist of four programme categories (Development, PRO, Emergencies and Special Operations) and three funding windows (multilateral, directed multilateral and bilateral) under which the Programme receives its contributions.

85. The new approach is based on full cost recovery for all direct and indirect operational and support costs. Contributions through the multilateral funding window will provide WFP with the flexibility to allocate resources in a timely and appropriate manner. Resources made available through the directed multilateral window will enable donors to direct contributions to specific projects or operations. In addition, WFP will provide bilateral services where the activity is not associated with WFP-assisted operations but is nevertheless consistent with WFP's Mission Statement.

86. In 1995, donors generally took between one week and nine months to confirm contributions of relief food aid. Procurement and delivery of the food can take up to six months more. Security and logistical problems often further delay delivery and distribution to people in need. In an effort to reduce this lead-time, WFP instituted regular consultations with donors based on analyses of up-coming resource needs. This consultation process augments the biennial Pledging Conference, and will be an integral part of the new resourcing and financing procedures.

DRASTICALLY DECLINING GLOBAL FOOD AID

87. From a record of almost 17 million tons in 1993, global food aid fell to 9.5 million tons in 1995. Inevitably WFP has been affected by this abrupt reduction in food aid availability, even though WFP’s share of global food aid since 1993 has increased from 22 percent to almost 30 percent. The total level of resources made available to the Programme in 1995 fell to 1.2 billion dollars, compared to 1.5 billion dollars in 1994. And as prices increased sharply, every dollar bought less food.

88. Relief operations were relatively protected from the sharp price increases of 1995, as most contributions were made in quantity, not value terms, and donors give priority to emergency needs. Development contributions, however, are often fixed in financial terms. As food prices increased during the year, less food was made available. To some extent, WFP has been able to lessen the impact of food price rises by shifting the commodity mix to cheaper commodities.
TRADE REFORM AND FOOD AID

During the second half of 1995, least-developed, food-deficit countries were hit by a marked increase in their food import bills. Not only had world cereal prices increased by about 50 percent, but there was also a decrease in the availability of subsidized exports and a marked reduction in the level of food aid. 1995 saw the lowest food aid flows in two decades; their share in meeting low-income, food-deficit countries’ cereal import requirements was the lowest ever.

There is considerable debate about how much the GATT Uruguay Round trade liberalization has contributed to this world food situation. Obviously, several factors, including adverse weather in many producing areas, have played a role. However, there is also little doubt that policy reform measures have led to drastically reduced surpluses in the USA and the EU. The 1995/96 ratio of world cereal stocks to annual global consumption is expected to fall to its lowest level in 20 years; and the bulk of these stocks is no longer held by governments. The abrupt decline in world cereal stocks has contributed to the substantial increases in world prices for major cereals during 1995. Greater volatility of world cereal prices during the next few years cannot be excluded.

The Uruguay Round Final Act includes a commitment to ensure the availability of sufficient levels of food aid during the implementation of the reform programme to meet the legitimate needs of developing countries. While considerable research efforts are underway to assess the macro-level effects of the Uruguay Round, much less thought has been given to what the reform programmes mean for the poorest households in low-income, food-deficit countries and what the international community can concretely do to respond to the challenge.

WFP is part of an informal inter-agency group, which includes FAO, IMF and the World Bank, established to monitor the world food situation and consider ways of designing country-specific safety net programmes to support the poorest households during reform programmes. WFP has also been active in promoting the need for such safety net programmes at the World Trade Organization meetings, where it has been granted observer status.

RESOURCE MOBILIZATION

89. In a climate of tighter aid budgets, resource mobilization has become a priority. Efforts are underway to identify new and non-traditional donors, and efforts are also being made to identify new funding sources from within existing donor countries.

