

WFP's operational relationship with NGOs

Annual Report 2007



World Food
Programme





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Annual Report 2007



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For a complete list of WFP's international and local NGO partners in 2007 please check the WFP website www.wfp.org:

Who we are > WFP's Partners > NGOs > Annual WFP-NGO Reports > Annexes 2007
or contact the WFP NGO Unit at WFP.NGOUnit@wfp.org



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PROGRAM
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Introduction

The World Food Programme's partnerships with non-governmental organizations (NGOs) are built on a foundation of mutual respect for each other's work and the challenges we face each day in tackling global hunger. As the world's most vulnerable are thrust deeper into hunger, as we have witnessed this past year, strong partnerships are more important than ever.

The price increases of many staple foods since June 2007, volatile oil and energy costs, and a surge in natural disasters caused by climate-related shocks (e.g. droughts, floods and tropical storms) left WFP and our NGO partners caught in the middle of a 'perfect storm' of hunger challenges. Increasingly, we joined forces to confront new problems and to forge new solutions.

In 2007, WFP worked with 2,815 operational NGOs which varied both in size and mandate, and ranged from community-based organizations to large, international NGOs. Our NGO partners have an extensive reservoir of knowledge and experience in finding both short- and long-term hunger solutions at a local level, and we have tailored our partnerships to best meet the needs of the hungry with an eye to sustaining and maintaining the work that we do.

Eradicating hunger is possible – many of the tools needed to fight hunger and malnutrition already exist. Together with our NGO partners, we need to collectively mobilize the commitment and resources to utilize them, with innovation and creativity, and to ultimately reduce the hunger and poverty which threaten the lives of almost a billion people today.

A handwritten signature in black ink that reads "Josette Sheeran". The signature is fluid and cursive, with the first name "Josette" written in a larger, more prominent script than the last name "Sheeran".

Josette Sheeran
Executive Director, World Food Programme

Glossary of Terms

Non-governmental organizations (NGOs)¹

NGOs are non-profit, voluntary citizens' groups organized on a local, national or international level. For data-reporting purposes the classification is simplified and only distinguishes between local and international NGOs. Therefore large and small international NGOs are reported as international NGOs while community-based organizations (CBOs), local NGOs and large national NGOs are reported as local NGOs.

Community-based organizations

CBOs focus on placing decision-making power in the hands of an organization of local residents, using that power to influence issues the organization defines as important.

Cooperating partners

Cooperating partners are usually responsible for carrying out an activity on WFP's behalf such as transport, storage and distribution, usually within a food aid intervention designed by WFP. WFP retains accountability to the government and WFP's Executive Board for the intervention. In this type of partnership, the NGO usually provides a service related to the distribution of food and WFP pays the NGO for the costs of carrying out that service.

A cooperating partnership is formalized in the Field Level Agreement (FLA), that clearly outlines each organization's responsibilities, resources to be committed, and by whom. The extent to which the relationship will move towards a more complementary type of partnership will depend largely on the capacity of the NGO in terms of financial and human resources.

Complementary partners

In a complementary partnership, WFP and the NGO may design an intervention together with shared objectives and target group or alternatively WFP may provide food as an element of a larger NGO programme that reaches WFP beneficiaries and shares WFP's objectives. In such a partnership, WFP and the NGO each contribute the resources they are best placed to provide. WFP provides food and the NGO provides non-food inputs.

Emergency operations (EMOPs)

EMOPs are the principal tools used by WFP to respond to emergency needs, normally for a maximum period of 24 months from the onset of the crisis. Typically, the emphasis is initially on relief (saving lives and protecting livelihoods) but assistance to recovery (restoring livelihoods and food supply systems) is initiated as soon as feasible.

Protracted relief and recovery operations (PRROs)

PRROs are employed by WFP to respond to protracted relief and recovery needs in situations where such assistance is needed for an extended period, especially during (and in the immediate aftermath of) complex emergencies and long-term droughts. The focus is on helping to re-establish and stabilize livelihoods and food security to the extent that circumstances permit while providing continuing relief, where necessary.

¹ WFP also partners with other entities such as Red Cross/Red Crescent National Societies and other semi-governmental agencies (e.g. GTZ). Data on such partners is not included in this report.

Facts and Figures 2007

NGO partners:	2,815 NGOs²: 230 international 2,585 local
Country offices with NGO collaboration:	69 (out of 79)
Projects with NGO collaboration:	192 (out of 255) ³
Region with most NGO partners:	Latin America and the Caribbean (1,070 NGOs)
Country offices with most partners:	Colombia (806 NGOs) The Sudan (172 NGOs) Democratic Republic of Congo (146 NGOs)
Country offices with more than 20 NGO partners:	36 (52 percent)
Main NGO partners (breadth of collaboration):	World Vision Partnership ⁴ in 33 countries CARE International ⁵ in 19 countries Catholic Relief Services in 18 countries
NGOs collaborating with WFP in more than 5 countries:	23 (10 percent of the international NGO partners)
Total food handed over to NGOs:	1.9 million mt 54 percent of WFP's global food aid
Main NGO partners (volume of collaboration):	World Vision Partnership: 211,753 mt CARE International: 175,594 mt
Main type of partnership:	Cooperating partner 2,627 (93 percent)
Main collaboration:	Protracted relief and recovery operations (2,144 NGOs)
Main sectors of collaboration:	Primary schools (755 NGOs); Mother-and-child health (453 NGOs), HIV/AIDS (450 NGOs)
Main NGO partners (variety of collaboration):	World Vision Partnership (18 sectors) CARE International (16 sectors) Lutheran World Federation (14 sectors)
Main activity:	Food distribution (2,608 NGOs)

² See definition of NGOs in the Glossary of Terms.

³ The total number of projects includes all projects with food distribution carried out in 2007. The projects are considered at the lowest level (i.e. activity level for country programmes and country level for regional projects). Special Operations are excluded.

⁴ The World Vision Partnership (WV) includes WV International, WV Bolivia, WV Cambodia, WV Honduras and WV Germany.

