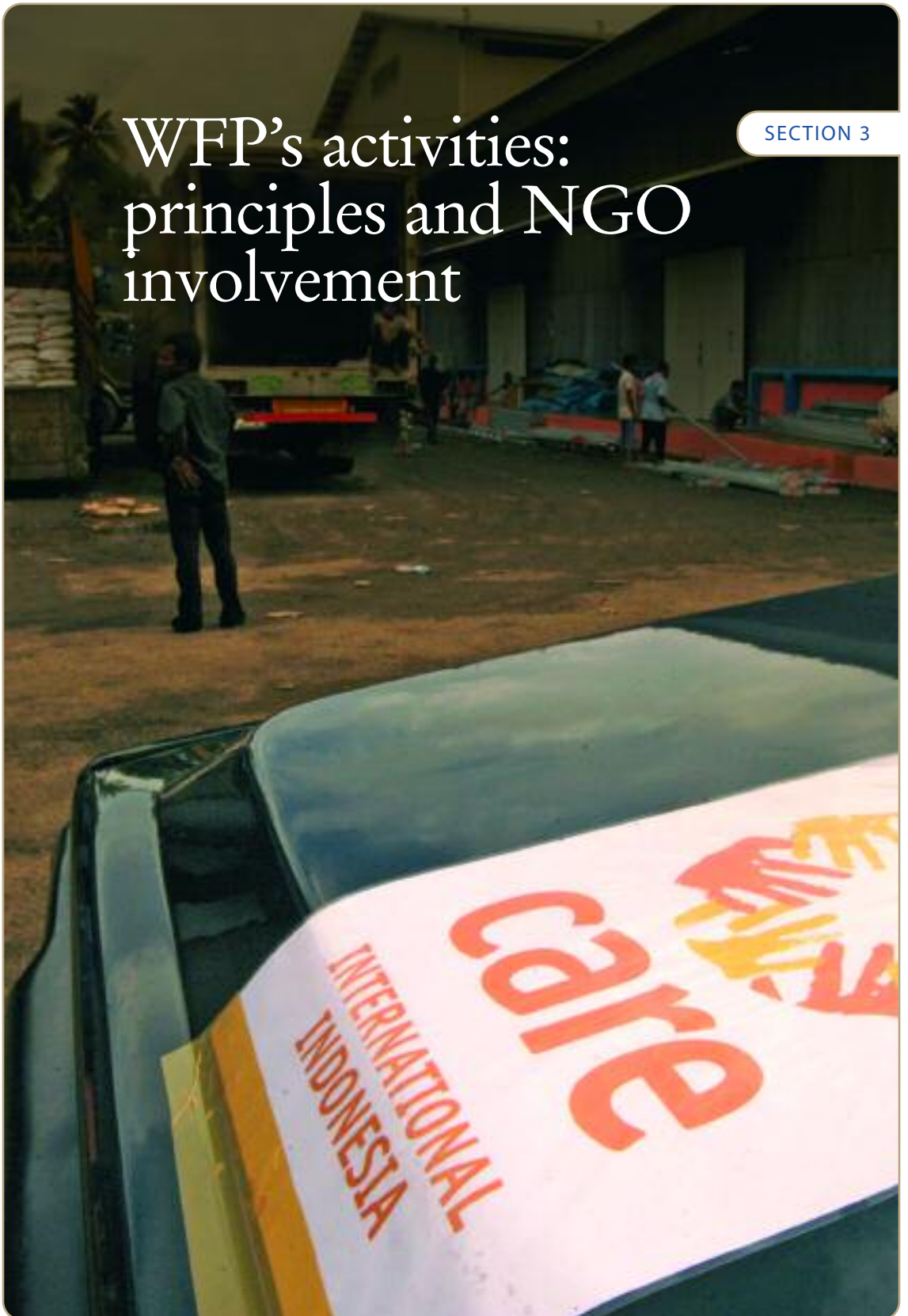


# WFP's activities: principles and NGO involvement

SECTION 3



# WFP's activities: principles and NGO involvement

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# Emergency preparedness

Whilst programming for relief, rehabilitation and development, WFP also plans for potential emergencies.

## **WFP's activities in emergency preparedness**

In order to be prepared for a potential emergency, WFP undertakes the following activities:

- the collection, analysis and dissemination of early warning data, including information on the food-security status of a population (see Chapter 2 in this section) and the monitoring of social and economic developments in a country;
- contingency planning: WFP will analyse the early warning data, and develop 'scenarios': pictures of crises that might develop. WFP will then create contingency plans to respond to these scenarios. This enables WFP and partners to respond quickly and effectively if a crisis develops.



The contingency plan normally includes a programme strategy, a report on the availability of food and non-food resources, a logistics capacity assessment, suggestions for internal management arrangements, an outline of budgetary considerations and a list of follow-up actions such as the training of staff. A contingency plan will be reviewed and updated as the situation develops or changes;

- setting up stand-by capacities: WFP stores food, transport equipment, ICT material, or sets up arrangements with suppliers to provide these things at short notice. WFP also makes arrangements with stand-by partner organizations to provide staff and consultants in an emergency;
- training staff, government counterparts and CPs.

## NGO involvement in emergency preparedness

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WFP works closely with NGO partners in emergency preparedness and in particular in the analysis of early warning data, scenario-building and the planning of a potential response. Through their work in contingency planning, WFP together with NGOs and other agencies develop a common understanding of a likely crisis; define in advance roles and responsibilities of each organization; identify possible gaps in response capacity, and; agree on what actions need to be taken, by whom in anticipation of the crisis, in order to enhance the effectiveness of a response.

### BOX 7

#### Example of WFP–NGO collaboration in emergency preparedness

In the East and Central Africa region, WFP, other United Nations agencies and NGOs work closely together on contingency planning in the OCHA - led Scenario Development Workshops. In these workshops, scenarios are created and in response to these scenarios, each organization develops a contingency plan that reflects their area of expertise. Through the workshop and the subsequent formation of Inter Agency Working Groups organized along common areas of expertise, the roles, responsibilities and capacities of the different participating organizations are clarified helping to work towards a more coordinated response were a crisis to occur.

#### Further reading and references:

Inter-Agency Standing Committee (IASC). 2001. *Inter-Agency Contingency Planning Guidelines For Humanitarian Assistance*. IASC, 15 November, 2001.

WFP. 2001. *Contingency Planning Guidelines*. Rome

And on early warning, see:

The Humanitarian Early Warning Service (HEWS website)

<http://www.hewsweb.org>

For WFP's monthly update of potential crises around the world go to the early warning section at:

[http://www.wfp.org/newsroom/in\\_depth/early\\_warning/index.asp](http://www.wfp.org/newsroom/in_depth/early_warning/index.asp)

# Food-security assessment

Food-security assessment is the process of collecting and analysing information from primary sources (interviews and questionnaires) and secondary sources (existing information) in order to answer the following questions:

- Are people food insecure?
- Is there a need for an external intervention?
- If yes, what kind of intervention would be appropriate? Does it involve food aid?
- If yes, who needs it and where?
- In what form should it be provided?
- How much will be needed?
- For how long?

Food-security assessments take place in both emergency and development contexts. In many cases, a food-security assessment will be carried out as part of a larger needs assessment, which may involve assessing needs for shelter, water, livelihood assets and other requirements.



## Types of food-security assessments

There are two broad categories of assessments that help WFP collect and analyse data related to food security and vulnerability to food insecurity. These are:

1. comprehensive food-security and vulnerability analyses (VAM studies); and
2. emergency food-security assessments (EFSA).

VAM studies provide baseline information on the food-security status of a population

and usually focus on a population's longer-term food-security needs. EFSA's are carried out following a disaster and assess the impact of the disaster on the food-security status of a population.

These assessment types (see Table 2 for more details) are different, but they complement each other. In the event of an emergency, an EFSA will be undertaken and will compare the situation with the results of previous VAM studies to see how the situation has changed. Similarly, findings from an EFSA can be used to update VAM studies or initiate such an update.

The Vulnerability Analysis and Mapping (VAM) and Emergency Needs Assessment (ODAN) units within WFP are responsible for these surveys through a network of over 60 international and national staff members worldwide.

**Table 2: Description of the different types of food-security assessment**

**1. Comprehensive food-security and vulnerability analyses (or VAM studies)**

VAM studies focus on a range of issues that contribute to food insecurity and malnutrition, and assess the vulnerability of populations to both short and long-term hunger. VAM studies are part of WFP's ongoing monitoring of the food-security situation in a country, in particular, its early warning activities (see Chapter 1, this section) and contribute to both anticipating a potential crisis and/or identifying any current changes in the food-security status of a population.

**2. Emergency food-security assessment (EFSA)**

WFP distinguishes between three types/phases of EFSA:

• **Initial investigation**

An initial investigation is a preliminary enquiry undertaken following a sudden disaster or the receipt of a report of a new crisis. Its purpose is to determine whether there is, or could be, a food-security problem meriting an immediate life-saving response and/or an assessment of the situation. It relies primarily on secondary data, i.e. existing reports and contacts with observers in the area.

• **Rapid emergency food-security assessment**

A rapid EFSA is an assessment in which the assessment team makes rapid visits to a number of sites to collect primary (new) data in addition to collecting data through key informant and group interviews and, sometimes, questionnaires addressed to a limited number of households. Its purpose is to gain a sufficient understanding of the situation to decide whether a response is needed and, if so, the type, scale and timing of response. A rapid EFSA would normally produce a report within a maximum of six weeks (when the area or population affected is a large or heterogeneous), sometimes within a week (when the area is small and/or the population homogeneous).

• **In-depth emergency food-security assessment**

An in-depth EFSA is an assessment that is undertaken using either: (1) a combination of rapid appraisal methods and a household survey based on probability sampling, or (2) rapid appraisal methods including multiple in-depth interviews with small groups of people representing distinct subgroups within the affected population. The aim in both cases is to generate a household economic profile for each distinct subgroup within the population and a detailed understanding of the food-security situation, the causes of food insecurity and malnutrition (if any), and the prospects for recovery for each subgroup. This type of assessment often leads into a VAM study.

For more detail on the different phases and the circumstances in which each is carried out, see Chapter 1 and Chapters 8-15 in WFP, 2005. Emergency Food-security Assessment Handbook.

See Annex 1 for a description of WFP and other United Nations agency joint assessments.

## **Basic principles and standards for food-security assessments**

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There is no single methodology that WFP expects NGOs to follow in assessment. Depending on the situation, WFP will use a variety of methods including: nutritional surveillance; questionnaire-based surveys (of households or markets); and interviews using participatory/qualitative techniques. Whatever methodology or blend of methods is used, all food-security assessments should be carried out in accordance with the following basic principles<sup>12</sup> relating to data collection and analysis:

### **1. Make optimal use of available information; be focused in primary data collection.**

Build on information that is already available in pre-crisis baselines, other data bases, and from secondary sources, after rapidly checking its present validity and relevance. Focus primary data collection on what is needed to build on available secondary data in order to draw conclusions about the food-security situation and livelihoods. Know how you will use data before you plan to collect them.

### **2. Use multiple sources and methods; triangulate.**

In order to achieve an adequate and accurate understanding quickly and economically:

- Use both qualitative and quantitative methods and information.
- Use both secondary data (existing reports) and primary data (new data specifically collected for the assessment).
- Consult women, men, youth and elderly people.
- Compare (triangulate) information from different sources to get as complete and balanced a picture as possible, including an understanding of different perspectives and interests.

### **3. Ensure transparency (and provide feedback).**

Follow agreed standardized procedures for data collection and ensure that community leaders, local officials and other concerned agencies understand the data-collection process, the analytical approaches used and, therefore, the basis for the conclusions. Share conclusions with these groups as well as with other partners in the assessment process. Whenever possible, make the raw data available to other stakeholders to enable them to check conclusions, to encourage further analysis and build trust. (In some situations, however, some sensitive information may need to be withheld.)

Provide feedback to all interlocutors on the assessment findings and recommendations, and keep them informed about decisions taken as a result of the assessment.

