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**Executive Board  
First Regular Session**

**Rome, 20–23 February 2006**

## **EVALUATION REPORTS**

### **Agenda item 7**

*For consideration*

# **E**

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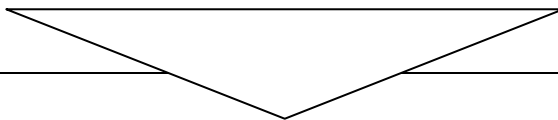
13 January 2006

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## **WFP/UNHCR JOINT EVALUATION OF THE PILOT FOOD DISTRIBUTION PROJECTS**

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# NOTE TO THE EXECUTIVE BOARD



**This document is submitted to the Executive Board for consideration.**

The Secretariat invites members of the Board who may have questions of a technical nature with regard to this document to contact the WFP staff focal points indicated below, preferably well in advance of the Board's meeting.

Director, OEDE:	Mr K. Tuinenburg	tel.:066513-2252
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Should you have any questions regarding matters of dispatch of documentation for the Executive Board, please contact Ms C. Panlilio, Administrative Assistant, Conference Servicing Unit (tel.: 066513-2645).



## EXECUTIVE SUMMARY

WFP and the Office of the United Nations High Commissioner for Refugees have worked together for many years to provide humanitarian assistance for refugees and displaced people. This collaboration was strengthened by a revised memorandum of understanding signed in July 2002, under which the agencies agreed that WFP would take over, on a pilot basis and at its own expense, responsibility for the food distribution programme in Kenya, Pakistan, Sierra Leone, Uganda and Zambia. The pilot projects were to be evaluated after one year of implementation.

Two consultants were jointly selected and funded by the two agencies to carry out the evaluations. The agencies agreed on an evaluation methodology and prepared terms of reference focusing on cost and logistics, management and coordination, and beneficiaries' perspectives and protection; on the basis of these, the consultants prepared a framework for the evaluation and used the same reporting format in all five countries. The case studies, undertaken over the course of one year, described the situation and summarized the main findings for each country.

The objective was to assess the effectiveness of the new food-distribution arrangements. The findings were intended to (i) inform policy-makers in both organizations, (ii) facilitate future decision-making regarding possible hand-over of food distribution to WFP in more countries and (iii) provide accountability to the Boards of both agencies.

This summary report follows the same format as the individual country case studies and the full synthesis report; it highlights trends, lessons learned and best practices from the country case studies.

Under the pilot project for food distribution, WFP assumed responsibility from the Office of the United Nations High Commissioner for Refugees for food distributions in refugee camps and settlements. Changes were designed to improve the food-delivery system.

The pilot project facilitated a more streamlined and integrated logistics operation that linked all aspects of food distribution, from port to beneficiaries. Overall cost savings were difficult to measure for each case study, but there was an estimated shift in costs from the Office of the United Nations High Commissioner for Refugees to WFP of between US\$8 to US\$26 per mt, depending on the country.

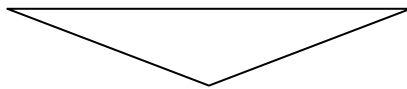
WFP tried to use the implementing partners contracted by the Office of the United Nations High Commissioner for Refugees before the pilot project. Government officials were not always aware of the revised memorandum of understanding, but representatives in all five countries supported the pilot project.

The perception among refugees that the Office of the United Nations High Commissioner for Refugees was the lead agency responsible for their protection did not change. The Government, refugees and implementing partners appreciated the stronger WFP presence in the field. Implementation of the pilot project allowed WFP to assume full responsibility as the United Nations food agency for all food-related activities.

The findings of this evaluation will be reviewed by the Office of the United Nations High Commissioner for Refugees and WFP at the next high-level meeting, planned for early 2006.



## DRAFT DECISION\*



The Board takes note of the document “WFP/UNHCR Joint Evaluation of the Pilot Food Distribution Projects” (WFP/EB.1/2006/7-D) and encourages WFP to take action on the findings, with considerations raised during discussion taken into account.