90. Donors provided 85 percent of the estimated requirements for WFP relief activities. This enabled WFP to provide sufficient food in most emergency situations. However, there were a number of emergencies (Liberia, Sierra Leone, Iraq, Democratic People's Republic of Korea) for which adequate levels of resources were not forthcoming. In these cases, WFP had to rely on the small quantity of food resources from up-front and completely untied donations to bridge gaps or partially mitigate the suffering of the affected populations.
91. 1995 contributions to the WFP-administered International Emergency Food Reserve (IEFR) totalled 1.1 million tons of commodities, valued at 542 million dollars, approximately the same as in 1994. Contributions for WFP Protracted Relief Operations for refugees and internally displaced persons amounted to 549,000 tons, at a value of 230 million dollars, a decline of about one quarter compared to the previous year.

92. Contributions to the Immediate Response Account (IRA) totalled 19 million dollars in 1995, well below the 30 million dollar annual target. In 1995, the IRA was redesigned to be both a revolving and a replenishment fund, with a target of 35 million dollars, of which five million dollars are earmarked for short-term logistic needs.

93. WFP also handled 74 million dollars of cash contributions for Special Emergency Operations to provide a range of logistic and other support services for major relief operations. Resources for development amounted to 983,000 tons, valued at 434 million dollars in 1995. In tonnage terms, this represented a drop of approximately 15 percent compared to the previous year. WFP was unable to meet the full needs of all approved development projects. Cereals account for almost 90 percent of WFP food aid deliveries.
NON-FOOD ITEMS

94. In step with the shift in focus to the poorest countries and the poorest communities, WFP is increasingly called upon to provide non-food items to complement its food assistance. Donors made available some 10 million dollars worth of such complementary items for WFP-assisted development projects in 1995. In addition, WFP purchased some 20 million dollars worth of non-food items (including 3.6 million dollars on contracts for specialist services), a 25 percent increase over the 1994 level.

95. To improve efficiency of procurement, one- to two-year agreements are being put into place, where possible, with suppliers of items that WFP regularly purchases, such as fuel, temporary food shelters, communication equipment and other emergency requirements. Under these arrangements, WFP can more easily and quickly order such items at competitive pre-agreed prices.

BILATERAL SERVICES

96. WFP provides services for donors in support of their own bilateral food aid programmes. For the donors, WFP’s bilateral services typically result in substantial economies of scale and better coordination of food aid flows. Some 141 million dollars of bilateral services were requested in 1995. They included purchasing food, arranging the transportation of food aid, and monitoring its distribution.
BUDGET, EXPENDITURE AND CASH POSITION

97. During 1995, WFP managed about 1.2 billion dollars of resources in food commodities and cash in support of the hungry and poor throughout the developing world.

98. WFP expenditure in 1995 included 95 million dollars for Programme Support and Administration costs (PSA), eight percent of the total value of WFP-assisted operations.

99. The Executive Director made a commitment to the CFA that the WFP would keep PSA expenditures for the biennium within available resources. Cost reduction measures initiated in 1994 had a significant effect on 1995 expenditures. The actual PSA expenditure in 1995 was 95 million dollars, against an original estimate of 110 million dollars.

<table>
<thead>
<tr>
<th>Source of Funds</th>
<th>Value (million U.S.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development (Regular Programme), incl. PSA</td>
<td>436</td>
</tr>
<tr>
<td>Protracted Refugee and Displaced Person Operations</td>
<td>187</td>
</tr>
<tr>
<td>International Emergency Food Reserve (incl. IRA)</td>
<td>424</td>
</tr>
<tr>
<td>Bilateral, Special Emergency and other Operations</td>
<td>144</td>
</tr>
<tr>
<td>TOTAL</td>
<td>1,191</td>
</tr>
</tbody>
</table>

Table 7

WFP EXPENDITURES IN 1995 (by source of funds)

WFP BUDGET FOR 1996-97

100. In November 1995, WFP put forward a negative nominal growth PSA budget for the period 1996-97; this was approved by the CFA. The budget proposal was a break with the past in other respects as well:

a) it was constructed from the ground up, i.e., starting with the operational activities of country offices;

b) it is focused on priority activities necessary to achieve WFP’s strategic priorities;

c) it is a consolidated budget based on both operational and programme support components; and

d) the PSA budget is flexible, depending on the level of operations.