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12. These principles reflect many of the points raised in the SPHERE Handbook (2004) and are applicable in both emergency and development situations. They are discussed in more detail in WFP's Emergency Food Security Assessment Handbook (2005) along with a description of principles relating to planning and organizing an EFSA and reporting and following up on an EFSA.

#### **4. Seek consensus but respect and record differences of opinion.**

Seek to build consensus among all stakeholders, including the government, local authorities, and other concerned agencies and NGOs, on the findings, the interpretation of data and the conclusions. When consensus is not possible, record the different opinions (especially those of local stakeholders) in a respectful, mutually acceptable and constructive manner.

#### **5. Be seen to be objective; consider the accuracy of data and be sensitive to possible biases.**

Being objective - and being seen to be objective and consistent in your approach - is essential in order to build and maintain respect and trust. Measure (compare) the situation against accepted standards. Collect information from a broad range of people representing all the different groups in the population, including women and low-income groups. Consider - estimate, when possible - the likely margin of error in data and its significance for the conclusions being drawn or the calculations being made. If data are only approximate, say so and specify a range rather than an absolute figure. Be aware of possible biases in people's perceptions and reports, including those of assessment team members.



#### **6. Differentiate and disaggregate: be cautious about generalizing.**

Examine separately the situations of distinct (socio-economic) population groups and geographic areas where the severity of the effects of the shock/crisis has been different. Consider both direct effects and indirect effects, especially on livelihoods. The situation and needs may vary considerably between different locations as well as among different groups. Look out for groups and individuals with special needs/vulnerabilities. Record the specific areas or groups to which particular data relate. In an emergency needs assessment, distinguish, as much as possible, the effects of the shock/crisis from chronic conditions that existed before the crisis.

#### **7. Understand the causes and dynamics of the situation; generate scenarios.**

Collect data (both quantitative and qualitative) on changes, trends and the reasons for them as well as on the current situation and its underlying causes. Consider seasonal factors and what other events could affect the evolution of the situation. Generate one or more scenarios for at least the next six to twelve months.

## 8. Respect your interlocutors; be sensitive to their situation; do not jeopardize their safety.

Respect the right of people to not answer questions if they so choose. Take up as little of their time as possible. Avoid asking unnecessary questions, especially of people who have recently experienced a traumatic event. Be aware of the political and security context and take care not to increase the risks to which people are exposed. Copy any important data from documents found in the field: do not take the originals away from their owners.

## 9. Record sources.

Take care to record the sources of all data collected.

## The role of WFP and NGOs in food-security assessments

In general, it is WFP's responsibility to:

- provide advice and assistance to the government in assessing the situation and food-related needs and in determining how best to meet those needs;
- collaborate with the United Nations resident/humanitarian coordinator, OCHA and other United Nations partners (especially UNHCR in refugee situations and UNICEF in carrying out nutritional surveillance);
- determine the most appropriate response (food and/or non-food) and, if food transfers are appropriate, whether WFP food aid is needed;
- assess the particular types and quantities of food that WFP will need to mobilize and when and how it should be delivered and distributed, if WFP food is needed.



In most cases, WFP meets this responsibility in partnership with government entities, national or international institutions, NGOs and United Nations agencies.

There is no “standard” role for NGOs in food-security assessments. An NGO's role and responsibility in needs assessments will vary according to the circumstances, and its skills and expertise in food security and the type of assessment. It may have a leading role alongside WFP in the design and execution of an assessment, and participate

actively in all stages of the assessment from the design and planning stages through to the interviewing and analysis stages or it may have a minor role inasmuch as it only provides staff to carry out interviews.

Broadly speaking, there are four types of partnership in food-security assessment:

1. regional partnerships
2. national-broad based partnerships
3. WFP-led or WFP and other organization jointly led partnerships
4. NGO-led assessments on behalf of WFP.

## Regional partnerships

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Regional partnerships are where:

- the assessments are in response to an emergency that effects several countries; and
- regional organizations, such as SADC in Southern Africa or CILLS in West Africa, exist to coordinate the assessment. Where this is the case, NGOs are normally involved through their relationship to the regional organization. Where there is no such organization the WFP regional bureau may fulfil that role.

### BOX 8

#### Example of regional partnership: SADC and VAC in Malawi

In response to the regional food crisis in Southern Africa in 2002, an in-depth assessment was carried out in Malawi as part of a 6 country Regional Vulnerability Assessment Committee (VAC) activity headed by the SADC-FANR. The national VAC included participation by national and regional government, WFP and other United Nations agencies and 6 international NGOs: Africare, Action Against Hunger, Concern Universal, CADECOM, Save the Children (UK), and World Vision.

## National broad-based partnerships

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National broad-based partnerships are where:

- the assessment is conducted on a previously agreed understanding of methods, standards, roles and responsibilities; and
- it usually involves an effective coordination body or taskforce that brings the main food-security partners together regularly.

Broad-based national partnerships are often under the overall direction of the government, where government capacity exists and usually involves NGOs, govern-

ment entities, international organizations and donors as core and equal partners.

#### BOX 9

### Example of broad-based joint assessment: Kenya

The Kenya Food-security Steering Group (which is convened by the Office of the Prime Minister and includes a range of government ministries and agencies, WFP, UNICEF, USAID-FEWSNET and some key NGOs) has drawn up procedures for conducting rapid food-security assessments triggered by deterioration in early warning indicators. Under these procedures, contained in a Field Assessment Handbook, teams comprising national- and district-level government officials, and representatives of WFP, UNICEF, operational NGOs in the area and donor organizations undertake assessments following a clearly defined methodology and using a standard report format/data collection instrument. (For details, see Rapid Food-security Assessment Missions in Kenya).

### WFP-led or WFP and another organization jointly led partnerships

These are partnerships where there is:

- no previously organized coordinating body, no time to organize one, or the government lacks capacity to do so. WFP may take the lead on its own or together with another organization - governmental, international or NGO - in planning and carrying out the assessment.

#### BOX 10

### Example of jointly-led partnership: Haiti

From September-November 2004, WFP and the NGO - Action Contre la Faim (ACF) - worked closely together to carry out a food-security and vulnerability assessment of the Haitian population with a particular focus on their consumption patterns. ACF took the lead on the data collection and data entry aspects of the assessment whilst WFP took the lead in the preparatory phase of the assessment and analysis of the data. (For more details, see the Food-security and vulnerability analysis report of Haiti at <http://vam.wfp.org>.)

### NGO-led assessments on behalf of WFP

Where WFP lacks capacity, and/or NGOs have strong skills and presence in an area, WFP may contract an NGO to carry out a food-security assessment. Under these circumstances, the NGO will be responsible for all stages of the assessment

with limited WFP input.

#### BOX 11

### NGO involvement in assessments: some figures

In 2004, between 30 and 40 percent of WFP emergency food-security assessments were carried out with NGOs.

In 2004, out of the total number of assessments NGOs were involved in with WFP, around:

- 75 percent of NGOs were involved in initial assessments
- 25 percent of NGOs were involved in rapid assessments
- 5 percent of NGOs were involved in in-depth assessments

In 2004, among the NGOs who were involved in assessments, the majority participated in the actual design, interview and analysis stages of assessments.

Source: WFP, ODAN 2005, Annual Reporting exercise on partnership through DACOTA

#### Annexes:

Annex 1: WFP and other United Nations agency joint assessments

#### Further reading and references:

UNHCR/WFP. 2004. *Joint Assessment Guidelines (with Tools and Resource materials)*.

WFP. 2005. *Emergency Food-Security Assessment Handbook*. Rome

WFP. 2004. *Vulnerability Analysis: Concepts and Case Studies in Emergency, Recovery and Development Settings*.

WFP. 2004. *Strengthening Emergency Needs Assessments: EFSA Handbook & Draft Implementation Plan. Report on the WFP Technical Meeting, 8 July 2004*. Rome.

WFP. 2003. *Key Issues in Emergency Needs Assessment*. Volume 1: Report of the Technical Meeting and Volume 2: Background Technical papers, 28-30 October 2003. Rome.

WFP. 2000/03. *Food and Nutrition Handbook*. Rome.

For VAM guidance material, see <http://vam.wfp.org>.

## Annex 1: WFP and other UN agency joint assessments

In addition to the food security assessments described in the main text, WFP and other food security partners may be called on to participate in multi-sectorial assessments including:

- UN Country Team and UNDAC-assisted inter-agency assessments of major natural disasters.
- OCHA-led Consolidated Appeal Process (CAP): inter-agency assessments in case of major or complex emergencies.
- UNHCR-WFP Joint Assessments (JAMs), in refugee situations (and in some situations involving internally displaced persons (IDPs), when UNHCR is involved at the request of the UN Secretary General).
- FAO-WFP Crop and Food Supply Assessment missions (CFSAMs) in case of major crop failures due to natural disasters (including pest attacks) or conflict.
- UN-World Bank Post-Conflict Assessments (PCNAs) sometimes called Joint Assessment Missions: multilateral needs assessment in post-conflict situations.
- Common Country Assessment (CCA): an inter-agency analysis of the development situation in a country. WFP (with or without FAO) provides an assessment of the food security situation in the country for the CCA.
- Poverty Reduction Strategy Paper (PRSP): led by the Government and the World Bank. The PRSP looks at the reconstruction phase of a country after a disaster, WFP provides input on the relationship between food security and poverty during that phase and strategies to address that relationship.



# Identifying response options



WFP's main programme input is food. There are a variety of different ways (response options) in which food can be used to support poor and hungry people. If food is found to be what is necessary, the choice of option depends on the nature of the problem, and the type of people who need food aid. Once the needs assessment has defined the nature and scope of the problem, it is necessary to decide which response option will best address that problem.

## Types of response options

The main response options that WFP uses are listed in Table 3 (adapted from WFP's Emergency Food Security Assessment Handbook [2005]).<sup>13</sup>

13. In addition to the response options presented below, which WFP will support directly, the EFSA Handbook (2005) includes a description of programmes that WFP may not be able to support directly.

**Table 3: WFP response options, according to type of problem**

<b>1. Responses to problems of food availability and/or access and livelihoods</b>	
<b>a) Food transfers providing assistance to households</b>	
Free food distribution	A distribution of free rations for households in need. Rations are designed to make up for household food access shortfalls. They may be “general” provided to all households in a particular area or population group or “targeted” to households in specific groups.
Food for work (FFW)	A food ration in payment for work, e.g. to rehabilitate or create infrastructure necessary for specific livelihood activities (e.g. irrigation channels, fish ponds, rural roads, riverside jetties) or community services (e.g. health facilities). This may also include incentives for work in the aftermath of a disaster that requires little technical supervision (e.g. general clean-up activities after a flood or cyclone).
Food for training	Food provided as an incentive to enable (and encourage) individuals from food insecure households to undertake skills training to increase their livelihood assets and their food production or options for earning income.
Exchange against produce	Food given to affected rural households in exchange for their own produce (including livestock) for which there is temporarily no market locally.
<b>b) Food transfers providing assistance to individuals (and also benefiting their households)</b>	
Neighbourhood and home-based care programmes (NCP)	Food provided to orphans and vulnerable children (OVC) in context of high prevalence of HIV/AIDS.
School feeding	A nutritionally-balanced meal, or snack, for children/youths at school.
Food to other social service institutions	Food provided to orphanages; centres for unaccompanied children; homes for the elderly or handicapped people; hospitals and health centres providing in-patient care.
<b>2. Responses to Malnutrition</b>	
<b>a) Correcting high levels of Global Acute Malnutrition</b>	
Therapeutic feeding	Medical and nutritional treatment to save the lives of severely malnourished individuals. Treatment may either be provided on site (in health centres or specially established therapeutic feeding centres [TFCs]), or - where cases are geographically dispersed - through a take-home ration with community level follow-up by trained health workers (community-based therapeutic care [CTC]).
Supplementary feeding	The distribution of food to supplement the energy and other nutrients available in the basic diets of individuals who have special nutritional requirements or who are malnourished. This may be either a take-home ration or a ready-to-eat food or porridge eaten on the spot. The food is in addition to the individual’s share of the general ration, if any.
<b>b) Correcting or preventing micronutrient deficiencies</b>	
Food fortification	Foods fortified with specific nutrients (particularly vitamins and minerals), provided where the general diet is grossly deficient in these.