⁵ In contrast to previous years, in 2007 all partnerships with CARE were recorded as CARE International. This reporting option was approved by the CARE International Secretariat.

Partnerships

Why does WFP partner with NGOs?

WFP's primary role is in the organization and management of food assistance. WFP depends on its collaboration with partners to distribute food from agreed delivery points to beneficiaries or to provide WFP with technical and non-food inputs. NGOs can provide additional support to WFP: they can increase government capacity and infrastructure, provide a wide range of technical skills (such as disaster preparedness and disaster planning) leading to more effective and widespread development opportunities, increase the number of beneficiaries covered, mobilize resources for non-food complementary inputs and introduce innovative approaches.

What are the principles on which WFP bases its partnerships?

The core principles on which WFP bases its relationship with NGO partners are the five Principles of Partnership⁶ (PoP): Equality, Transparency, Result-oriented Approach, Responsibility and Complementarity. During the Global Humanitarian Platform (GHP) in July 2007, WFP, along with representatives of 40 NGOs, the Red Cross/Red Crescent Movement, United Nations agencies and other intergovernmental organizations, endorsed the PoP as a means to further strengthen effective cooperation between humanitarian workers.

When does WFP partner with local NGOs?

Local NGOs have been working with communities over long periods of time and have well-established relationships with these communities. Their use of participatory approaches in designing and implementing their programmes has also resulted in a wealth of local knowledge regarding the socio-economic conditions of poor and marginalized groups in those areas. This knowledge is invaluable to WFP and could assist WFP in ensuring that it targets its food assistance to the right people at the right time. Local NGOs are often the only organizations able to reach beneficiaries in remote, marginalized or conflict areas.

⁶ See Annex 1 for the official document

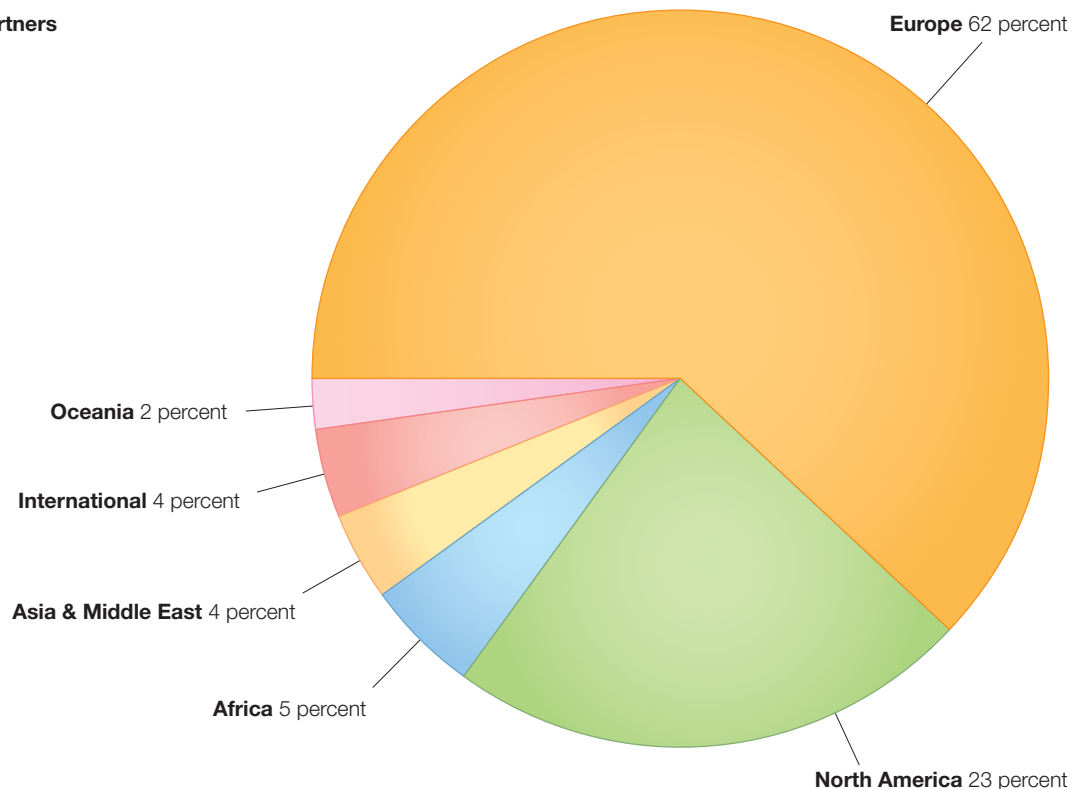


Who are WFP's international NGO partners?

WFP's international NGO partners come from 34 countries, with over 60 percent from Europe (mainly Italy, France and the United Kingdom). The country with the highest number of NGO partners collaborating with WFP was the United States of America (USA) (48 NGOs). The number of African NGOs working abroad in recent years has been increasing; 11 African NGOs currently work abroad (compared to 11 NGOs in 2006 and 7 NGOs in 2005). The African country with the highest number of NGOs working with WFP globally was Kenya (4 NGOs). In Asia, the country with the highest number of NGOs working with WFP was Japan (6 NGOs), while in Oceania only Australian NGOs partnered with WFP (4 NGOs).

Some of WFP's main partners are considered International NGOs since they are organized as federations with an international structure, with fundraising offices in developed countries and operational offices in recipient countries. The principal federations WFP partnered with are the World Vision Partnership (mainly World Vision International, which is USA-funded), Caritas Internationalis (which includes the USA NGO Catholic Relief Services, one of WFP's top five NGO partners) and the Adventist Development and Relief Agency (ADRA), which works through local partners in each country, but is mainly USA-funded.