101. The approved budget is based on an anticipated annual delivery of 2.8 million tons of food aid and corresponding programme support and administration costs for the biennium of 228.9 million dollars.
Annex I

Organizational Chart

OED
Office of the Executive Director

- OEDA
  Office of Internal Audit

- OEDI
  Office of Inspection & Investigation

- OEDE
  Office of Evaluation

OD
Operations Department

- PA
  Policy & Public Affairs Division

- RD
  Resources Division

- HR
  Human Resources & Administrative Services Division

- FS
  Finance & Information Systems Division

- OT
  Transport & Logistics Division

- OM
  Operational Mgmt & Programming Division

- OP
  Operational Policy & Support Division

Regional Bureaux

Country Offices
## DEVELOPMENT PROJECTS APPROVED IN 1995

<table>
<thead>
<tr>
<th>Country, project number</th>
<th>Project title</th>
<th>Food beneficiaries per annum ('000)</th>
<th>Total WFP food commitments ('000 tons)</th>
<th>Total WFP cost (million dollars)</th>
<th>Total cost (million dollars)</th>
<th>Duration (years)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bangladesh 2226 (Exp.7)</td>
<td>Vulnerable group development: support to rural women to move out of extreme poverty</td>
<td>718</td>
<td>140.1</td>
<td>26.4</td>
<td>107.6</td>
<td>2</td>
</tr>
<tr>
<td>Bolivia 2768 (Exp.2)</td>
<td>School feeding in the Cotacalla San Juan del Oro project area</td>
<td>33</td>
<td>15.3</td>
<td>6.1</td>
<td>7.3</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>(Potosi)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Burkina Faso 4969</td>
<td>Supplementary feeding for vulnerable groups</td>
<td>55</td>
<td>20.8</td>
<td>9.7</td>
<td>23.5</td>
<td>4</td>
</tr>
<tr>
<td>China 5191</td>
<td>Integrated agricultural development in Wuling mountain area, Guilin province</td>
<td>220</td>
<td>91.7</td>
<td>15.7</td>
<td>28.8</td>
<td>6</td>
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<tr>
<td>Ethiopia 5403</td>
<td>Urban food assistance facility</td>
<td>38</td>
<td>8.3</td>
<td>4.0</td>
<td>7.1</td>
<td>4</td>
</tr>
<tr>
<td>Guatemala 5278</td>
<td>Construction of infrastructure in depressed areas previously</td>
<td>135</td>
<td>77.6</td>
<td>10.1</td>
<td>43.0</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>affected by internal conflict</td>
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<td></td>
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<td></td>
<td></td>
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<tr>
<td>Haiti 5583</td>
<td>Agricultural rehabilitation and soil conservation in marginal</td>
<td>54</td>
<td>7.7</td>
<td>4.5</td>
<td>5.7</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>mountainous areas</td>
<td></td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>Nicaragua 8609</td>
<td>Participatory forest management</td>
<td>85</td>
<td>27.3</td>
<td>7.1</td>
<td>10.8</td>
<td>6</td>
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<td></td>
<td>Bangladesh 2226 (Exp.7)</td>
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<tr>
<td></td>
<td>India 5589</td>
<td>832</td>
<td>61.3</td>
<td>20.1</td>
<td>51.5</td>
<td>3</td>
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### PROTRACTED RELIEF OPERATIONS FOR REFUGEES & INTERNALLY DISPLACED PEOPLE APPROVED IN 1995

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<tr>
<th>Country, operation number</th>
<th>Operation title</th>
<th>Beneficiaries</th>
<th>Total WFP food commitments</th>
<th>Total WFP cost</th>
<th>Total cost</th>
<th>Duration</th>
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Continued...
# Protracted Relief Operations for Refugees & Internally Displaced People Approved in 1995