## **Basic principles for identifying the correct response option**

WFP has produced a matrix to assist managers in deciding what would be an appropriate response option given the nature and context of the problem. The matrix (reproduced in Table 3) describes which particular response option may be appropriate and the information required in order to decide whether it is appropriate or not.

## **NGOs' role in identifying response options**

NGOs are often involved in identifying response options. They may be involved in a variety of different ways:

### **As a continuation of food-security assessment activities**

Where an NGO is involved in a food-security assessment: as a member of a broad-based assessment, WFP-led assessment or NGO-led assessment, and where the NGO is interested in developing a response to the situation, the NGO may be asked to draw up a project proposal for WFP support.

### **As a continuation of pre-existing NGO project activities**

Where an NGO is already working in an institution such as a school or hospital, or where the NGO has certain types of projects (such as “Food for Work”) they may recognize that their activities could also support WFP’s objectives by becoming a mechanism for food-aid distribution. Under these circumstances, the NGO may approach WFP with a project proposal or be approached by WFP.

### **Further reading and references:**

WFP. 2005. *Emergency Food-Security Assessment Handbook*. Chapter 13. Rome.

WFP. 2000/03. *Food and Nutrition Handbook*. Rome.

For more details on individual response options, see WFP’s *Programme Guidance Manual*.



# Targeting

Targeting is the process by which specific areas and people are identified as needing assistance. Targeting is necessary to ensure the best use of limited resources and that assistance reaches those in need.



There are two kinds of targeting:

- **Geographical targeting** (the identification of geographical areas). Geographical targeting involves the identification of geographical areas where people need food, and deciding whether all people of that area need food or not. If not, a further level of targeting is necessary: household or individual targeting. Geographical targeting is normally carried out as part of the food-needs assessment.
- **Household, or individual targeting** (the identification of specific beneficiaries). Household or individual targeting is usually undertaken as a separate activity. This is because many needs assessments do not subdivide the population of a geographical area by need, or, where they do, they identify categories of people who need food (widows, or landless labourers, for example) but do not actually identify the people who fall into these categories. The aim of targeting is to establish whether household or individual targeting is justified, and if so, to establish systems to identify who among the population falls into vulnerable categories.



## Types of targeting

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The targeting method is likely to be defined largely by the nature of the problem, and by the response option that is chosen to address the problem. Broadly speaking, there are four main options, according to:

1. **Attendance at an institution:** Anyone who is eligible to attend an institution (such as a school, a hospital, or ante-natal class) receives assistance.
2. **Nutritional status:** Assistance is given to those who are below a certain nutritional weight for height/age or who have diagnosable nutritional deficiencies.
3. **Socio-economic status:** Assistance is given to those who fall into certain “vulnerable groups”. This can be determined by community organizations, local government, or, in some cases, by use of questionnaires.
4. **“Self-targeting”:** Assistance is given only to those who choose to accept it: this is normally done through mechanisms that make assistance attractive only to the poorest: distribution of specific food items, food for work, or market interventions.

## Basic principles for targeting

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Household targeting is only likely to be appropriate when:<sup>14</sup>

- there are readily identifiable differences between the intended target population and non-targeted population;
- the intended target population is a minority of the total population (i.e. less than 50 percent of the total);
- it is operationally feasible, cost-effective and culturally, politically and socially acceptable to implement a targeted distribution, and distributions will not be interfered with by powerful groups;
- the implementing agencies have long-term presence or in-depth knowledge of the communities; and
- the community understands and cooperates with the targeting strategy.

In all cases where targeting is implemented:<sup>15</sup>

- recipients of food aid should be selected on the basis of food need and/or vulnerability to food insecurity;
- targeting objectives should be agreed among the coordinating authorities, female and male representatives of the affected population, and implementing agencies;
- targeting criteria should be documented clearly, in terms of population group(s) or geographical location;

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14. Adapted from Sharp K (2001): *An overview of targeting approaches for food assisted programming*, CARE USA.

15. From The Sphere Project (2004): *The Sphere Handbook: Humanitarian charter and minimum standards in disaster response*.

- the distribution system should be monitored to ensure that the targeting criteria are respected.

In addition, targeting errors should be minimized by:

- employing multiple approaches simultaneously, e.g. targeting some households according to socio-economic criteria and targeting malnourished children with a feeding programme to ensure a safety net for those excluded from the household distribution.

## NGO involvement in targeting

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National NGOs and, often, international NGOs, have usually been working with communities over long periods of time and have well-established relationships with these communities. For this reason, they often have the in-depth knowledge required to assist with decisions on what is an appropriate targeting option and ensure WFP targets its food aid to the right people at the right time.

### BOX 12

#### Targeting food to HIV/AIDS affected persons - the role of NGOs

WFP provides food aid to persons infected by HIV and their households or whose life or livelihood has been adversely changed due to their close association with a family or community member who is infected by HIV/AIDS, or who has died from AIDS or an AIDS-related disease, and who do not have access to enough food. The collaboration between NGOs and WFP in this area has been invaluable. The knowledge that many NGOs have of communities has made it easier for WFP to identify and target HIV/AIDS-impacted persons. The close contact that many NGOs maintain with communities has also allowed them to develop strategies to reduce the stigma attached to HIV/AIDS and thereby further facilitate the targeting of food aid to affected people.

#### Further reading and references:

WFP. 2005. *Emergency Food-Security Assessment Handbook*. Rome.

See Chapter 13 for a list of questions to be answered when deciding on what targeting is appropriate or feasible.

For a discussion of some of the issues involved in targeting assistance in long-running refugee operations, see:

UNHCR/WFP. 2000. *Food-Security Assessments, Self-Reliance, Targeting and Phasing Out in Ongoing Refugee Situations, Report of an Inter-Agency workshop*, November 1999. See Chapter 5. Some of the issues discussed are also relevant in non-refugee situations.

For particular examples of targeting food aid and some of the problems that can occur, see:

Taylor, A. & Seaman, J. 2004. Targeting Food Aid in Emergencies. In *Emergency Nutrition Network (ENN) Special Supplement*.

Mathys, E. 2003. *Community Managed Targeting and Distribution of Food Aid: A Review of Experience of Save the Children (UK) in Southern Africa*. Save the Children UK.

# Project design

The process of project design involves considering the following issues, and then creating a document that outlines:

- the rationale for the project: why food aid is required, and what the expected impact of using food aid will be (see Chapter 2, in this section);
- numbers, location and type of beneficiaries, (see Chapter 2, in this section);
- the response mechanism (see Chapter 3, in this section), with details on how the mechanism will work;
- targeting mechanisms that will be used, (see Chapter 4, in this section);
- the location of distributions;
- the ration that beneficiaries will receive;
- the total tonnage and types of food required;
- non-food inputs required, and where they will come from;
- the cost of the project, and requested financial input from WFP if any;
- any storage facility available and conditions of storage facility;
- other



## Basic principles in project design

There is no standard global format that NGOs must use in project design. Most Country Offices have their own format, and will provide advice on how it should be used. In all cases, however, NGOs and other partners should bear in mind the following principles, which WFP is expected to follow:

### **1. The need for food aid, as well as the proposed number, type and location of beneficiaries, is based on a credible needs assessment.**

See Chapter 2 in this section for more on basic principles of food-needs assessment.

### **2. Food aid is being used to meet one of WFP's five strategic objectives.**

WFP's strategic objectives are to:

1. save lives in crisis situations;
2. protect livelihoods in crisis situations and enhance resilience to shocks;
3. support the improved nutrition and health status of children, mothers and other vulnerable people;
4. support access to education and reduce gender disparity in access to education and skills training;
5. help governments to establish and manage national food assistance programmes.

### **3. The project has been designed according to a logical framework - results-based management approach (RBM).**

At a minimum, this means that:

- There are clear links between:
  - I. the intended impact of food aid (which should be one or more of the strategic objectives); and
  - II. the intended outputs of the project (what the project will create); and
  - III. the activities that will be undertaken; and
  - IV. the resources that are required to undertake these activities.
- Any assumptions made about the relationship between inputs and impact have been considered, and any risks that might prevent the inputs creating the desired impact have been identified.
- The project design makes clear how the project will measure success: what indicators will be measured to see that progress is being made to create outputs and achieve outcomes. See Chapter 8 in this section on monitoring and evaluation.

For more information on designing results-based projects and the logical framework, see Annex 1.

### **4. The project design adheres to WFP's Enhanced Commitments to Women (ECW)**

The project should:

- meet the specific nutritional requirements of expectant and nursing mothers and adolescent girls, and raise their health and nutrition awareness (ECW 1);
- expand activities that enable girls to attend school (where the project is in the education sphere) (ECW 2);
- ensure that women benefit at least equally from the assets created through food

for training and food for work (where FFT or FFW are the response options) (ECW 3);

- contribute to women's control of food in relief food distributions of household rations (where the response option chosen involves distribution of household rations) (ECW 4);
- ensure that women are equally involved in food distribution committees and other programme-related local bodies (ECW 5);
- ensure that gender is mainstreamed in programming activities (ECW 6);
- contribute to an environment that acknowledges the important role women play in ensuring household food security and that encourages both men and women to participate in closing the gender gap (ECW 7);
- make progress towards gender equality in staffing, opportunities and duties, and ensure that human resources policies are gender sensitive and provide possibilities for staff members to combine their personal and professional priorities (ECW 8).



#### **5. The ration distributed is adequate and acceptable, taking into account socio-economic and nutritional factors.**

For information on designing a ration, see Annex 2.

#### **6. Project design involves members of the beneficiary community and any other stakeholders, to the degree possible.**

Mechanisms exist to consult with, and inform, the beneficiary community over the life of the project.

#### **7. Any physical risks to beneficiaries and to the staff of WFP, NGO or other stakeholders are considered.**

The project has been designed in such a way as to minimize these risks.

### **NGO involvement in project design**

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See Chapter 3 in this section on NGO involvement in identifying response options and Annex 2, Chapter 2, Section 2 for a sample project proposal format.

## An example of WFP-NGO joint project design

WFP and World Vision International are piloting a joint HIV/AIDS and school-feeding project to improve their response to HIV/AIDS and particularly its impact on women and children. WFP provides food in schools that are in food-insecure areas with a high HIV/AIDS prevalence. World Vision International, on the other hand, provides HIV/AIDS prevention activities including HIV/AIDS prevention education, teacher training in HIV/AIDS and community theatre on HIV/AIDS awareness. The project is being piloted in 5 countries: Burundi, Rwanda, Mauritania, Sierra Leone and Uganda. In Sierra Leone, they have just launched a joint “Enhanced School Feeding and Life-Skills project” which aims to improve enrolment and attendance in 197 primary schools and also provide HIV/AIDS-preventive education in an aim to reduce the risk of infection among pupils, teachers, parents and surrounding communities.

### Annexes:

Annex 1: Logical Framework

Annex 2: Factors to take into account when choosing commodities for a ration

### Further reading and references:

For more information on RBM and the logical framework:

WFP. 2003. *Results Based Management, Orientation Guide*. Rome.

WFP. 2003. *Monitoring and Evaluation Guidelines*. Rome.

See also section on the logical framework in WFP’s *Programme Guidance Manual*.

For more information on designing a ration:

WFP/WHO/UNICEF/UNHCR. 2002. *Food and Nutrition Needs in Emergencies*.