International NGO partners by origin



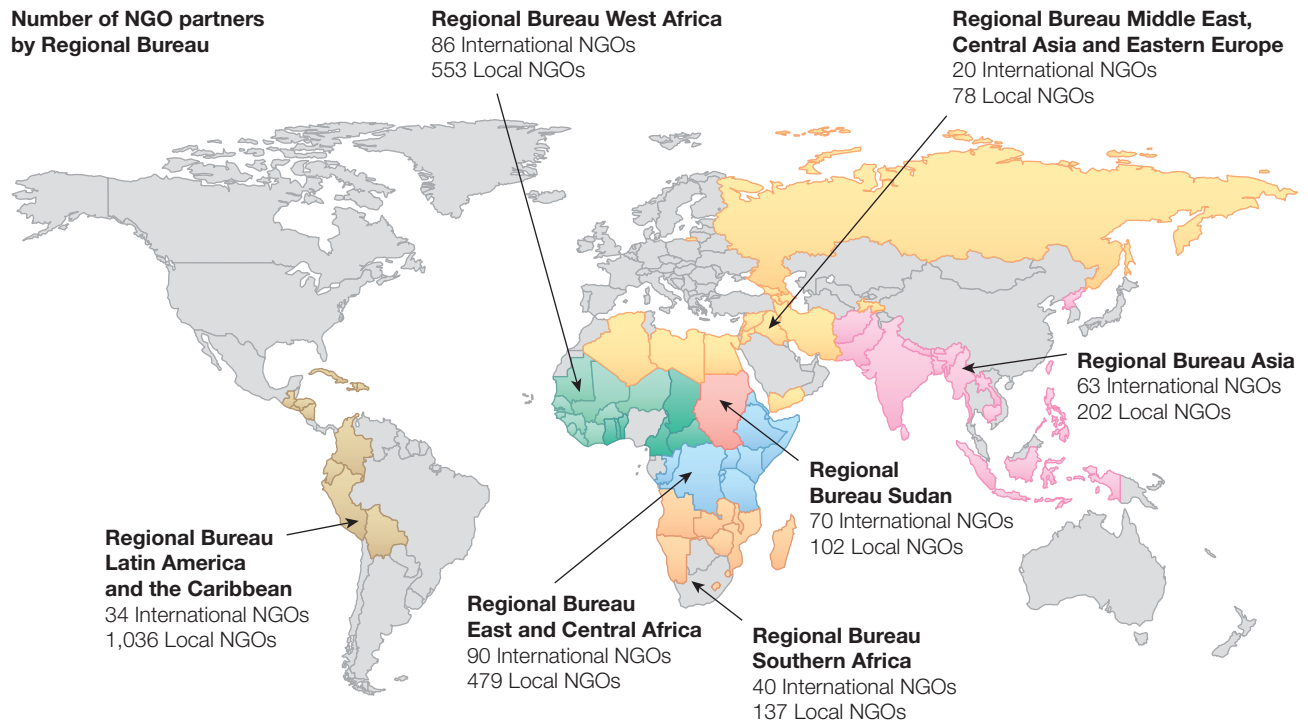
Collaboration

In which region did WFP work most with NGOs?

In 2007, as in 2006, the region with the highest number of NGO partners was Latin America and the Caribbean. The region partnered with 1,070 NGOs⁷ out of 2,815 worldwide, a slightly lower figure compared to 2006 (1,215 NGOs) but still significantly higher compared to 2005 (277 NGOs). However, Latin America was also the region with the lowest amount of food distributed through NGO partners (less than one percent of the total amount of food distributed through NGOs worldwide), demonstrating that the number of NGO partners is not necessarily linked to the volume of food aid.

In West Africa, WFP partnered with 639 NGOs and through these organizations distributed almost ten percent of the total food delivered globally through NGOs. In East and Central Africa, WFP partnered with 569 NGOs and through these organizations distributed almost 32 percent of the total food consigned to NGO partners worldwide.

⁷ Most of the partners were community-based organizations, predominantly in Colombia.



The boundaries and names shown and the designations used on this map do not imply official endorsement or acceptance by the United Nations.

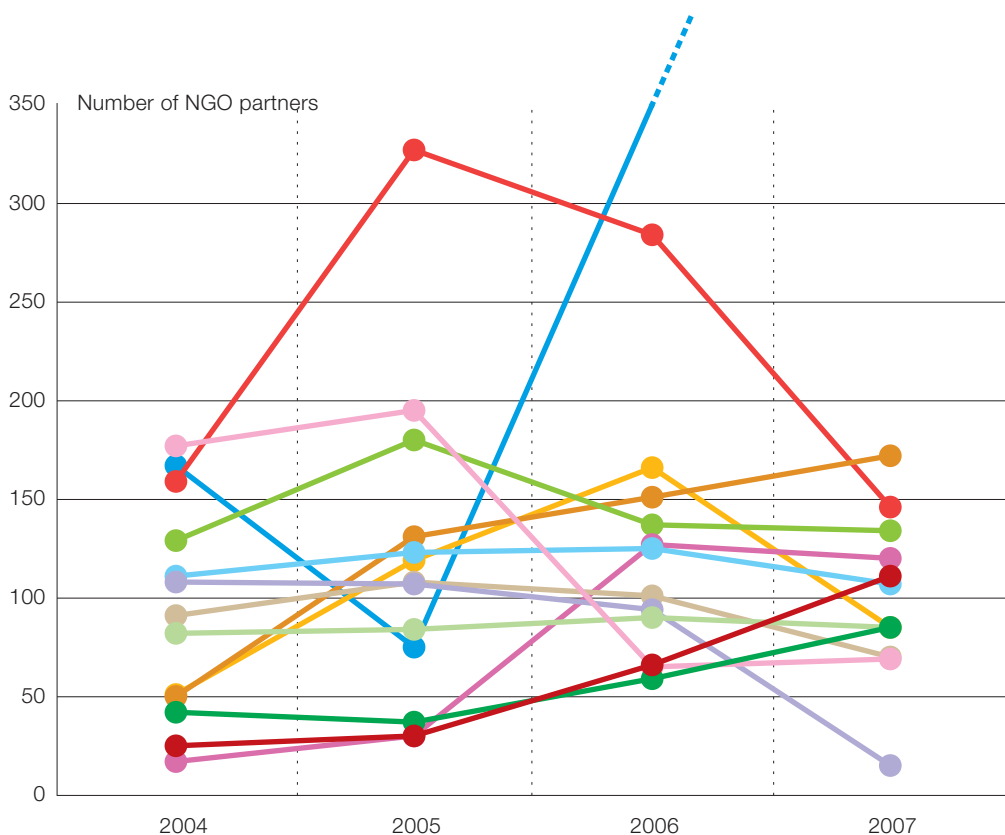
In which countries did WFP work most with NGOs?