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<th>Country, operation number</th>
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<th>Beneficiaries ('000)</th>
<th>Total WFP food commitments ('000 tons)</th>
<th>Total WFP cost (million dollars)</th>
<th>Total cost (million dollars)</th>
<th>Duration (years)</th>
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<td>Liberia 4604 (Exp.4)</td>
<td>Liberian and Sierra Leonean internally displaced persons and refugees in Liberia, Sierra Leone, Côte d’Ivoire and Guinea</td>
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<td>Safety net programmes and environmental rehabilitation in refugee-impacted areas in Pakistan</td>
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1 Total expenditures exclusive of programme support, administrative and other non-operational costs. They also exclude such operational expenditures as insurance premium and cost of warehouse facilities that cannot be apportioned by project/operation. The aforementioned expenditures from 1991 through 1995 amounted to 105.1, 114.0, 106.5, 107.1 and 95.0 million dollars respectively. Negative figures represent financial adjustments.
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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 1981 to 1995 amounted to 105.1, 114.0, 108.5, 107.1 and 95.0 million dollars respectively. Negative figures represent financial adjustments.
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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/country. The above-mentioned expenditures from 1991 to 1995 amounted to $357.8, 348.1, 325.8, 314.8 and 236.2 million dollars, respectively.
2. GNP per capita and population estimates are based on World Bank data. For 1995, the GNP per capita and population in 1994 were applied.
3. Actual classifications for each year.
4. Relief only.
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<td>3 500.0</td>
<td>9 111.2</td>
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<td>3 802.7</td>
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<tr>
<td>UK</td>
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<td>1 033.8</td>
<td>-</td>
<td>6 315.8</td>
<td>22 758.8</td>
<td>-</td>
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<tr>
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<td>126 544.0</td>
<td>3 000.0</td>
<td>-</td>
<td>87 364.2</td>
<td>75 742.0</td>
<td>323 219.0</td>
<td>-</td>
<td>26 372.2</td>
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<td><strong>Total</strong></td>
<td>650 864.5</td>
<td>19 192.6</td>
<td>6 600.0</td>
<td>229 584.1</td>
<td>98 742.0</td>
<td>542 385.0</td>
<td>6 150.0</td>
<td>9 776.5</td>
<td>73 680.7</td>
<td>144 928.2</td>
<td>1 720 801.5</td>
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</table>

¹ Resource category includes JFO contributions for the biennium 1995-96 and bilateral contributions to WFP-assisted projects/operations for 1995 only.
## TABLE 5: MAJOR DONORS* TO WFP BY TYPE OF PLEDGE OR CONTRIBUTION, BIENNium 1995-96
(as at 31 December 1995, in thousand dollars)

<table>
<thead>
<tr>
<th>Rank</th>
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<td>Value</td>
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<td>U.S.A.</td>
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</tr>
<tr>
<td>2</td>
<td>C.E.C.</td>
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<td>C.E.C.</td>
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</tr>
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<td>3</td>
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<td>Australia</td>
<td>79 609.0</td>
<td>U.S.A.</td>
</tr>
<tr>
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<td>Canada</td>
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<td>111 990.9</td>
<td>Germany</td>
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<td>6</td>
<td>Australia</td>
<td>93 690.9</td>
<td>Netherlands</td>
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<tr>
<td>7</td>
<td>Japan</td>
<td>105 523.0</td>
<td>Denmark</td>
<td>41 775.2</td>
<td>France</td>
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<td>8</td>
<td>Sweden</td>
<td>54 946.5</td>
<td>Norway</td>
<td>29 877.2</td>
<td>Canada</td>
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<td>9</td>
<td>Denmark</td>
<td>52 276.8</td>
<td>Sweden</td>
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<td>Norway</td>
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<td>18</td>
<td>Saudi Arabia</td>
<td>7 500.0</td>
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<td>2 200.0</td>
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<td>19</td>
<td>Argentina</td>
<td>4 000.0</td>
<td>Italy</td>
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<td>1 750.0</td>
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</tbody>
</table>

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1 Listed individually are all donors that pledged or contributed a total of more than one million dollars for the biennium 1995-96.