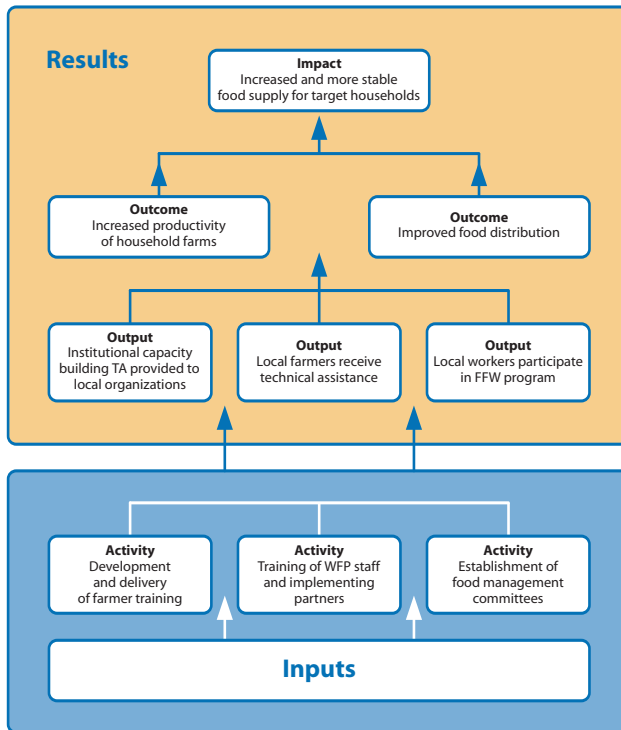
WFP. 2002. *Emergency Field Operations Pocketbook*. Rome.

WFP. 2000/03. *Food and Nutrition Handbook*. Rome.

For more information on WFP’s Enhanced Commitments to Women:

WFP. 2005. *Guidelines on the Implementation of the Enhanced Commitments to Women*. Rome.

## Annex 1: Logical Framework



### Nine step summary to using the Logical Framework

The following are the nine basic steps for developing a programme/project design using the Logical Framework.

The organizing principle is to go from the general to the specific. It's easier to build consensus this way. Also remember that the project design process is iterative. That is, each decision requires that you revise and refine earlier ones.

The place to start is with the vertical logic or the first column at the left on the matrix. Next, identify several key assumptions (fourth column) and then try to put indicators and targets (third column) on the general statement of objectives. Go back and complete the Project Matrix.

1. Define the Goal.
2. Define the Purpose.
3. Define the Output Strategy for Achieving the Purpose.
4. Identify the Key Activities for each Output.
5. Identify Key Assumptions and Risks.
6. Verify the Vertical Logic.
7. Define the Performance Indicators, sometimes called Objectively Verifiable Indicators (OVIs) for each level and verify Horizontal Logic.
8. Add Means of Verification (MOVs); the monitoring and evaluation approach.
9. Review the design with the Design Quality Checklist.

### Use the Log Frame collaboratively to:

- Set programme/project objectives (1-3);
- Identify the basic Activity clusters for implementation planning (4);
- Define performance indicators (5-8);
- Distinguish between programme/project outcome and programme/project deliverables (2 versus 3);
- Define critical assumptions & risks on which the project is based (13-16);
- Define a monitoring and evaluation system to serve as learning system for the project (9-12);
- Define resources required for implementation (8).

Results Hierarchy	Performance Indicators	Monitoring & Evaluation	Assumptions & Risks
Goal (impact) 1	5	9	13
Purpose (outcome) 2	6	10	Purpose to Goal 14
Output 3	7	11	Output to Purpose 15
Activities 4	Inputs 8	12	Activity to Output 16

## Annex 2: Factors to take into account when choosing commodities for a ration

When choosing items, take account of:

- **Nutritional and dietary requirements:** The mix of commodities must provide the nutrients required to ensure that beneficiaries have access to adequate energy, protein, fat and micronutrients taking account of what they can acquire from other sources.
- **Local food habits:** Foods should be familiar to beneficiaries, correspond to their traditional dietary habits and respect any religious taboos.
- **Children's and old people's needs:** Families must be able to prepare easily digestible energy-dense foods for young children. Easily chewed and digestible foods are also needed for elderly people.
- **Ease of storage and use:** Foods should be reasonably easy to store, including at the household level, and to prepare using a minimum of fuel. They must be adapted to the availability of cooking facilities, water and cooking fuel.
- **Cost-effectiveness, attractiveness and local value:** Consider for each of the various items that could be provided:
  - cost in relation to the nutrient value it delivers to beneficiaries;
  - local (resale) value: beneficiaries may trade limited quantities of some items to obtain other essential items - e.g. fruits and vegetables - from the local market;
  - whether some items are more likely to be misappropriated than others; items that do not reach the target groups, or are stolen from them, are of no benefit.
- **Other factors to consider include:**
  - whether whole grains or milled cereals should be provided and whether fortified blended foods might be produced locally rather than being imported;
  - whether any suitable items are available for local purchase or can be obtained in exchange for food aid commodities (especially bulk wheat), and the quality and shelf-life of the commodities available.

# Food storage and handling

In many WFP/NGO partnerships, the NGO is responsible for ensuring that food commodities are maintained securely and in optimal condition from WFP's hand-over of the food at an agreed delivery point until the NGO distributes the food. This requires specific skills in the storage and transport of food, and in the general handling of food.

## Principles of storage, transport and handling

### 1. Warehouses should be secure and provide adequate facilities

Aspects to consider when choosing a warehouse include:

- the security situation in the locality;
- the suitability of the building and compound;
- the availability of suitable handling equipment;
- the availability of competent warehouse personnel;
- whether the store can become operational immediately; the potential delays and risks if it is not immediately usable;
- the availability of a secure parking area for trucks (attached to the warehouse or close to it);
- cost (of any rental and/or repairs).



See Annex 1 for criteria on choosing warehouse premises.

## 2. Food should be stored in conditions that prevent loss

Warehouses and other storage facilities should:

- have gates, fences, doors, roofs, windows, gutters and drains in good repair;
- have secure locks;
- have sound, clean floors;
- have accessible fire extinguishers;
- have no signs of entry of rats or mice;
- not allow smoking on or near the store.

## 3. Regular inspections of stored food commodities should be undertaken

Look all round each stack; use a torch in dark places; look out for:

- split/broken containers;
- webs or cocoons of beetles and moths between bags or in the seams;
- heating (lift a bag in the middle of the top layer);
- unusual smells;
- hardening of dried skim milk (DSM) sacks;
- rusting or swelling of cans (open a few randomly selected cartons; reseal them after inspection);
- leakage of oil.

## 4. Food should be stacked according to WFP guidelines

For **indoor** stacking:

- different commodities, different packages and different consignments are stacked separately;
- between stacks and all walls and pillars ensure there is at least 1 m space;
- between stacks and the roof structure there is some space;
- between stacks there are passages of at least 2 m for loading/unloading (5 to 6 m passages in a large store where the entry of trucks has been authorized);
- all stacks are built on pallets or round-pole dunnage (with priority to flours and blended foods);
- pallets/dunnage are smooth and level: there are no projecting nails or splinters;
- stacks are orderly, built to edge of dunnage and “bonded” (the containers in each layer are oriented at right angles to the layer below);
- height limits are respected; lower layers are not crushed.

For **outdoor** stacking (when indoor capacity is insufficient):

- only wholegrain cereals, pulses and vegetable oil in drums are stacked outside (no flour, blended food, milk powder or canned items);
- the ground is firm and flat (ideally with a slight slope for drainage) - no danger of flooding;
- all stacks are on dunnage on a raised gravel platform surrounded by drainage ditches;

- there is a polythene/PVC sheet between the dunnage and first layer, and this sheet is turned up and tucked in between third and fourth layers;
- a canvas (or plastic) tarpaulin covers the stack and is tied down on all sides.

### 5. Standard procedures should be used to record receipt of food commodities

A standard WFP waybill accompanies all commodities arriving at the handover point where food is offloaded, recorded, accounted for and stacked.

Adjustments necessary as a result of reconditioning, damages, losses or pre-positioning are made and recorded on the waybill. See Table 4 below for details and Annex 2 for a copy of the waybill.

**Table 4: Procedures to follow upon receipt of commodities at handover point**

When commodities arrive	Process - what should be done	Section of waybill
<b>Upon arrival of the truck at storage facility</b>	<ul style="list-style-type: none"> <li>• Check loading details (see the original waybill - the white copy).</li> <li>• Count each unit (tally clerk).</li> </ul>	Section II
	<ul style="list-style-type: none"> <li>• Sample 10 percent of the bags received to determine condition of commodities. If damaged, reconstitute the bag to unit weight or discard the commodity (waybill, blue copy).</li> <li>• Record on the waybill the exact number of units received in good condition, the number of damaged units and the number of missing units.</li> </ul>	Section IV
<b>When truck departs from storage facility</b>	<ul style="list-style-type: none"> <li>• Sign receipt on the waybill.</li> <li>• Return original waybill (pink transporter's copy) as a proof of delivery.</li> </ul>	

### 6. Standard procedures should be used to record stocks of food commodities

These are:

- stack cards on each stack are up to date;
- central inventory records are orderly and up to date;
- separate records are kept for similar commodities of different origin;
- procedures for writing off spoiled items are strictly followed;
- physical stocks correspond to recorded stock balances taking account of recorded damage and loss.

A sample stack card is shown in Annex 3.

## **NGO involvement in storage and handling of food commodities**

Together with the actual distribution of food to beneficiaries, the storage and handling of food at handover points are common areas of WFP-NGO collaboration. In 2004, around 45 percent of WFP's NGO CPs (international and national) were managing a warehouse for WFP.

From the time food commodities are handed over to the NGO at the agreed handover points, the NGO is responsible for the management of all aspects of the commodities storage and handling up until the food is distributed to beneficiaries.

If necessary, WFP will provide training to the NGO in the different aspects of food storage and warehouse management.

### **Annexes:**

Annex 1: Criteria for choosing warehouse premises

Annex 2: WFP waybill

Annex 3: WFP stack card

Annex 4: WFP loss report

### **Further reading and references:**

WFP. 2003. *Food Storage Manual*. Rome.

WFP. 2001. *Warehouse Management Handbook*. Rome.

WFP. 2003. *Provisional Distribution Guidelines*. Rome.

## Annex 1: Criteria for choosing warehouse premises

### SURVEY OF STORES

A survey of all existing available stores should be carried out before an informed decision can be made on warehousing. This survey will often reveal a larger storage capacity than was originally thought. It will also help identify and quantify stores that can be used during emergencies, and possibly clarify additional warehousing requirements.

The survey should include information on:

- location of the storage facility
- number of stores and their dimensions
- capacities, both nominal and actual
- construction materials
- state of repair
- hardstandings
- road access
- time and distance for delivery from a supply centre
- sustainability for routine or emergency food storage • ownership
- source of data
- additional comments.

This information can be obtained from local records, surveys by field staff and data from government, non-governmental organizations and the private sector. The information should be stored on a computer database to facilitate updating.

### FUNCTIONS AND REQUIREMENTS OF FOOD AID STORES

The main function of most food aid stores is to provide transit facilities. The storage period frequently cannot be determined in advance, but is usually less than 12 months and frequently less than 3 months. Short-term food aid transit storage dictates the following major requirements:

- security from theft
- protection of stocks from rain, flash floods, rising damp, solar heating and pests, especially rodents and birds
- easy intake and despatch of goods, including good access to the store
- good in-store handling arrangements and access to all stocks for inspection, physical stock-taking and insect pest control where necessary
- easy maintenance of the store structure
- satisfactory working conditions for staff and labourers.

Security is listed first because it is particularly important in transit stores, which are frequently opened, often located in towns, and commonly contain fast-moving foodstuffs.

### EXISTING BUILDINGS

- **Inspection**  
Before an existing building - whether originally designed for food storage or otherwise - is accepted, the following aspects should be considered and appropriate action taken.
- **Security**  
The buildings must be secure against theft, with strong locks on all doors and all other openings secure. In some situations, guards must be employed and a security fence with adequate lighting may be needed around the site.
- **Site**  
The area should be assessed for any risk of contamination from industrial pollution and rodent infestation. There should be no large trees near the store and the vegetation should be cleared.

The site should be free from risk of flooding and drainage should be adequate. It should have good access by rail, road or water to facilitate intake and distribution of foodstuffs.