The country with the highest number of NGO partners was Colombia, which collaborated with 806 NGOs (9 international NGOs and 797 local NGOs). The reasons for a 17 percent reduction from 966 NGOs in 2006 are most likely twofold: improvements in the data collection system, which aggregated small, local NGOs into bigger, national NGOs; and the fact that in 2007 the public health sector carried out more mother-and-child health (MCH) projects, implemented in the past primarily by NGOs and CBOs.

Some countries, however, had reductions in the number of NGO partners in 2007 for other reasons. The 84 percent drop in the number of NGO partners from 94 in 2006 to 15 in 2007 in Angola was due to the operational refocus of programmes caused by decreased funding. Following the signing of the peace agreement for Angola in 2002, there was a perception from most major donors that the emergency phase was over and that emphasis should have been placed on recovery and development activities. Therefore, life-saving programmes in nutrition and MCH – primarily carried out in partnership with the Government of Angola – were prioritized, while activities that had previously involved numerous NGO partners, like food for work (FFW), were discontinued. The focus was also shifted from food assistance to capacity development activities, which mainly involved the Government of Angola, resulting in a further reduction in the number of NGO partners. Mozambique also reduced the number of NGO partners (by 31 percent, from 101 in 2006 to 70 in 2007). This was due to the fact that the country office implemented an “umbrella” partner approach in four provinces, where larger cooperating partners managed and developed the capacity of smaller NGOs and CBOs.

Countries with most NGO partners Trends

- **806** Colombia
- **172** Sudan
- **146** DR Congo
- **134** Burundi
- **120** Senegal
- **111** Somalia
- **107** Burkina Faso
- **85** Bolivia
- **85** Cen. Afr. Rep.
- **85** Guatemala
- **70** Mozambique
- **69** Afghanistan
- **15** Angola

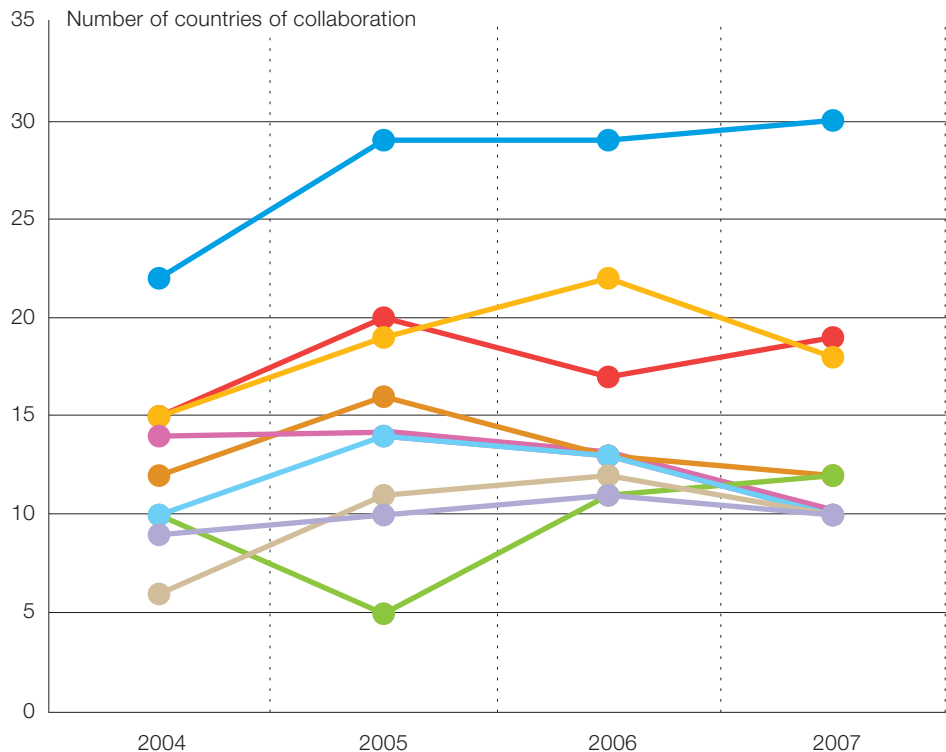


On the other hand, some countries reported a higher number of NGO partners in 2007. Somalia went from 66 to 111 NGO partners, a 68 percent increase which is directly linked to the upscaling of WFP's intervention. Guatemala also increased the number of NGO partners by 44 percent from 59 to 85, due to the scaling-up of a health project, coordinated by the Secretariat of Food Security and Nutrition and implemented by the Ministry of Health, which reaches the most isolated communities through local NGOs. The number of NGOs is expected to rise as the coverage of the national programme increases further.

With which NGOs did WFP collaborate the most?

WFP partnered with 29 NGOs in more than five countries and with nine NGOs in more than ten countries. The only NGO which WFP partnered with in more than 20 countries was World Vision International, which collaborated with WFP in 30 countries. World Vision was the only NGO that increased the number of countries of collaboration compared to 2006. CARE International was WFP's second largest NGO partner, having collaborated with 19 country offices.

The number of countries of collaboration for most of WFP's main NGO partners was slightly lower; however, as reflected in the trends from 2003 to 2007, the number of countries of collaboration tends to fluctuate from one year to another. Nevertheless, most of WFP's main NGO partners have had a steady collaboration with WFP over the past years.



In which sectors did WFP partner most with NGOs?

The sectors with the highest overall level of NGO collaboration (international and local NGOs) were primary schools (755 NGOs, equal to 27 percent of the total number of NGO partners), mother-and-child health (452 NGOs), and HIV/AIDS (450 NGOs). International NGOs worked mainly in the Total Free Relief Food Assistance sector (82 NGOs) while local NGOs collaborated with WFP mainly in the primary schools sector (675 NGOs). In a sector-aggregated comparison, over half of WFP's NGO partners (1,476 NGOs) worked with WFP in education-related projects in 88 percent of WFP's country offices with NGO collaboration.