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



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## INTRODUCTION

1. The Office of the United Nations High Commissioner for Refugees (UNHCR) is the lead agency responsible for protecting and assisting refugees; WFP is the United Nations food aid organization. The two agencies have worked together for many years to provide humanitarian assistance, including food, for refugees. Memoranda of understanding (MoUs) between UNHCR and WFP were signed in 1985, 1994, 1997 and 2002.
2. A major change in the most recent MoU was an agreement that WFP would take over responsibility for the food-distribution system on a pilot basis and at its own expense, including secondary transport from extended delivery points (EDPs) to final delivery points (FDPs) in the five country operations. In the past, UNHCR and its implementing partners (IPs) had transported food to FDPs and distributed it in camps and settlements.
3. As a part of the pilot, the agencies agreed that the project in each country would be evaluated after one year of operation. A joint food-distribution evaluation mission was established to review the lessons and best practices and to prepare case studies.
4. Two consultants were jointly selected and funded to undertake the evaluation mission, starting with briefings with WFP in Rome and meetings with UNHCR in Geneva from 6 to 9 July 2004. The mission travelled to Pakistan in July 2004, Sierra Leone in October, Uganda in November, Zambia in May 2005 and Kenya in June.
5. The terms of reference (ToRs) and the methodology developed for the evaluation outline the content and reporting format for the case studies. Data collection tools, questionnaires and interviews with local stakeholders were established during the mission to Pakistan and used in the other case studies. Each study summarized the situation before and after implementation of the pilot project and identified common themes and individual country characteristics.

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## SECTION I: COST AND LOGISTICS

### Introduction

6. There were three components in the food distribution process: (i) food management at EDPs; (ii) secondary transport from EDPs to FDPs; and (iii) distribution of food to refugees. This section reviews the impact of the pilot project on each component and gauges the consequences for UNHCR, WFP and IPs.

### The Choice of IPs for Food Management and Food Distributions

7. The pilot project was an opportunity to review the appointment of the IPs for food management and food distribution. UNHCR and WFP tried to streamline and integrate food distribution, but implementation of this objective was not identical in the five countries.
8. In the past, UNHCR and WFP have tried to appoint the same IPs for food management and food distribution. This was not applied in all refugee camps, but since the start of the pilot project WFP has reviewed and tried to reduce the number of IPs in four of the five countries. In Kenya, where WFP is solely responsible for food management, the situation remained the same during the pilot; no conflicts of interest arose as a result of the same IP being in charge of food management and food distribution.



9. Food management at EDPs and FDPs was retained by WFP in the camps in North-West Frontier Province (NWFP) in Pakistan and in Dadaab and Kakuma camps in Kenya. In Zambia, WFP contracted the IP in charge of distribution to be responsible for food management as of 1 July 2005.
10. In some camps, integration was carried further where the IP appointed by WFP for food management and food distribution was also the UNHCR-appointed camp manager.

### **Organization of Food Distribution before and after the Pilot Project**

11. In all five countries, the pilot project was an opportunity to review the food-distribution process. Improved quality of service to refugees was the prime objective; increased accountability from improved monitoring and reporting was the second. In four of the five countries, WFP reviewed the existing food-distribution situation in refugee camps to obtain baseline information before embarking on the pilot, with a focus on logistics.
12. The pilot project did not influence the WFP food pipeline from point of origin to EDPs; secondary transport from EDPs to FDPs had to be adapted to the new situation and food distribution at FDPs had to be reassessed and adapted.
13. All countries except Uganda adopted the individual scooping system whereby food distribution is organized on the basis of family size. A group-distribution system was favoured in Uganda on the premise that it would encourage greater refugee participation, because the camps are divided into groups that distribute food to individual families.
14. Increased attention was paid to identifying beneficiaries; the method varied between countries. Control of the quantities distributed to beneficiaries was standardized, partly as a result of introducing modern weighing scales. Random checks of the food distributed involving at least one in ten recipients was organized near the distribution centres. Regular monthly food-basket monitoring and quarterly post-distribution monitoring were carried out under the pilot.
15. Increased presence of WFP officers during food distributions resulted in improved visibility. In most camps, better organized distributions resulted in a reduced distribution cycle and a reduction in the time required for each individual to collect food. The pipeline monitoring and reporting systems remained unchanged.

### **Organization of Secondary Transport**

16. UNHCR and WFP had different approaches to secondary transport.<sup>1</sup> UNHCR considered secondary transport to be one of the many short-distance, low-density transport services it was expected to provide with its IP as part of camp management; the cost was not disaggregated from other transport activities, and exact costs were often not available. On the basis of its experience in long-distance, high-density transport charged on a tonnage basis, WFP eventually organized secondary transport differently in each country; the mode chosen was often dictated by the final cost.
17. The choices made by WFP in the five countries were justified in their own right, but the quality of the services varied from country to country.