- **Roof**  
The roof should be inspected for leaks. This is most easily achieved during or just after rain. Corrugated galvanized roof sheets, if holed, should be replaced or mended with bituminous adhesive and hessian patches. A tar-soaked tarpaulin will serve as a temporary patch. A good roof is essential for food aid storage.
- **Floors**  
Concrete floors are preferable, but an earth or sand floor will suffice in emergencies. If there are rodent entry points the floor should be covered with 100 mm of concrete. Dunnage must be used on floors where ground moisture can penetrate.
- **Walls**  
These should be rodent-proof, with all known entry points well sealed. Any windows should be covered with at least 12-mm thick wooden planks or welded metal for security.
- **Hygiene**  
There will need to be sanitary facilities for staff, and provisions for the disposal of waste materials from the store.  
Existing buildings should be thoroughly cleaned before use as food stores; dirty buildings need only be rejected if they cannot be cleaned.  
In field situations, buildings that are far from ideal for food aid storage may have to be accepted, but any building that cannot be made secure, that is poorly sited or has a badly leaking roof which cannot be repaired, should be rejected.

#### **Modification to existing buildings**

Professional guidance is needed before specifications can be prepared, materials quantified and budgets drawn up. Where such assistance is not available, the following notes may be helpful.

- **Re-roofing**  
Tile roofs should be replaced if the battens supporting the tiles have decayed or if the nails or pegs that hold them in position have rusted or rotted away. The whole roof covering should be stripped, battens replaced and re-nailed, and the tiles relaid. The possibilities for replacement by sheeting with galvanized steel or aluminium alloy should be considered. There is no need to renew battens when replacing tiles with sheeting, but additional purlins on top of the rafters will be needed for firm anchorage of the sheeting.
- **Re-flooring**  
Whenever possible, decayed wooden floors should be replaced with concrete floors; preferably with a damp-proof course, although in very dry situations this may be an unnecessary complication. Details of concrete floor construction are given later in this chapter.
- **Doors**  
Badly worn hinged doors are best replaced by metal sliding doors, hung from the top, installed to run outside the building.
- **Ventilation**  
If increased ventilation is needed, the simplest method of achieving this in a single-storey framed building is by installing (or enlarging) eaves ventilation. In each bay, the top 0.6 m of cladding can be removed if there is sufficient roof overhang to prevent the entry of wind-blown rain. Welded steel mesh should be installed in the space for security, and wire netting fitted to prevent entry of birds. In some climates it might be desirable to control this ventilation with adjustable covers.
- **Security**  
The most likely alteration or improvement for an existing building is the erection of a security fence. The fence should be at least 3 m high, constructed of chain-link fencing on steel posts. The fence should be clear of all buildings by 3 m and should be well illuminated at night.
- **Management**  
Old buildings often need more careful management than new buildings. It is very important that at least one trained person is clearly responsible for the store.

Single-storey buildings are usually the easiest to manage, but multi-storey buildings should not necessarily be ruled out. Schools, prisons and offices have all been used successfully as food aid stores in the past. However, long-term successful storage depends on both suitable structures and good management. Good quality dunnage must be available.

## Annex 2: Waybill



# WAYBILL

\* Conditions of Carriage as indicated overleaf are applicable.  
Original Transporter Copy Retaining 15% of loading office Waybill sheet

No: \_\_\_\_\_  
**WVMM**  
 (Vivo)

I TRANSACTION DETAILS			
1. Origin (Country)	2. Origin (Place/Post)	3. Destination (Country)	4. UTM No.
5. Destination (Place/Post)	6. Alternative Destination	7. Consignee	8. Loading Date
9. <input type="checkbox"/> WFP Internal Transfer <input type="checkbox"/> Distribution <input type="checkbox"/> Loan <input type="checkbox"/> Disposal <input type="checkbox"/> Purchase <input type="checkbox"/> Shunting <input type="checkbox"/> Coastal Transport <input type="checkbox"/> Delivery <input type="checkbox"/> Swap <input type="checkbox"/> Re-shipment <input type="checkbox"/> Sale <input type="checkbox"/> Air Drop <input type="checkbox"/> Inland Transport			
10. <input type="checkbox"/> Rail <input type="checkbox"/> Road <input type="checkbox"/> Air <input type="checkbox"/> Inland waterway <input type="checkbox"/> Coastal Waterway <input type="checkbox"/> Multimodal <input type="checkbox"/> Other (please specify)			
II LOADING DETAILS			
11. ID Number	12. Project or VNO/abstract	13. Commodity	14. Packing
15. No. of UTM	16. Net Wt.	17. Gross Wt.	18. Net Wt.
19.1.			
19.2.			
19.3.			
19.4.			
19.5.			
Dispatch Remarks:			
III CERTIFICATION OF COMMODITIES LOADED <small>(Please endorse this section with an official stamp.)</small>			
<b>WAREHOUSE/DEPART POINT</b>		<b>II. TRANSPORT CONTRACTOR</b>	
20. Name:	23. Transport Sub-Contractor	26. Driver's License/ID 27. Vehicle Registration 28. Trailer No. 29. Container No.	
21. Sign:	24. Driver's Name:		
I hereby certify the loading of the Commodities as described above.		On behalf of the Transporter I hereby certify the receipt of the Commodities as described above in good condition, unless otherwise endorsed here above.	
Name, Signature and Stamp		Name, Signature and Stamp	
IV CERTIFICATION OF COMMODITIES RECEIVED			
25. Location:		28. Arrival Date:	
26. Consignee:		29. Start Discharge Date:	
27. Name:		30. End Discharge Date:	
28. Sign:		31. Distance in km:	
V OBSERVATIONS			
Inventory Condition	Short	Damaged	Total Received
ID Number	Units	Net Wt.	Units
ID 1.			
ID 2.			
ID 3.			
ID 4.			
ID 5.			
Receipt Remarks:			
On behalf of the Consignee I hereby certify receipt of the Commodities as stated, unless endorsed as above.		On behalf of the Transport Contractor, I hereby certify delivery of the Commodities in good condition, unless endorsed as above.	
Name, Signature and Stamp		Name, Signature and Stamp	
Date		Date	
Please endorse this section with an official stamp		Please endorse this section with an official stamp	

### **Terms and Conditions of Carriage**

This waybill is a receipt in fulfillment of a contract of carriage between WFP and the Transporter defined in box 23. No deviation from the destination defined in box 3 is permitted, unless authorized by WFP at their discretion.

Should the cargo be lost/damaged while it is under the care of the transporter, it is agreed that WFP will deduct from final payment the value of the commodities based on their CIF value at destination defined in Box 3 inclusive of port and other incidental expenses, or market price at final destination, whichever is higher.

Payment for the transport will be effected, based on rates previously agreed between the parties, against an invoice from the Transporter substantiated by the original copy of the Waybill, duly signed and stamped by the receiver.

No liability for losses, damage, injury or death howsoever arising under any circumstances whatsoever, is accepted by the United Nations World Food Programme, its employees or agents, in the execution of the contract. The Transporter is deemed to be aware of and to accept all risks associated with the performance of this contract.

Nothing in this contract shall imply a waiver by the United Nations World Food Programme, of any privileges or immunity enjoyed by the World Food Programme or the United Nations or any UN Agency or Organization, or their acceptance of the jurisdiction of the Courts of any other Country over dispute arising out of the said contract.





# Distribution

All WFP projects involve the distribution of food to beneficiaries. However, the form of that distribution will vary according to the response option chosen - for example, as household rations in an emergency project or school lunches in a school-feeding project.

## **Principles of food distribution**

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WFP has developed a set of principles to guide food distributions. All food distributions should be:

### **1. Fair**

All emergency affected populations have an equitable right to receive the agreed food rations, determined by an objective assessment of their needs.



### **2. Accountable**

Distributions should be monitored to ensure that beneficiaries are receiving the agreed quantities of food. Beneficiaries, WFP, and donors should all be able to verify the accuracy of this monitoring.



### **3. Transparent**

Steps should be taken to ensure that all key actors, especially beneficiaries, are aware of the system of distribution, food supply and rations, and are able to observe all aspects of the distribution.

#### 4. Gender sensitive

Distributions are planned to ensure that food reaches the household (in particular women and children) and that food is used for its intended purpose. In particular, distribution plans should ensure that:

- household rations are distributed to the female head of the household;
- special arrangements are made for pregnant women, women with small children, and elderly people;
- distribution does not interfere with childcare or other domestic responsibilities;
- women are able to transport the food home (i.e., there is a short distance to the distribution point, and the distribution is of quantities of food that can be carried or women have access to burden animals).

#### 5. Safe

Distributions should be conducted in such a way as to prevent the risk of physical violence or sexual abuse of beneficiaries or staff (See Annex 1 for a note from the United Nations Secretary-General on sexual exploitation).

### Types of food distribution

There are two ways of classifying food distributions:

- by the type of food distributed: cooked (“wet”) or uncooked (“dry”); and
- by the group or agency who conduct the distribution: the community, government agency, or an NGO.

In most cases, the type of food distribution - both what sort of food is distributed, and who does the distribution - is determined by the response option that has been chosen for the project design. For example, school feeding normally involves the distribution of cooked food by teachers or community volunteers.

In some cases, however, you may need to choose between a variety of options, between the type of food and who actually distributes the food - the distributing group.

#### 1. Food type

- **Uncooked food:** Most distributions will be of uncooked food rations. Distribution of rations is less disruptive to social and family life, has a lower requirement for NGO inputs, and carries a lower risk of concentrating populations and allowing for the spread of epidemic diseases.
- **Cooked food:** Where recipients of food are too weak to prepare food for themselves, or lack the implements or fuel to cook (and implements or fuel cannot be provided), WFP or partners should consider the provision of cooked food.

## 2. Distributing group

The choice of who distributes food will normally involve asking two basic questions:

- Can beneficiary representatives be given the responsibility for distribution to households?
- What resources are available to set up and run the system?

The answers to these questions will help to determine which of the following options you choose:

- **Distribution through staff of government agencies**

In stable situations, with recognized governments, the first choice is to distribute through existing government infrastructure. Where civil administration functions well, governments can draw on networks of information, administration, transport and storage, and is therefore both quicker and cheaper than establishing a separate distribution network.

- **Distribution through facility staff**

Where food is being distributed through schools, hospitals or other institutions, and where the workload of staff in these institutions permits it, food can be distributed by the staff of the institution (in many cases these may be government employees).

- **Distribution through traditional leaders or local associations**

Distribution to traditional leaders is only recommended in small communities where social structures are intact and where existing leadership is known to be accountable to the population they represent. In some emergencies with social disruption or abusive power relations, this form of distribution can easily lead to diversion, unequal distribution, or the control of food distribution to further military or political aims. Where there is suspicion that this might be the case, the system must be changed as soon as possible to distribution by committee of direct distribution.

- **Distribution through newly created groups or committees**

Distribution through newly elected (village) committees has the advantage that it retains community involvement in distribution. This system is increasingly adopted in refugee distributions once the situation has stabilized and registration has been carried out. The latter may involve groups elected on the basis of family size, or camp section. WFP recommends that women be represented on such committees.

- **Distribution direct to households or individuals**

Distribution direct to households or individuals is entirely agency managed. It may undermine existing social structures and is therefore only appropriate when these have broken down.