The sectors are aggregated as follows:

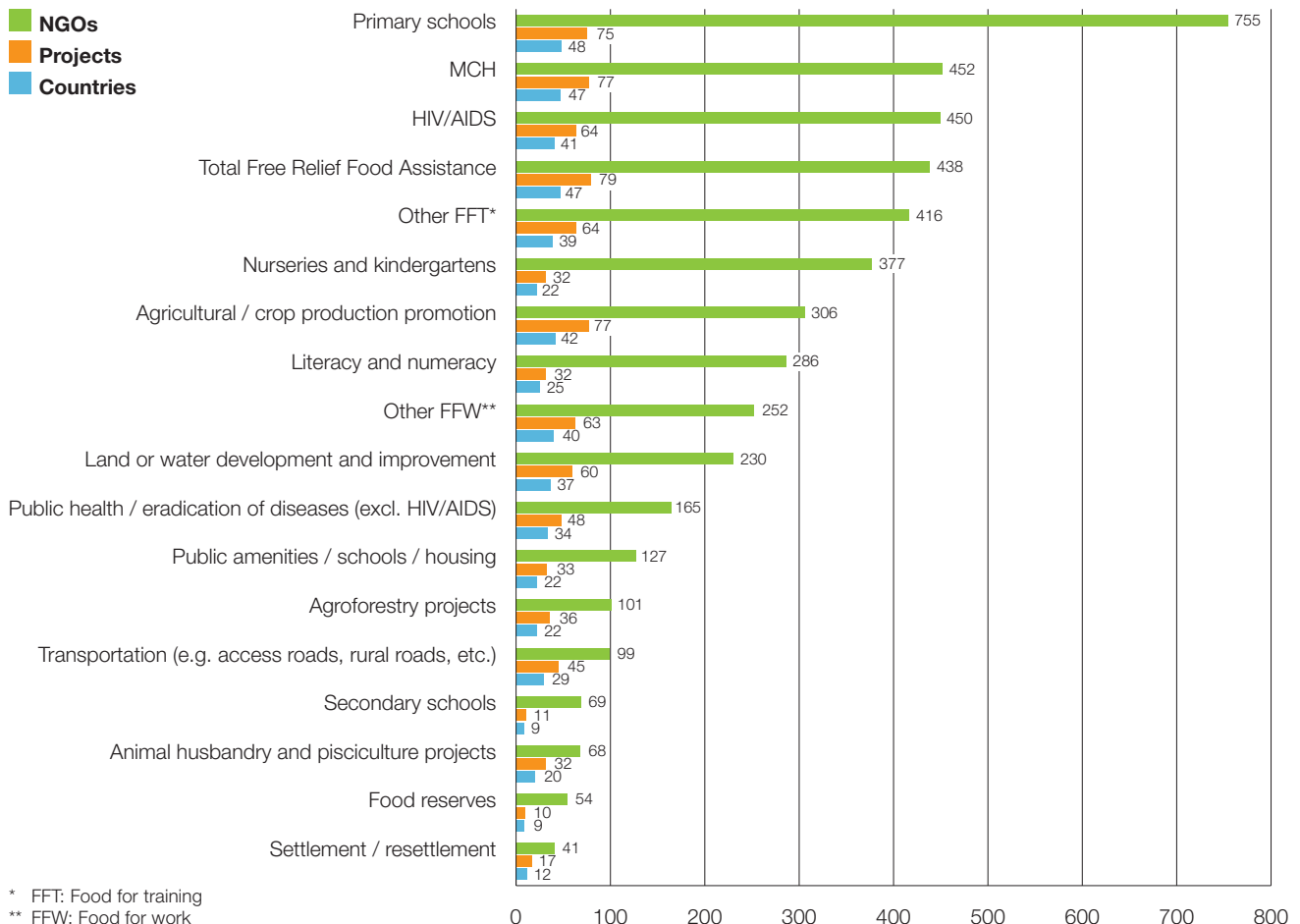
Education: primary schools, secondary schools, nurseries and kindergartens, literacy and numeracy, other food for training;

Health: mother-and-child health (MCH), HIV/AIDS, public health/eradication of diseases;

Food for work: agricultural crop production/promotion, agroforestry, animal husbandry and pisciculture, food reserves, land or water development and improvement, other food for work, public amenities/schools/housing, settlement/resettlement, transportation (e.g. access roads, rural roads, etc.);

Total Free Relief Food Assistance.