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<sup>1</sup> Secondary transport is transport of food aid from EDPs to FDP warehouses or centres in refugee camps.



## Contractual Arrangements between UNHCR, WFP, IPs and Governments

18. It was necessary to review the contractual arrangements between the major stakeholders — UNHCR, WFP, the IPs and the government. New contracts negotiated by UNHCR and WFP country offices with their partners, which were sometimes comprehensive and often well drafted, were made with the expertise at their disposal but apparently with little guidance from headquarters. The result was that the contracts varied from one country to another, even for similar services.
19. Before the pilot project took effect, food distribution was part of general care and services agreements between UNHCR and IPs contracted as camp managers; the contracts were valid for 12 months, January to December. Remuneration for food distribution was budget-based and included with the other camp services, which made it difficult to determine the exact cost of food distribution. As a rule, UNHCR carried out mid-term reviews and allowed for budget revisions. WFP, on the other hand, reimbursed on a tonnage basis if food management at EDPs was contracted to an IP. The exception was Pakistan, where the IP was reimbursed on the basis of the amount agreed with WFP.<sup>2</sup>
20. Agreements between UNHCR and its IPs are relatively uniform, having been used over many years; country offices need to standardize their contracts and reporting formats with the IPs, however. WFP has a standard field-level agreement (FLA) for work with non-governmental organizations (NGOs); after extensive consultations with WFP's major NGO partners, the revised version was disseminated to the field under a recent Directive from the Operations Department (OD).<sup>3</sup>

## Evaluation of the Cost of the Pilot Project for UNHCR and WFP

21. Food distribution comprises three major cost components: (i) management of food at EDPs; (ii) secondary transport; and (iii) distribution of food to beneficiaries at or near FDPs. Under the pilot project, (ii) and (iii) were the responsibility of WFP and entailed a shift of costs previously borne by UNHCR, resulting in a saving for UNHCR and an extra expense for WFP. The pilot project created opportunities to rationalize operations to contain the costs of the three components.
22. Before the pilot project, UNHCR had little information on secondary transport and distribution costs; WFP had better knowledge than UNHCR of EDP running costs. The pilot project gave WFP the opportunity to negotiate a service contract for EDPs and FDPs with one IP, thus reducing the amount paid by WFP for the IP's overhead costs. Similarly, WFP was in a position to choose the secondary transport service with the best cost/service ratio; rates were usually worked out on a tonnage basis, so more accurate cost figures were available in the pilot project.
23. Combined costs of food management at EDPs and final distribution at FDPs varied from US\$12 per mt in Pakistan to US\$25 in Zambia.<sup>4</sup> About 35 percent of the costs were for EDPs; the remaining 65 percent were for FDPs, so in the pilot project, WFP had to pay extra FDP costs of between US\$6 and US\$21 per mt.
24. Combining the costs for secondary transport and FDPs imposed extra costs on WFP from US\$8 per mt in Pakistan to US\$26.25 in Zambia. On the basis of tonnages of food aid

<sup>2</sup> A WFP Operations Department directive states that reimbursement should be made on the basis of an approved budget, not on a cost-per-ton basis.

<sup>3</sup> Directive OD/2004/02 of 7 May 2004.

<sup>4</sup> In a response to a draft version of this report, WFP's Zambia country office pointed out that remoteness and difficult operating conditions increase internal transport costs, particularly for Ukwimi refugee camp, which has a small caseload and comparatively high delivery costs per mt.



distributed in 2003 and 2004 in the five pilot projects, the average direct extra cost was US\$15.61 per mt for the 149,492 mt distributed, about US\$2.3 million in the five pilot countries over twelve months.