**Table 5: Advantages and disadvantages of different distribution systems**

Mechanism	Advantages	Disadvantages
Through <b>local government</b>	<ul style="list-style-type: none"> <li>• Quick and efficient when local infrastructure is sufficient.</li> <li>• Builds local capacity.</li> </ul>	<ul style="list-style-type: none"> <li>• Government capacity may be limited.</li> <li>• High cost when local infrastructure needs to be reinforced.</li> <li>• Government (or officials) may have financial or political motives for controlling food distribution.</li> </ul>
Through <b>traditional leaders</b>	<ul style="list-style-type: none"> <li>• The social and cultural values of the population are respected.</li> <li>• Easy in the initial stages of emergency and for dispersed populations.</li> <li>• Low-cost and quick.</li> <li>• No external registration or ration cards are needed.</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of social structures and power relations is essential.</li> <li>• Effective only in small intact communities.</li> <li>• Risk of abuse if social structures are broken down or are replaced by abusive leadership.</li> <li>• Difficult to monitor.</li> </ul>
Through <b>new groups or committees</b>	<ul style="list-style-type: none"> <li>• Undermines abusive power relations and has a lower risk of abuse.</li> <li>• Agency understanding of the local society.</li> <li>• Some community participation, particularly women's representation, occurs.</li> <li>• Self-monitoring.</li> <li>• Low-cost.</li> </ul>	<ul style="list-style-type: none"> <li>• External registration and ration cards are needed in some cases.</li> <li>• Appropriate in stable situations only.</li> <li>• Groups must be elected so that they truly represent communities.</li> <li>• Resentment from traditional leadership.</li> <li>• Extensive information campaigns are needed.</li> </ul>
Direct to <b>households</b>  in groups or individually*	<ul style="list-style-type: none"> <li>• Efficient for large unstructured populations.</li> <li>• Initial control over beneficiary numbers.</li> <li>• Undermines abusive power relations and leadership.</li> <li>• Less risk of unequal distribution.</li> <li>• Easy to monitor.</li> </ul>	<ul style="list-style-type: none"> <li>• High cost (staff, materials, time).</li> <li>• Little beneficiary participation.</li> <li>• Registration and ration cards are necessary.</li> </ul>
Direct to <b>individuals</b>  (cooked food)	<ul style="list-style-type: none"> <li>• No scope for manipulation or discrimination.</li> <li>• Self-targeting.</li> <li>• No registration or ration cards are needed.</li> <li>• Easy to monitor.</li> <li>• Overcomes problems of limited fuel, utensils, water.</li> </ul>	<ul style="list-style-type: none"> <li>• Extremely high cost (staff, materials).</li> <li>• Time consuming.</li> <li>• Possible only for small groups (1,000 per kitchen).</li> <li>• No possibility for beneficiaries to exchange ration items so all nutritional needs have to be met.</li> <li>• Risk of creating population concentrations.</li> <li>• Health risks.</li> </ul>
<p>* Where distribution is to households:</p> <ul style="list-style-type: none"> <li>• distribution to representatives of individual households assures more direct agency control but requires considerable resources;</li> <li>• distribution to pre-defined groups of households is less resource-intensive and less demeaning for beneficiaries, but is feasible only where there is good registration and homogeneous groups can be identified.</li> </ul>		

## NGO involvement in distribution

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NGOs are often responsible for the actual distribution of food commodities to beneficiaries. In 2004, around 90 percent of WFP NGO cooperating partners (including international and national NGOs) were responsible for distributing WFP food aid to beneficiaries. The NGO will identify an appropriate distribution system and manage its implementation from its initial inception including the registration of beneficiaries, provision of ration cards, event publicity to the actual physical distribution of food to beneficiaries.

### Annexes:

Annex 1: United Nations Secretary-General *Bulletin on Special Measures for Protection from Sexual Exploitation and Sexual Abuse*

Annex 2: WFP-specific guiding principles for food distribution

### Further reading and references:

Active Learning Network for Accountability and Performance in Humanitarian Action (ALNAP), LSO, ODI, London, Joint Emergency Food Aid Programme. 2003. *Manual for the Provision of General Food Distributions during Emergency Programmes in Malawi*.

WFP. 2005. *WFP's Relationship with NGOs in 2004*. Rome.

WFP. 2003. *Distribution Guidelines (Provisional)*. Rome.

WFP. 2002. *Emergency Field Operations Pocketbook*, Chapter 3. Rome.

WFP. 2000/03. *Food and Nutrition Handbook*, Chapter 10. Rome.

## Annex 1: United Nations Secretary-General Bulletin on Special Measures for Protection from Sexual Exploitation and Sexual Abuse



United Nations

Secretariat

ST/SGB/2003/13

9 October 2003

### Secretary-General's Bulletin

#### Special measures for protection from sexual exploitation and sexual abuse

The Secretary-General, for the purpose of preventing and addressing cases of sexual exploitation and sexual abuse, and taking into consideration General Assembly resolution 57/396 of 15 April 2003, "Investigation into sexual exploitation of refugees by aid workers in West Africa", promulgates the following in consultation with Executive Heads of separately administered organs and programmes of the United Nations:

#### Section 1

##### Definitions

For the purposes of the present bulletin, the term "sexual exploitation" means any actual or attempted abuse of a position of vulnerability, differential power, or trust, for sexual purposes, including, but not limited to, profiting monetarily, socially or politically from the sexual exploitation of another. Similarly, the term "sexual abuse" means the actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions.

#### Section 2

##### Scope of application

2.1 The present bulletin shall apply to all staff of the United Nations, including staff of separately administered organs and programmes of the United Nations.

2.2 United Nations forces conducting operations under United Nations command and control are prohibited from committing acts of sexual exploitation and sexual abuse, and have a particular duty of care towards women and children, pursuant to section 7 of Secretary-General's bulletin ST/SGB/1995/13, entitled "Observance by United Nations forces of international humanitarian law".

2.3 Secretary-General's bulletin ST/SGB/253, entitled "Promotion of equal treatment of men and women in the Secretariat and prevention of sexual harassment", and the related administrative instruction<sup>1</sup> set forth policies and procedures for handling cases of sexual harassment in the Secretariat of the United Nations.

<sup>1</sup> Currently ST/OA/179, entitled "Procedures for dealing with sexual harassment".

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Separately administered organs and programmes of the United Nations have promulgated similar policies and procedures.

### **Section 3**

#### **Prohibition of sexual exploitation and sexual abuse**

3.1 Sexual exploitation and sexual abuse violate universally recognized international legal norms and standards and have always been unacceptable behaviour and prohibited conduct for United Nations staff. Such conduct is prohibited by the United Nations Staff Regulations and Rules.

3.2 In order to further protect the most vulnerable populations, especially women and children, the following specific standards which reiterate existing general obligations under the United Nations Staff Regulations and Rules, are promulgated:

(a) Sexual exploitation and sexual abuse constitute acts of serious misconduct and are therefore grounds for disciplinary measures, including summary dismissal;

(b) Sexual activity with children (persons under the age of 18) is prohibited regardless of the age of majority or age of consent locally. Misken belief in the age of a child is not a defense;

(c) Exchange of money, employment, goods or services for sex, including sexual favours or other forms of humiliating, degrading or exploitative behaviour, is prohibited. This includes any exchange of assistance that is due to beneficiaries of assistance;

(d) Sexual relationships between United Nations staff and beneficiaries of assistance, since they are based on inherently unequal power dynamics, undermine the credibility and integrity of the work of the United Nations and are strongly discouraged;

(e) Where a United Nations staff member develops concerns or suspicions regarding sexual exploitation or sexual abuse by a fellow worker, whether in the same agency or not and whether or not within the United Nations system, he or she must report such concerns via established reporting mechanisms;

(f) United Nations staff are obliged to create and maintain an environment that prevents sexual exploitation and sexual abuse. Managers at all levels have a particular responsibility to support and develop systems that maintain this environment.

3.3 The standards set out above are not intended to be an exhaustive list. Other types of sexually exploitive or sexually abusive behaviour may be grounds for administrative action or disciplinary measures, including summary dismissal, pursuant to the United Nations Staff Regulations and Rules.

### **Section 4**

#### **Duties of Heads of Departments, Offices and Missions**

4.1 The Head of Department, Office or Mission, as appropriate, shall be responsible for creating and maintaining an environment that prevents sexual exploitation and sexual abuse, and shall take appropriate measures for this purpose. In particular, the Head of Department, Office or Mission shall inform his or her staff of the contents of the present bulletin and ascertain that each staff member receives a copy thereof.

4.2 The Head of Department, Office or Mission shall be responsible for taking appropriate action in cases where there is reason to believe that any of the standards listed in section 3.2 above have been violated or any behaviour referred to in section 3.3 above has occurred. This action shall be taken in accordance with established rules and procedures for dealing with cases of staff misconduct.

4.3 The Head of Department, Office or Mission shall appoint an official, at a sufficiently high level, to serve as a focal point for receiving reports on cases of sexual exploitation and sexual abuse. With respect to Missions, the staff of the Mission and the local population shall be properly informed of the existence and role of the focal point and of how to contact him or her. All reports of sexual exploitation and sexual abuse shall be handled in a confidential manner in order to protect the rights of all involved. However, such reports may be used, where necessary, for action taken pursuant to section 4.2 above.

4.4 The Head of Department, Office or Mission shall not apply the standard prescribed in section 3.2 (b), where a staff member is legally married to someone under the age of 18 but over the age of majority or consent in their country of citizenship.

4.5 The Head of Department, Office or Mission may use his or her discretion in applying the standard prescribed in section 3.2 (b), where beneficiaries of assistance are over the age of 18 and the circumstances of the case justify an exception.

4.6 The Head of Department, Office or Mission shall promptly inform the Department of Management of its investigations into cases of sexual exploitation and sexual abuse, and the actions it has taken as a result of such investigations.

#### **Section 5**

##### **Referral to national authorities**

If, after proper investigation, there is evidence to support allegations of sexual exploitation or sexual abuse, these cases may, upon consultation with the Office of Legal Affairs, be referred to national authorities for criminal prosecution.

#### **Section 6**

##### **Cooperative arrangements with non-United Nations entities or individuals**

6.1 When entering into cooperative arrangements with non-United Nations entities or individuals, relevant United Nations officials shall inform those entities or individuals of the standards of conduct listed in section 3, and shall receive a written undertaking from those entities or individuals that they accept these standards.

6.2 The failure of those entities or individuals to take preventive measures against sexual exploitation or sexual abuse, to investigate allegations thereof, or to take corrective action when sexual exploitation or sexual abuse has occurred, shall constitute grounds for termination of any cooperative arrangement with the United Nations.

#### **Section 7**

##### **Entry into force**

The present bulletin shall enter into force on 15 October 2003.

*Sigeesof Kofi A. Annan*  
Secretary-General

## Annex 2: WFP specific guiding principles for food distribution

Principles	Description	Implications for food distribution
<b>Fairness</b>	<p>Rations and food allocations are based on an objective assessment of need and are distributed according to household size.</p> <p>The distribution system takes account of social, ethnic and political divisions within the affected population.</p>	<ul style="list-style-type: none"> <li>• Monitor the receipt of agreed-upon rations; collect quantitative and qualitative information.</li> <li>• Take special measures to ensure that the needs of the politically, economically and/or socially marginalized are assessed and addressed in the food distribution.</li> </ul>
<b>Accountability to beneficiaries &amp; accountability to donors, governments, CPs &amp; within WFP</b>	<p>Aid is distributed promptly; adequate systems and plans are in place to facilitate quick response to any crisis to save lives and/or prevent migration.</p> <p>Standards of accountability when working with beneficiaries are respected.</p> <p>Humanitarian workers conduct themselves in a responsible manner.</p> <p>There is regular reporting and analysis of the quantity of food distributed and the number of beneficiaries.</p>	<ul style="list-style-type: none"> <li>• Establish beneficiary food committees to elicit their views on distribution and receive any complaints.</li> <li>• Perform independent monitoring during and post- distribution; monitoring is carried out by WFP and/or NGO implementing partners.</li> <li>• Allow beneficiaries to weigh their food ration at the end of the distribution process.</li> <li>• Carry out information campaign on humanitarian workers' responsibilities vis-à-vis beneficiaries.</li> <li>• Perform regular and accurate monitoring and reporting.</li> <li>• Minimize losses and diversions.</li> <li>• Use simple distribution methods.</li> </ul>
<b>Coordination</b>	<p>WFP works in the framework of established United Nations coordination mechanism and with donors, governments and CPs.</p>	<ul style="list-style-type: none"> <li>• WFP initiates and leads Food Aid Committees and links food aid needs with other sectoral committees.</li> </ul>
<b>Transparency</b>	<p>Information about food rations and the method and timing of distributions is widely disseminated.</p>	<ul style="list-style-type: none"> <li>• Involves beneficiaries, CPs and local authorities in the design of the distribution system.</li> <li>• Keep population informed of their entitlements and advised of any problems.</li> </ul>
<b>Respect</b>	<p>A normal community/family environment is maintained and the physical and psychological vulnerability of those being assisted is recognized.</p>	<ul style="list-style-type: none"> <li>• Design food distributions specifically to preserve the dignity and self-respect of every beneficiary.</li> <li>• Design and implement food distributions in manner that minimizes inconveniences and hardship.</li> </ul>

<p><b>Gender sensitivity</b></p>	<p>Food is controlled primarily by women at the distribution and in the household. Women are consulted and participate in the planning and management of food distribution.</p>	<ul style="list-style-type: none"> <li>• Ensure that women are equally represented with men on food management committees and that they share 50 percent of leadership position with male members.</li> <li>• Ensure that women's voices are heard and incorporated into the planning of food distributions.</li> <li>• Issue rations cards in women's name and see that they collect the food; this is in recognition of their role in household food management.</li> <li>• Put in place measures to ensure that distribution does not interfere with women's other domestic responsibilities and does not put them at unnecessary risk.</li> <li>• Ensure that women know that they do not need to provide sexual favours in exchange for food aid.</li> <li>• Put in place reporting mechanisms for women and others to report abuse and exploitation.</li> </ul>
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# Monitoring and evaluation (M&E)

**Monitoring** involves the day-to-day collection and review of data on specific indicators to demonstrate:

- the extent to which the project is achieving the outputs it set out to achieve in the project design; and
- whether these outputs are likely to result in the expected outcomes (results) that were included in the project design.