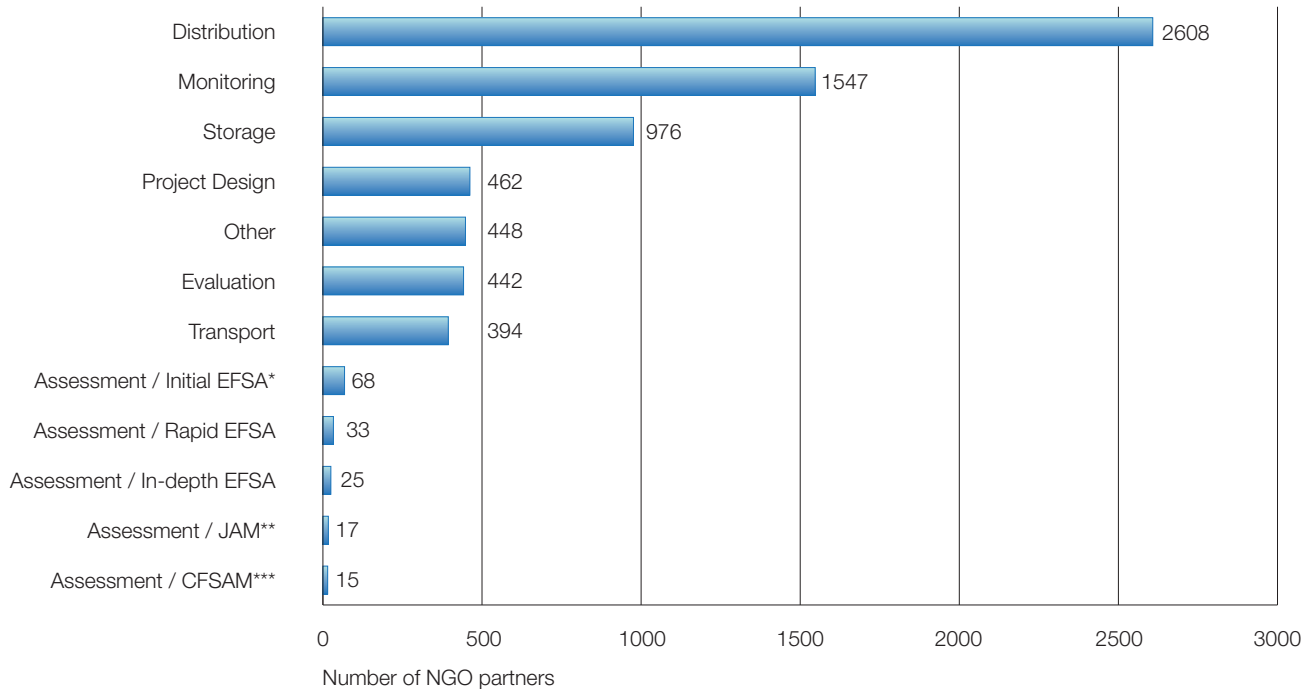
Main Sectors of Collaboration



Which activities did NGOs carry out most for WFP?

Almost 93 percent of WFP's NGO partners carried out food distribution activities in 66 out of the 69 country offices with NGO collaboration. Monitoring activities involved 55 percent of WFP's NGO partners in 58 country offices, while storage activities were carried out by 35 percent of WFP's NGO partners in 41 countries. Compared to 2006, fewer NGOs were involved in the three main activities – distribution, monitoring and storage. On the other hand, activities such as evaluation and project design were carried out by a larger number of NGOs. In particular, evaluation activities were carried out by over 440 NGOs, an increase of 130 percent from 2006.

Main activities carried out by NGO partners



* EFSA: Emergency food security assessment

** JAM: Joint assessment mission

*** CFSAM: Crop and food security assessment mission

Which programme categories involved most NGO collaboration?

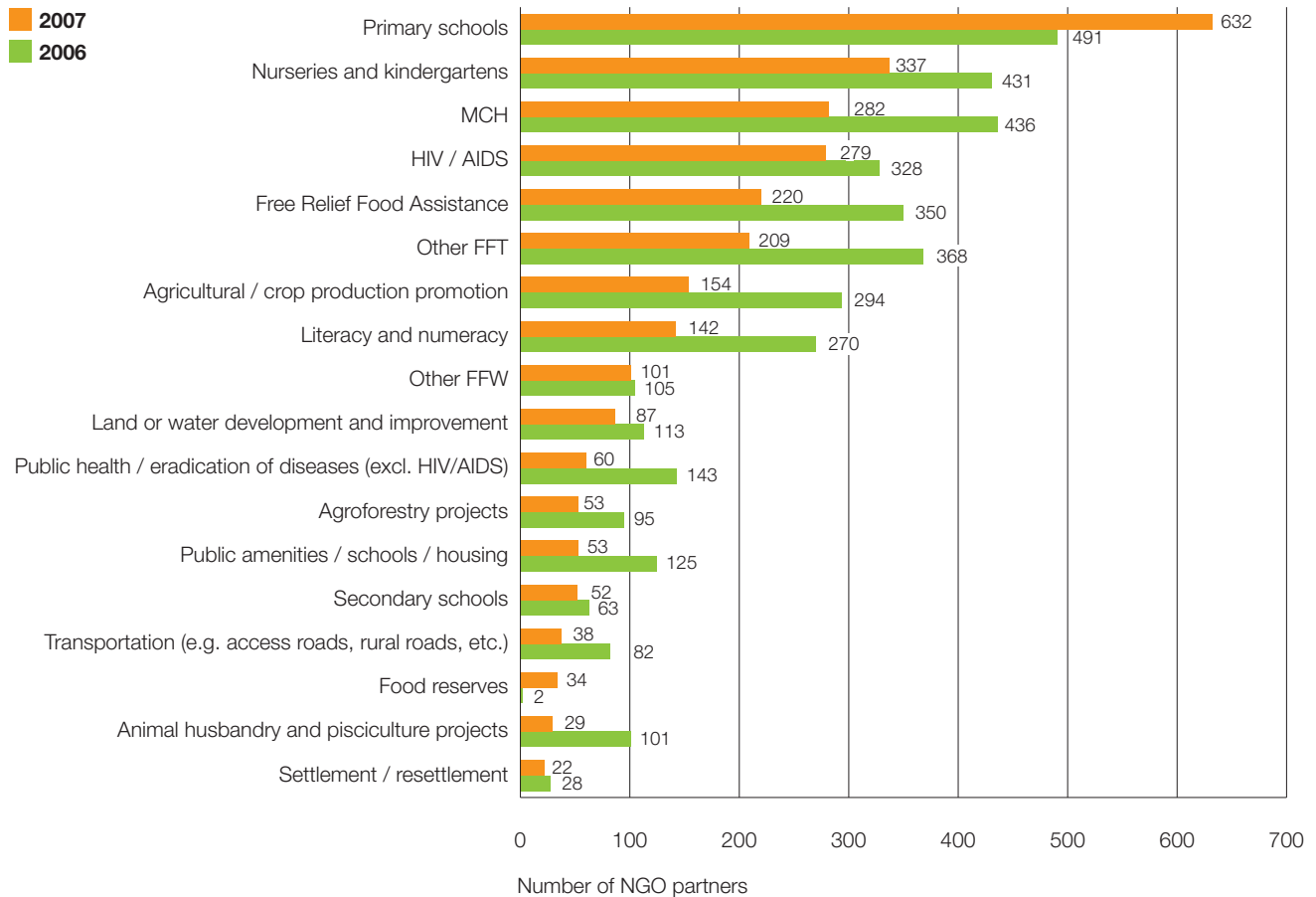
The programme category that involved most NGO partners was protracted relief and recovery operations (PRROs). Over 2,100 NGOs partnered with WFP in 82 PRRO projects, 10 more than in 2006. Over 600 NGOs were involved in 81 development projects in 41 countries and over 230 NGOs worked in 31 emergency operations (EMOPs) in 22 countries. WFP's total number of projects increased by six percent, while the total number of projects with NGO collaboration increased by eight percent compared to 2006.