25. It was not possible to make meaningful cost comparisons for secondary transport,<sup>5</sup> because operating conditions were different in each country. In Sierra Leone, the average cost of long-haul transport was reduced from US\$86 per mt in 2003 to US\$66 per mt in 2004 by reorganizing long-distance haulage in September 2004 and eliminating the need for secondary transport.
26. This average rate does not include various indirect costs borne by WFP, which were not immediately apparent because they were listed under direct support cost (DSC) and other direct operational cost (ODOC) budget lines or covered by the country office general budget. The real extra charge borne by WFP is in fact closer to US\$18 per mt.
27. An increase in charges for WFP should be a saving for UNHCR and appear as such in its budget. But this was not the case: it is understood that savings to UNHCR were re-allocated to other budget lines to meet cost increases or address other budgetary constraints. The extra charges for WFP appear to some extent in the landside transport, storage and handling (LTSH) breakdowns, but they are not exact because other costs and sub-projects may influence the LTSH calculations.
28. Overall, the combined cost of secondary transport and final food distribution remained the same or decreased slightly as a result of opportunities to improve the distribution system. It increased for WFP but decreased for UNHCR, improving understanding in both agencies of the cost structures of the three food-distribution components.

## Registration and Revalidation of Refugees

29. Accurate caseload figures are essential for efficient planning of food distributions. UNHCR is expected to keep the master database up to date and to organize the issue of food ration cards or replacements, with or without the assistance of the host government. The pilot project did not alter the situation. In taking over responsibility for food distribution, WFP became concerned about the accuracy of camp population figures and the need for legible ration cards that could not be altered.

## Staffing

30. The pilot project did not change staff numbers in UNHCR, WFP or IPs. UNHCR staff made redundant as a result of the transfer of activities to WFP was reassigned to offset staff reductions caused by funding problems. WFP and IP staff numbers remained almost unchanged, so the effect of the pilot project on personnel costs is negligible. WFP and UNHCR endeavoured to increase their presence in the camps during food distributions, but in Uganda they had insufficient staff to meet this obligation.

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## SECTION II: MANAGEMENT AND COORDINATION

### Introduction

31. The pilot project involved coordination and planning between UNHCR and WFP, and with IPs, governments and beneficiaries. Documentation included the July 2002 revised

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<sup>5</sup> “Secondary transport”, or “transport beyond EDP” as listed in WFP budgets.





global MoU between UNHCR and WFP, which proposed the pilot project but did not identify the participating countries, annual work plans prepared at the country office and field levels, and agreements with partners.

### **Coordination among UNHCR, WFP and IPs**

32. Selection of countries for participation in the pilot project varied from decisions at the headquarters level to collaboration by country office directors of the two agencies.
33. Communication between agency headquarters and country offices was not always as strong as it could have been. There was little or no contact among countries participating in the pilot project, which would have provided them with advantages such as insight into lessons learned.
34. Most countries prepared joint work plans at the country level or at the country and field levels. Bilateral, programme and interagency meetings were similar in all the countries; they were the venue for introducing and reviewing the status of the pilot project. The United Nations agencies and their IPs usually participated in annual joint assessment missions (JAMs), which provided valuable information on the food situation in refugee camps.
35. Registration of refugees, which remained the responsibility of UNHCR and governments, was crucial to WFP and IPs in that accurate figures are required for food distributions. The extent of government involvement varied in the five countries. Ration cards issued by UNHCR were important components of registration and food distribution; WFP, UNHCR, governments and IPs must continue to work together to improve registration and the issue of ration cards.

### **Coordination with Governments**

36. UNHCR and WFP had legal agreements with the government in each pilot country: in Kenya, a tripartite agreement was drawn up; in the other countries, bilateral letters of understanding (LoUs) covered food assistance for refugees.
37. Government officials participated in inter-agency coordination meetings, at which they were informed about the pilot project. However, many were unaware of the MoU between UNHCR and WFP; joint review of this could facilitate communication and understanding between the United Nations agencies and governments.

### **Coordination with IPs**

38. IPs were also informed about the pilot project through the inter-agency coordination meetings. WFP tried to use the same IPs as UNHCR for food distribution. Using the same IPs for camp management and food distribution was the most efficient and cost-effective option. UNHCR signed tripartite agreements with IPs and governments, with budgets for each activity.
39. The majority of IPs felt that the increased presence of WFP in the field was a positive outcome.

### **Coordination with Beneficiaries**

40. Camp-coordination and food-distribution meetings, which occurred at least monthly, were used to disseminate information about the pilot projects and the handover of food distribution from UNHCR to WFP. Refugee leaders were responsible for passing the information on, but the trickle-down effect varied between camps and between countries.