See Annex 1 of Chapter 5 on “project design” for further explanation of outputs and outcomes.

If the project is not meeting expected outputs and outcomes, monitoring data should:

- explain why; and
- give information that allows project managers to adjust the project design/project activities to meet expected results.

Unlike monitoring, which is an ongoing activity, an **evaluation** is a temporary activity or series of activities (e.g. surveys, studies, missions), often undertaken at the end of a project, that assess:

- whether, and to what extent, the project achieved the results (impact, outcomes and outputs) that were planned in the project design.



## Basic principles for M&E

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WFP offices, and their partners, are expected to conduct monitoring and evaluation (M&E) activities according to the following general principles:

### 1. All projects are monitored and evaluated

All WFP operations should be monitored and evaluated regularly and systematically. In all cases, there should be a written M&E plan that includes:

- arrangements for routine collection of monitoring data: how, when, from whom and by whom data (based on indicators) will be collected, analysed and reported;
- arrangements for verifying the quality and accuracy of M&E data and analysis;
- a description of the “baseline” information on indicators (the value of indicators at the start of the project) that can be used to monitor/evaluate against;
- arrangements for evaluation, including a mid-term evaluation, if any.

The project proposal submitted by the NGO to WFP should include an M&E plan for the project.

For more information on creating an M&E plan, see the WFP (2004) *M&E Guidelines*, Module 2.

### 2. M&E is included at the design stage of the project

Planning for monitoring and evaluation should be conducted when the project is being designed. The project design should include:

- clearly defined and realistic objectives, assumptions and risks that describe how the operation is designed to work;
- results indicators for each objective and assumption that are feasible to collect and analyse.

See Chapter 5 in this section for more information on project design and Annex 1 at the end of this chapter for examples of indicators.

### 3. M&E systems are appropriate to the context

Both monitoring and evaluation need to be responsive and appropriate to the situation and the operation undertaken. In sudden-onset emergencies, less information is likely to be collected (see Box 13).

M&E systems should be integrated with CPs’ systems as far as possible.

### 4. M&E measures progress towards WFP organizational goals and commitments

The project design should include objectives that meet WFP’s organizational goals

(such as the strategic priorities and the enhanced commitments to women). Indicators should be established and measured to show progress towards these goals.

Generally, the organization responsible for implementing activities (usually the NGO) has also direct responsibility for functions related to monitoring, evaluating and reporting on progress and achievement.

### BOX 13

## What are the minimum monitoring indicators for a sudden-onset emergency?

Where sudden-onset crises occur, decisions are made often when information is unclear, contradictory or absent.

Minimum immediate information needs in a quick-onset emergency for monitoring distribution include:

- Receipt and delivery of WFP-supplied commodities and non-food items.
- Number (sex and age disaggregated) of people receiving WFP assistance.
- Handling and distribution of WFP-supplied commodities and non-food items.
- Food aid availability and unmet needs.

Minimum information needs to include post distribution monitoring, which will begin some days after the start-up of the operation.

Two weeks after a food distribution, or after a series of food distributions in a particular area, information should be gathered, analysed and reported on the following:

- Food access and control at household level.
- Changes in food intake and its consequences.
- The specific effects of insecurity on people's food security. This serves the dual purpose of monitoring the operation and providing an up-to-date assessment.

Source: WFP. 2004. *M&E Guidelines*, Module 2.

## Roles and responsibilities of the NGO and WFP in monitoring and evaluation

Ideally, both WFP and the NGO partner should together design as well as implement the M&E strategy. The WFP country office and NGO will meet on a quarterly basis to review output progress (planned versus actual), beneficiary contact monitoring findings and early evidence of outcome achievement. They will also meet once or twice annually to review output progress and agree formally on action to be taken if needed. While WFP and the NGO collaborate on monitoring and evaluation, they will have different roles.

## Role of the NGO in monitoring

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The NGO is responsible for monitoring day-to-day activities and should submit three types of reports to WFP and other agencies.<sup>16</sup> The monitoring reports include:

1. A monthly distribution report: the monthly distribution report should provide information on the amount of food received, number of beneficiaries, disaggregated by sex and age. See Annex 3 for an example.
2. A quarterly progress report: The quarterly progress report should provide both narrative/qualitative information as well as quantitative information as specified and detailed in the FLA under point 6.3. See Annex 4 for an example of the type of report required.
3. Finally, upon termination of activities, a final report should be submitted which consolidates information gathered throughout the period covered by the FLA.

## Role of WFP in monitoring

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For all operations, WFP is responsible for:

1. analysing partner reports to ensure that operation objectives are being met;
2. working together with partners to ensure that corrective action is taken when required; and
3. collecting independent field level information (including discussions with beneficiaries known as ‘beneficiary contact monitoring’) following the M&E strategy developed jointly to cross-check partners’ findings.

Both WFP and the NGO should carry out **post-distribution monitoring** which involves visiting beneficiary households to check the extent to which they are food insecure, clarify how the food aid is used and distributed within the household and assess what assets and other sources of food the household has access to.

## Role of WFP/NGO in evaluation

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Evaluations of WFP projects can be carried out in five different ways, by:

1. **WFP country office:** The country office manages the evaluation itself i.e with WFP staff and is responsible for all stages of the evaluation.
2. **External consultant(s):** The country office appoints external consultants to evaluate a programme/s and is responsible for all stages of the evaluation.
3. **The implementing NGO:** The NGO implementing WFP activities under a particular programme may be asked to evaluate the programme in which case it will receive separate funds for doing so and its responsibility will be clearly laid out in the agreement (FLA).

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16. For example, in the event that WFP and the NGO are working alongside another agency such as WHO or UNHCR.

4. A 'third party' NGO: evaluations of a project conducted by one NGO may also be evaluated by another NGO, working as a neutral party.
5. WFP Headquarters: OEDE (office of evaluation) will carry out periodic evaluations, all stages of which they are responsible for, and the country office/regional bureau support them by making sure staff allocate the necessary time and provide information relevant to the exercise.

The mechanism for evaluation should be made clear in the M & E plan. The relative roles of WFP and of the NGO will depend on the mechanism used.

**Annexes:**

Annex 1: Example of an M&E Plan for a Community Forestry Project

Annex 2: WFP 2006-2009 Strategic Objective Results Matrix

Annex 3: Cooperating Partner Distribution Report

Annex 4: Sample of Cooperating Partner Completion Report

**Further reading and references:**

WFP. 2003. *Monitoring and Evaluation Guidelines*. Rome.

WFP. 1999. *School Feeding Handbook*. Rome. See Part 3 for a detailed M&E manual for school-feeding programmes.

## Annex 1: Example of an M&E Plan for a Community Forestry Project

Achievement of Activity Impact							
Information Requirements	Indicators	Means of Verification				Use of Information	
		Data Source	Frequency & Cost of Collection	Responsibility for Collection	Collection Method	Reporting	Presentation
<b>Impact</b> - Enable households which depend on degraded natural resources for their food security to make a shift to more sustainable livelihoods	Incidence & degree of food insecurity among households in districts with degraded natural resources	VAM reports	Before and after completion	VAM Officer, WFP Country Office	VAM Mapping tools	VAM Reports	At CP evaluation workshop

Achievement of Activity Outcome							
Information Requirements	Indicators	Means of Verification				Use of Information	
		Data Source	Frequency & Cost of Collection	Responsibility for Collection	Collection Method	Reporting	Presentation
<b>Outcome</b> - Increase incomes and food security of target population at risk	Changes in income by households or household members	Baseline study & follow-up study in participating & control villages	Before and at completion	WFP Country Office	Sample survey	Baseline report Terminal Country Office Report (COR)	At inception workshop & terminal COR workshop
	Amount of forest products harvested per household						
	Leading Indicators: <ul style="list-style-type: none"> <li>Number households receiving income or food from protected land</li> <li>Beneficiaries (men &amp; women) perceptions of costs &amp; benefits of scheme</li> </ul>	Regular field visits  Mini survey at mid-term  Site survey of area protected	Six-monthly  At mid-term	WFP Country Office, in collaboration with CP	Field visit and sample survey	Mid-term management review report	At mid-term management review workshop
<b>Assumptions</b> - Encroachment by non-participating households can be controlled	Number of encroachments, and extent of damage		Annual	CP, Community Forestry Officer (CFO)	Visual observation during field visits	Annual Report	At annual review meeting

**Delivery of Activity Outputs**

Information Requirements	Indicators	Means of Verification				Use of Information	
		Data Source	Frequency of Collection	Responsibility for Collection	Collection Method	Reporting	Presentation
<b>Output 1</b> - Increase incomes and food security of target population at risk	Area of land developed or protected	Site survey of area protected & survival survey of seedlings planted	Annual	CP, Community Forestry Officer (CFO)	Visual observation during field visits	Annual Report Terminal COR	At annual review meeting & Terminal COR workshop
<b>Assumptions</b> - Market prices for fruit tree crops remain stable	Local market prices for fruit tree crops	Market Survey	Seasonal	Village food distribution committees	Recording of prices observed in sample of markets	Annual Report	
<b>Output 2</b> - Target population fed	No. of people who have received WFP supplied food by gender and age group	Food distribution sheets	Monthly	Village food distribution committees, CP, CDO	Compilation from food distribution sheets	Monthly report, Quarterly Progress Report (QPR), Progress Implementation Report (PIR)	At quarterly progress review meeting
<b>Assumptions - etc.</b>							
<b>Output 3</b> - Community groups formed and active in managing forested lands	No. of community groups formed and active	Village committee records	Quarterly	CP, Community Development Workers (CDWs)	Compilation from village committee records	QPR, PIR	At quarterly progress review meeting
	Representation and involvement in Committees by gender	Village committee records	Quarterly	CP, CDWs	Compilation from village committee records	QPR, PIR	
		Village committee survey	Six-monthly	CP, CDO	Focus group discussions	PIR	
	No. of plans prepared and adopted	Plans submitted  Site verification	Quarterly	CP, CFO	Count of plans submitted & field visits to verify	QPR	
<b>Assumptions - etc.</b>							

## Annex 2: WFP 2006-2009 Strategic Objective Results Matrix

The Strategic Plan (2004-2007) included a results matrix as WFP's first attempt to set out a transparent and accountable results chain for its operations. The matrix showed a logical progression from interventions to specific outputs which contribute to outcomes - the intended improvements in the lives of WFP's beneficiaries. It also included indicators at output and outcome levels by which WFP could measure its performance in achieving its five Strategic Priorities (SPs).