How did NGOs engage in complementary relationships⁸ with WFP?

Over 60 percent of all NGO partners entered into a complementary relationship with WFP, a ten percent reduction compared to 2006. The main sector of complementary collaboration was primary schools (47 projects in 34 countries), followed by mother-and-child health (45 projects in 30 countries) and agricultural crop production/promotion (44 projects in 28 countries).

While there was a large increase in the number of complementary partnerships in the primary schools sector, other important sectors – such as MCH – experienced a reduction in the number of complementary NGO partnerships.

Main sectors with NGO partners providing complementary inputs and services



⁸ See Glossary of Terms for a definition of complementary relationships.

Food Aid

How much food did WFP distribute to beneficiaries through NGOs?

The total amount of food distributed through NGO partners was 1.9 million mt. In relative terms, in 2007 WFP reached a new peak, distributing through NGOs over 54 percent of its global food aid, 10 percent more than in 2006. The slight reduction in the overall figure compared to previous years is due to a general reduction in the total amount of food despatched by WFP in 2007.

International NGOs received the highest share of the total food aid distributed through NGOs: almost 1.5 million mt (79 percent of the total food aid distributed through NGOs). In relative terms, international NGOs handled 43 percent of WFP's total food aid.

Share of food despatched in millions



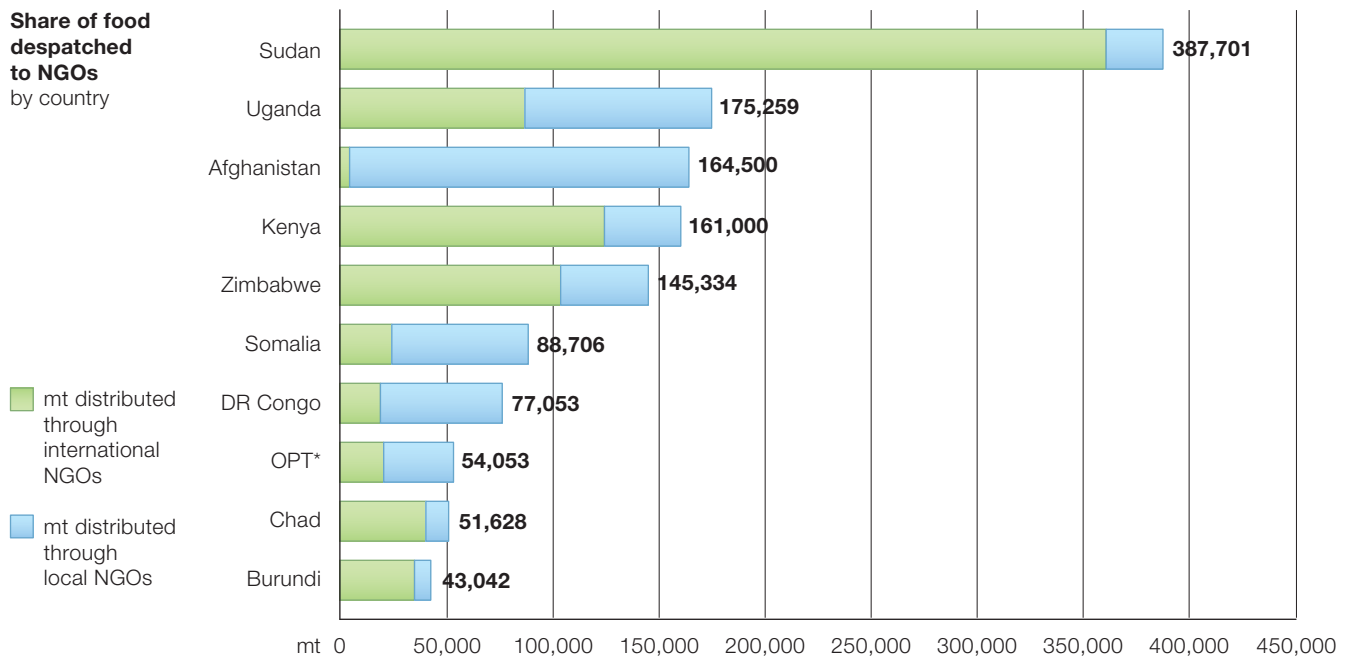
Which WFP country offices distributed the greatest quantity of food through NGOs?

The countries that distributed the greatest quantity of food through NGOs were the Sudan, Uganda, Afghanistan, Kenya and Zimbabwe, each of which distributed more than 100,000 mt of food through NGOs. The Sudan, WFP's biggest operation in terms of volume of food handled, distributed almost 390,000 mt of food through NGOs (which corresponds to 20 percent of the total food distributed through NGOs globally and over 11 percent of WFP's total food aid).

While in the Sudan the percentage of food distributed through NGOs amounted to 73 percent of the total food aid distributed through partners in the country, in Uganda the same percentage was significantly higher: 94 percent of the total 186,000 mt handled in the country. Zimbabwe also handed over a high percentage of food to NGOs: 97 percent of the over 149,500 mt handled in the country.

On the other hand, Ethiopia, the second largest operation in terms of volume of food aid handled and one of the countries with the highest number of NGO partners (72), only distributed 4 percent of the total food handled in the country through NGOs; most of the food was despatched to the Government.

Share of food despatched to NGOs by country



* Occupied Palestinian Territory

Through which NGOs did WFP distribute most of the food?