2 Resource category includes JPO contributions for biennium 1995-96 and bilateral contributions to WFP-assisted projects/operations for 1995 only.
<table>
<thead>
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<th>Donor</th>
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<th>Donor</th>
<th>Value</th>
<th>Donor</th>
<th>Value</th>
<th>Donor</th>
<th>Value</th>
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<td>France</td>
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<tr>
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<td>Australia</td>
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</table>
## TABLE 6: GLOBAL FOOD AID PROFILE 1991-95

<table>
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<th></th>
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</thead>
<tbody>
<tr>
<td><strong>1. Total food aid deliveries</strong>&lt;br&gt;(in million tons - cereals in grain equivalent)</td>
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<td></td>
<td></td>
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<tr>
<td>Cereals</td>
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<td>Non-cereals</td>
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<td><strong>2. Food aid procurement in developing countries</strong>&lt;br&gt;(% of total)</td>
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</tr>
<tr>
<td></td>
<td>8.5</td>
<td>9.5</td>
<td>9.7</td>
<td>11.6</td>
</tr>
<tr>
<td><strong>3. Food aid deliveries by channel (% of total)</strong></td>
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<td></td>
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</tr>
<tr>
<td>Bilateral</td>
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<td>65</td>
<td>52</td>
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<td>Multilateral&lt;br&gt;(WFP representing more than 95%)</td>
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<td>22</td>
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<td>13</td>
<td>21</td>
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<td><strong>4. Food aid deliveries by category (% of total)</strong></td>
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<td>22</td>
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<tr>
<td><strong>5. Food aid deliveries by region</strong>&lt;br&gt;(% of total)</td>
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<td></td>
<td></td>
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</tr>
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<td>29</td>
<td>34</td>
</tr>
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<td>12</td>
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<tr>
<td>Eastern European and republics of the former USSR</td>
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<tr>
<td>Latin America and Caribbean</td>
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<td>12</td>
<td>12</td>
<td>11</td>
</tr>
<tr>
<td>North Africa and Middle East</td>
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<td>10</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td><strong>6. Food aid deliveries by country special status category (% of total)</strong>&lt;br&gt;Deliveries to developing countries</td>
<td>93</td>
<td>87</td>
<td>68</td>
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<td>Deliveries to Low-Income and Food Deficit Countries</td>
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<td><strong>7. Total cereal food aid deliveries expressed as % of:</strong>&lt;br&gt;World cereal production</td>
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<td><strong>8. Cereal food aid deliveries to LIFDC expressed as % of:</strong>&lt;br&gt;LIFDC cereal production</td>
<td>1.2</td>
<td>1.3</td>
<td>1.1</td>
<td>1.0</td>
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<td>LIFDC cereal imports²</td>
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<td>14.8</td>
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</table>

¹ Provisional.

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

sal to do this through the "Country Programme Approach". The approach is fully consistent with established mechanisms...

The geography of hunger and WFP's response 25. No place on earth is immune to hunger, as recent years have shown. High fertility rates, natural disasters and complex emergencies displacing huge numbers of people. Around 215 million people were affected in 1995, with the highest numbers in Africa and Asia.

Table 1: WFP Assistance by Country, Region, and Type, 1991-95 (in million dollars)

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</tbody>
</table>

We need to break the inheritance of hunger. WFP remains dedicated to improving the efficiency of its operations.

Table 2: WFP Assistance by Country, Region, and Type, 1991-95 (in million dollars)

<table>
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<td>903</td>
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Through the streamlining of WFP's financial and managerial core, we have achieved significant improvements:

- An electronic mail system for WFP country offices, connecting over 80% of them via electronic mail.
- An automated replenishment system for country office bank accounts.
- A new replenishment system using electronic mail for transfers.

These improvements have led to increased efficiency at all levels in the organization.