41. UNHCR and the governments had developed general ToRs for refugee committees in most countries. They could be strengthened, however, and need regular review with camp populations, particularly after an election or a change in personnel.
42. Sensitization and awareness campaigns on food distribution and the roles and responsibilities of the United Nations agencies, IPs, governments and refugee committees need to be continued in all countries.

## Monitoring

43. At the start of the pilot, WFP recruited or redeployed staff to ensure enhanced monitoring of food distributions. It was suggested in some pilot countries that the ideal would be a separate NGO for monitoring food distributions, but not all country offices agreed.<sup>6</sup>
44. Quarterly post-distribution monitoring (PDM) by UNHCR, WFP and IPs was well established in most countries.
45. UNHCR and its IPs responsible for health conducted annual nutrition surveys in all pilot countries, and involved WFP and the IPs in charge of food distribution.
46. JAMs undertaken in the Uganda and Zambia were particularly important in determining the food security of refugees removed from food ration lists on the basis of availability of land, two successful harvests and self-sufficiency in food.

## Reporting

47. Both United Nations agencies required their own reporting based on their bilateral agreements with IPs. Each developed standard reporting formats, some of which — for example WFP's formats in Zambia — continued to evolve during the pilot project.
48. Given that UNHCR and WFP have separate obligations to donors, and that IPs were required to account for the funding they received, the agencies should review and streamline their reporting requirements.

## Training and Capacity-Building

49. Training and capacity-building are included as joint activities in the revised MoU, including strengthening the capacity of refugees to manage their affairs in the camps.
50. UNHCR gave protection training to WFP, IP and government personnel and refugees in all five countries during the pilot. Continued training in protection and basic reporting procedures was requested in most countries.
51. WFP trained IP staff in logistics, warehouse management, gender and monitoring and evaluation (M&E) during the pilot. In Zambia, WFP was concerned that repeated training needed because of high turnover of IP staff entailed significant costs.
52. Joint sensitization workshops organized by WFP and UNHCR in some countries on gender, sexual and gender-based violence (SGBV) and HIV/AIDS should be continued, in collaboration with other United Nations agencies and interested partners.
53. Regional workshops to raise awareness of issues related to the revised MoU were organized jointly by UNHCR and WFP in Accra and Cairo, with participants from governments and some IPs. In 2005, a regional workshop in Dar-es-Salaam aimed to train

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<sup>6</sup> WFP Kenya, for example, maintains primary responsibility for monitoring while employing NGOs to carry out random checks on 10 percent of all those collecting food.



staff and partners in conducting JAMs according to the new guidelines, and included sessions on the MoU. Similar workshops should be held in other regions if the pilot project is to be continued or introduced in other countries. They could include reviews of joint workplans, ToRs and other documents relevant to UNHCR and WFP and to pilot food distributions.

## SECTION III: BENEFICIARIES AND PROTECTION

### Introduction

54. Refugees in all five countries were encouraged to participate in food distributions. Their input into the evaluation was essential. A standard questionnaire was developed in Pakistan and used throughout the mission; 271 questionnaires covering 39 camps and settlements were completed.

### Participation and Perception of the Beneficiaries

55. There seemed to be general understanding in the camps of the roles and responsibilities of the two United Nations agencies and their IPs, but periodic briefings on the role of the agencies, IPs and the governments should be continued, particularly after elections or changes in refugee committee membership.
56. Refugees' perception of UNHCR as the lead agency responsible for refugee protection and assistance did not change with the implementation of the pilot project.
57. UNHCR, WFP, governments and IPs should work with refugees to prepare ToRs for refugee committees, which should be reviewed periodically and shared among camps and countries. If possible, exchange visits should be arranged to give refugees an opportunity to compare best practices and lessons learned in different camps and countries.

### Protection and Food Delivery

58. Most refugees who were interviewed were aware of the basic ration, but there was confusion at times as to the number of scoops in relation to the weight of the ration. Monthly and fortnightly distributions were the norm. Several of those interviewed commented that the ration was not enough to cover 15 or 30 days, particularly for single people or small families.
59. Delays in delivery and problems with the pipeline were not necessarily related to implementation of the pilot project, but they increased risks for refugees in that they often had to leave their camps to supplement their rations. Delays in food delivery created additional burdens for refugees, which in some countries led to protection problems, particularly for households headed by women.
60. Depending on the country, culture and refugee camp organization, special attention was given at food distributions to extremely vulnerable individuals (EVIs); protection issues for vulnerable people were minimal. Examples of special assistance for vulnerable people included separate distributions or distribution areas, assistance from camp leaders or food committees and support from community services. Several responses were to the effect that friends or relatives helped vulnerable people to take their food home.
61. In Uganda and Zambia, some refugees were taken off ration lists because the host governments had provided them with land for farming. No major issues were raised by refugees who no longer received rations, but the governments concerned and the



two United Nations agencies need to continue to monitor this population, particularly during the current drought and poor harvests in some countries. This is outside the scope of the pilot project, however.