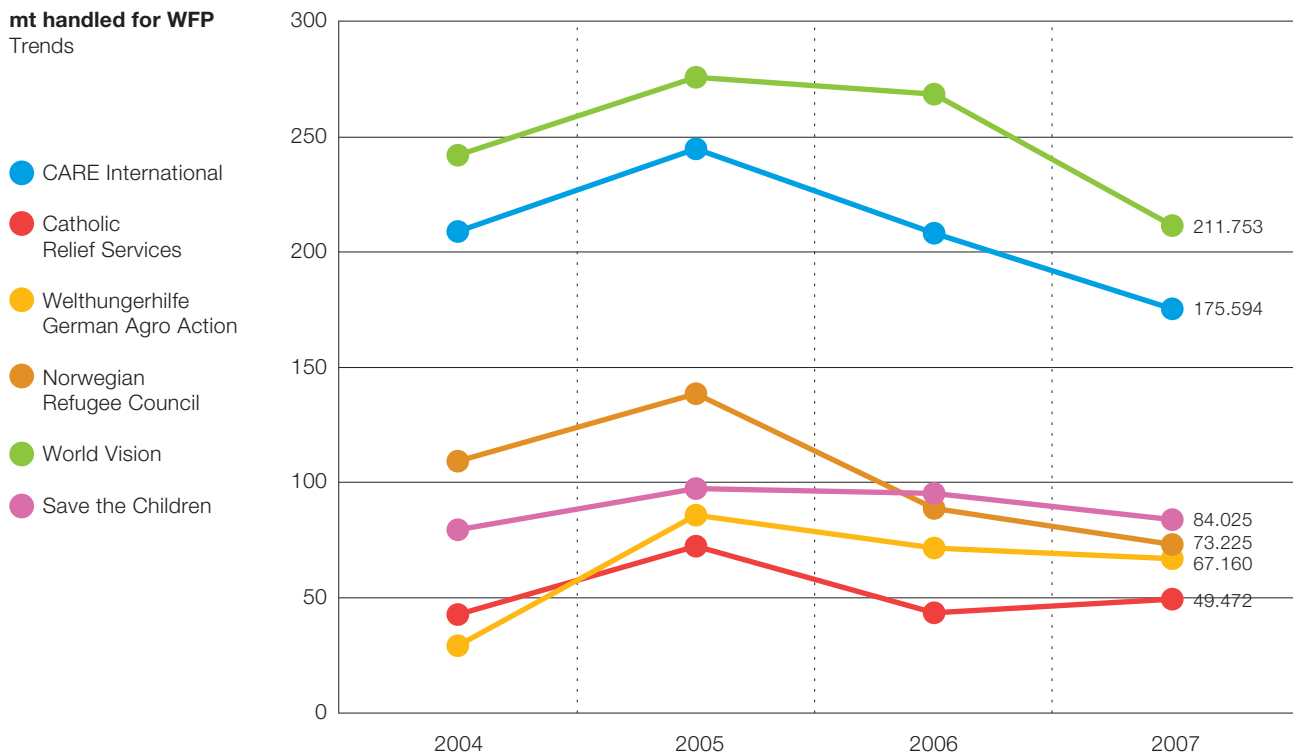
As in past years, WFP's main NGO partners in terms of volume of food aid were the World Vision Partnership (mainly World Vision International) and CARE International. World Vision handled over 210,000 mt of food, while CARE International handled over 175,500 mt. Welthungerhilfe (German Agro Action) and the Norwegian Refugee Council both handled around 70,000 mt, while the Save the Children Alliance⁹ handled about 50,000 mt of food.

Caritas Internationalis and Action by Churches Together (ACT), two federations working through local and international partners, each handled over 100,000 mt of food. Catholic Relief Services handled almost half of the food provided to Caritas. ACT also includes one of WFP's main NGO partners, the Lutheran World Federation, which handled almost half of the total food provided to ACT.

⁹ In 2007, WFP partnered with six members of the Save the Children Alliance: Australia, Denmark, Norway, Sweden, the United Kingdom and the United States.

A number of local NGOs also distributed considerable amounts of food. Particularly, WFP's largest local NGO partner in terms of volume of food, the Community Development Council in Afghanistan, handled over 68,000 mt of food, the fifth largest amount of food handled globally by a single NGO.

mt handled for WFP
Trends



Principles of Partnership

A Statement of Commitment

Annex 1

Endorsed by the Global Humanitarian Platform, 12 July 2007

The Global Humanitarian Platform, created in July 2006, brings together United Nations and non-United Nations humanitarian organizations on an equal footing.

- Striving to enhance the effectiveness of humanitarian action, based on an ethical obligation and accountability to the populations we serve,
- Acknowledging diversity as an asset of the humanitarian community and recognizing the interdependence among humanitarian organizations,
- Committed to building and nurturing an effective partnership,

... the organizations participating in the Global Humanitarian Platform agree to base their partnership on the following principles:

Equality

Equality requires mutual respect between members of the partnership irrespective of size and power. The participants must respect each other's mandates, obligations and independence and recognize each other's constraints and commitments. Mutual respect must not preclude organizations from engaging in constructive dissent.

Transparency

Transparency is achieved through dialogue (on an equal footing), with an emphasis on early consultations and early sharing of information. Communications and transparency, including financial transparency, increase the level of trust among organizations.

Result-oriented approach

Effective humanitarian action must be reality-based and action-oriented. This requires result-oriented coordination based on effective capabilities and concrete operational capacities.

Responsibility

Humanitarian organizations have an ethical obligation to each other to accomplish their tasks responsibly, with integrity and in a relevant and appropriate way. They must make sure they commit to activities only when they have the means, competencies, skills, and capacity to deliver on their commitments. Decisive and robust prevention of abuses committed by humanitarians must also be a constant effort.

Complementarity

The diversity of the humanitarian community is an asset if we build on our comparative advantages and complement each other's contributions. Local capacity is one of the main assets to enhance and on which to build. Whenever possible, humanitarian organizations should strive to make it an integral part in emergency response. Language and cultural barriers must be overcome.

Source: www.globalhumanitarianplatform.org

Photo credits

Cover: DR Congo, WFP / Eddie Gerald

Page 2: Uganda, WFP / Marco Frattini

Page 4: Sudan, WFP / Pablo Recalde

Page 8: Eritrea, WFP / Evelyn Hockstein

WFP's operational relationship with NGOs

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