WFP is accountable for the results it achieves at output level. It measures the outcomes of its interventions to assess whether it is achieving the intended improvements in people's lives. Achieving results at outcome level, however, requires a combination of interventions, so WFP is working to ensure that its assistance is part of an integrated effort to improve the lives of those suffering from hunger.

During 2004, WFP operations used the Strategic Plan matrix as a guide from which they developed their own project-level results chains and logical frameworks. WFP's information systems were changed to enable the collection of data on the output indicators specified in the matrix. WFP also began to measure outcome-level results more systematically in its projects through primary surveys. More information on the challenges of measuring results is presented in the Annual Performance Report.

On the basis of the experiences of 2004, WFP operations requested that the Strategic Plan include a matrix that more clearly specifies activities, outputs and outcome results to be achieved. It was felt that while the Strategic Objectives describe the outcomes, WFP hopes to achieve more specific results statements that would facilitate project-level logical framework design. Work already undertaken to create a common monitoring and evaluation approach helped identify more appropriate output-level results statements and indicators.

In its food interventions, WFP will measure:

- the number of beneficiaries receiving WFP food assistance;
- the quantity of food provided to beneficiaries; and
- the number of people participating in the activity, as appropriate.

Some Strategic Objectives have other specific outputs which will be collected in all projects with that objective. Similarly, for each Strategic Objective, required outcome-level indicators are specified that should be measured in all projects of sufficient duration with that stated objective.

Challenges remain in WFP's endeavour to measure systematically the results of its interventions and its performance in achieving its Strategic Objectives. At present, WFP's information system can only generate information on expenditures and food distributed by project and programme category. As one project can contribute to more than one Strategic Objective, measuring outputs by Strategic Objective can only be done subjectively at present. Measurement and attribution of outcome-level results also remains difficult, particularly in short-duration projects and emergency operations.

## WFP STRATEGIC OBJECTIVE RESULTS MATRIX

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

Activity types <sup>a</sup>	Outputs	Outcomes <sup>b</sup>
<b>Strategic Objective 1: Save Lives in Crisis Situations</b>		
<p><b>General Food Distribution</b></p> <p><b>Selective Feeding</b> (includes therapeutic, supplementary and vulnerable group feeding)</p>	<p><b>Output 1.1:</b> <b>Timely provision of food in sufficient quantity for targeted beneficiaries in conflict and disaster affected areas</b></p> <p><b>Indicator 1.1.1:</b> Actual beneficiaries receiving WFP food assistance through each activity as a percentage of planned beneficiaries, by project category, age group, sex.</p> <p><b>Indicator 1.1.2:</b> Actual mt of food distributed through each activity as a percentage of planned distributions, by project category, commodity.</p> <p><b>Indicator 1.1.3:</b> Percentage of general food distributions occurring more than 7 days later than the planned date of distribution (pilot indicator).</p>	<p><b>Outcome 1.1:</b> <b>Reduced and/or stabilized acute malnutrition in an identified population in conflict and disaster affected areas</b></p> <p><b>Indicator 1.1.1:</b> Prevalence of acute malnutrition among under-5s in an identified population by gender, assessed using weight-for-height.</p> <p><b>Outcome 1.2:</b> <b>Reduced and/or stabilized mortality in an identified population in conflict and disaster affected areas</b></p> <p><b>Indicator 1.2.1:</b> Crude mortality rate in an identified population (pilot indicator - SMART<sup>c</sup> initiative).</p> <p><b>Indicator 1.2.2:</b> Under-5 mortality rate in an identified population (pilot indicator - SMART<sup>c</sup> initiative).</p>

<b>Strategic Objective 2: Protect Livelihoods in Crisis Situations and Enhance Resilience to Shocks</b>		
<p><b>General Food Distribution</b></p> <p><b>Support to safety net programmes</b> (includes programmes reaching HIV/AIDS impacted households)</p> <p><b>Food for Work/Food for Assets</b></p> <p><b>Food for Training</b> (includes life skills training and training for income-generating activities)</p>	<p><b>Output 2.1:</b> <b>Timely provision of food in sufficient quantity for targeted beneficiaries in crisis and transition situations or vulnerable to shocks</b></p> <p><b>Indicator 2.1.1:</b> Actual beneficiaries receiving WFP food assistance through each activity as a percentage of planned beneficiaries, by project category, age group, sex.</p> <p><b>Indicator 2.1.2:</b> Actual mt of food distributed through each activity as a percentage of planned distributions, by project category, commodity.</p> <p><b>Indicator 2.1.3:</b> Actual participants in each activity as a percentage of planned participants, by sex.</p>	<p><b>Outcome 2.1:</b> <b>Increased ability to meet food needs within targeted households in crisis situations or vulnerable to shocks</b></p> <p><b>Indicator 2.1.1:</b> Proportion of beneficiary household expenditures devoted to food<sup>d</sup>.</p> <p><b>Indicator 2.1.2:</b> An indicator on dietary diversity is under review<sup>e</sup>.</p> <p><b>Outcome 2.2:</b> Increased ability to manage shocks within targeted households in crisis situations or vulnerable to shocks</p> <p><b>Indicator 2.2.1:</b> Appropriate indicators under discussion<sup>f</sup>.</p>


Activity types <sup>a</sup>	Outputs	Outcomes <sup>b</sup>
<b>Strategic Objective 3: Support the Improved Nutrition and Health Status of Children, Mothers and Other Vulnerable People</b>		
<p><b>Supplementary Feeding</b></p> <p><b>Therapeutic Feeding</b></p> <p><b>Institutional Feeding</b></p> <p><b>HIV/AIDS programming</b> (anti retroviral therapy, prevention of mother to child transmission of HIV, home-based care, tuberculosis treatment)</p> <p><b>Food fortification</b></p> <p><b>Nutrition awareness</b> (includes food for training)</p> <p><b>HIV/AIDS awareness</b></p> <p><b>Deworming</b></p>	<p><b>Output 3.1: Timely provision of nutritious food in sufficient quantity for targeted young children, mothers and other targeted beneficiaries vulnerable to nutrition and health risks</b></p> <p><b>Indicator 3.1.1:</b> Actual beneficiaries receiving WFP food assistance through each activity as a percentage of planned beneficiaries, by project category, age group, sex.</p> <p><b>Indicator 3.1.2:</b> Actual metric tons of food distributed through each activity as a percentage of planned distributions, by project category, commodity.</p> <p><b>Indicator 3.1.3:</b> Actual participants in each activity as a percentage of planned participants, by beneficiary category, sex.</p> <p><b>Indicator 3.1.4:</b> Percentage of micronutrient-fortified food delivered through WFP-supported nutrition interventions.</p> <p><b>Output 3.2: Provision of deworming tablets for targeted children and mothers in WFP-supported activities</b></p> <p><b>Indicator 3.2.1:</b> Actual beneficiaries provided with deworming pills through WFP-supported activities as a percentage of planned beneficiaries of deworming pills, by beneficiary category<sup>9</sup>, sex.</p>	<p><b>Outcome 3.1: Reduced level of malnutrition among targeted children</b></p> <p><b>Indicator 3.1.1:</b> Prevalence of under-5 malnutrition among targeted children (assessed using height, weight and age, disaggregated by gender).</p> <p><b>Outcome 3.2: Reduced level of malnutrition among targeted women</b></p> <p><b>Indicator 3.2.1:</b> Prevalence of malnutrition among targeted women of child-bearing age, assessed using body mass index (BMI) and/or low birth weight. (Pilot continuing.)</p> <p><b>Outcome 3.3: Reduced level of anaemia among targeted beneficiaries</b></p> <p><b>Indicator 3.1.3:</b> Prevalence of anaemia among targeted pregnant and lactating women and children. (Pilot continuing.)</p> <p><b>Outcome 3.4: Improved quality of life of beneficiaries targeted in HIV/AIDS-supported programmes<sup>h</sup>.</b></p> <p><b>Indicator 3.4.1:</b> Weight gain among beneficiaries (provisional).</p> <p><b>Indicator 3.4.2:</b> Treatment adherence rate by specific treatment and care programmes (duration of programme, % treatment compliance etc.)</p>

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

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

- a This is not an exhaustive list. Each WFP operation will use its discretion to select the activities that would best achieve the stated outputs and outcome(s).
- b The Strategic Objectives are objective statements of the intended outcomes of WFP's interventions. However, the outcome statements listed in this column are more suitable for a logical framework describing WFP's Results Chain as they more clearly specify: (i) the improved condition WFP aims to achieve; (ii) the target beneficiaries; and (iii) in certain cases, a specific context. All outcomes are contingent on complementary outputs achieved by WFP's partners, for example water, shelter, agricultural extension, medicine and teaching.
- c The Standardized Monitoring and Assessment of Relief and Transitions (SMART) Initiative is an inter-organizational global initiative to improve monitoring and assessment in humanitarian interventions.
- d Based on the pilot study, this indicator should be used as part of a composite set of indicators to create "household livelihood profiles" that can be tracked over time. The other indicators used to create the household livelihood profile include: (i) proportion of non-food expenditures relative to food expenditures; (ii) household composition; (iii) sources of income; and (iv) risk exposure and response.
- e Dietary diversity has been proposed by WFP technical units in Headquarters as a complementary indicator to support findings/results from Indicator 2.1.1. The utility of such an indicator is currently under review.
- f To date, no appropriate indicator has been identified to measure beneficiary household resilience to shocks. This issue is currently being explored by WFP technical units.
- g For the beneficiary category "pregnant and lactating women," this applies to the second and third trimesters of pregnancy in areas where worm infestations are endemic and where anaemia is prevalent, as recommended by WHO and in accordance with Enhanced Commitment to Women (ECW) I.2.
- h "Improved quality of life" is proposed by WHO as an appropriate outcome for HIV/AIDS programmes. Weight gain will be used as a provisional indicator. A proper "well being" indicator to be determined with WHO and UNAIDS.

## Annex 3: Cooperating Partner Distribution Report

		<h3>Cooperating Partner Distribution Report</h3>								Report number:				
										Report date:				
<b>Cooperating partner details</b>														
Cooperating Partner		Location		Project Number		Activity				Distribution Site				
Reporting Period			LOU Number		Actual Number of Beneficiaries									
From	To				Girls below 18	Boys below 18		Women	Men	Total				
<b>Stock movements/stock details</b>														
Commodity	S.I. Number	Opening Stock		Receipts		Distributed		Food Returns		Losses		Closing Balance		Loss reasons
		Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	
Comments:														
<b>Certification</b>														
Issued by:						Received by:								
Title:						Title: Head of Sub-Office								
Signature:				Date:		Signature:				Date:				

## Annex 4: Sample of Cooperating Partner Completion Report

### Cooperating Partner Completion Report for Food-for-Assets

#### 1. Field Tool Purpose

The purpose of the CP Completion Report for Food-for-Assets is to report on the final status of the completed FFA projects.

#### 2. Indicators

RBM Indicators	
2.1.A	Quantity and type of housing and infrastructure rehabilitated.

#### 3. Monitoring and Reporting Responsibilities and Timeframe

M&E Activity	Responsibility	Timeframe
Primary Data Collection	CP Technical Manager	On completion of FFA projects
Secondary Data Processing	Programme Assistant	Monthly
Primary WFP Report	Area Office Monthly Report	
Primary Reporting and Analysis	Programme Assistant	5th of each month
Secondary WFP Report	Country Office Monthly Report	
Secondary Reporting and Analysis	Country Office Reports Officer	Monthly

#### 4. Key Questions for Analysis

1. What type and number of assets were created?
2. Were the assets completed as planned in terms of number of assets and work days?
3. Were the numbers of beneficiaries in accordance with the plans?

#### 5. Enumerator Guidance

This report is to be completed and submitted by the CP Technical Manager to WFP through appropriate channels (Division Secretary/Government Agent).

In case of NGO partner, this report will be submitted to the WFP area office directly.

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**How to work with WFP**  
**A Handbook for Non-Governmental Organizations (NGOs)**

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