## Identification, Ration Cards and Registration

62. Registration and ration cards varied between and within countries. The role of governments also varied, but it was generally understood that UNHCR was in charge of registration and the issue of ration cards and of updating WFP and its IPs with regard to population manifests for food distributions.
63. Ration cards served as a means of receiving food. UNHCR took the lead in revalidating and re-issuing them. In Zambia, however, WFP considered issuing its own “internal” ration cards to be kept at distribution sites.<sup>7</sup>
64. Refugees complained that registration of newborn infants took too long and that some family members – or ethnic groups in the case of Somalis in Kenya – were excluded from ration cards. Nobody raised the issue of removing the dead from the ration lists, however.
65. Registration of refugees and the issue of ration cards is the responsibility of UNHCR and governments. Under the pilot project, WFP became more involved in requiring accurate population figures for food distributions. UNHCR and WFP should continue to work together to resolve registration or ration-card issues.

## Gender

66. The main documents issued under the pilot project are the revised MoU and the LoUs between governments, WFP and UNHCR. In line with WFP’s Enhanced Commitments to Women (ECW), both agencies supported the role of women in refugee situations, particularly food distributions. Both names of heads of household and spouses appeared in new registrations and revalidations; husbands and wives were co-recipients on food ration cards. UNHCR and WFP encouraged women to be the main recipients of food aid.
67. WFP and UNHCR made efforts to recruit more women to responsible positions in camp management and food distribution. Women seldom chaired refugee committees, but often served as deputies or assistants.
68. WFP provides food commodities to encourage women to participate in education, gender, development, family planning and health and nutrition training.

## Training and Capacity-Building

69. UNHCR and WFP and their partners supported building the capacity of refugees through training in all five countries; this included developing ToRs for refugee administration, including food committees. WFP, UNHCR, governments and IPs should organize workshops to review the roles and responsibilities of camp committees; training in

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<sup>7</sup> According to a response from the Zambia country office to a draft version of this report, the issue of a food ration card by WFP was discussed with UNHCR, the Government and IPs in the field. The card was designed to capture the information provided by UNHCR, the Government and refugee identification cards (RICs). It does not replace the RIC, which is the basic protection document for the holder. The food ration card should help IPs to have greater control of food distributions, improve their accountability to WFP and help identify refugees who are eligible for food rations as distinct from those considered self-sufficient after two successful harvests. UNHCR does not agree with this approach, however: it believes that including personal data on a beneficiary card can have protection implications for the holder.



monitoring and reporting should be ongoing and repeated whenever there is a change in food committee membership or an election.

70. UNHCR organized periodic protection workshops in most countries during the pilot project that included participants from WFP, governments, refugees, host communities and IPs. These workshops need to be repeated annually.
71. Both United Nations agencies should continue to work together and with other partners to support training on the cross-cutting themes of gender, SGBV and HIV/AIDS and on joint assessments.
72. Both agencies, with UNHCR taking the lead, could participate in sensitization and awareness campaigns for repatriation, which could include mine-awareness training for returning refugees.





# ANNEX: SUMMARY TABLE OF THE FIVE PILOT FOOD DISTRIBUTION PROJECTS

Country	Pakistan	Sierra Leone	Uganda	Zambia	Kenya
PP since	1 January 2003 to mid-2004	1 March 2003	1 April 2003	1 January 2004	1 April 2004
<b>Before PP</b>	<p>NWFP: 7 camps</p> <p>Baluchistan: 7 camps</p> <p>FM:</p> <ul style="list-style-type: none"> <li>➤ In NWFP by WFP itself.</li> <li>➤ In Baluchistan by IPs appointed by WFP.</li> </ul> <p>FD:</p> <ul style="list-style-type: none"> <li>➤ In NWFP 5 IPs.</li> <li>➤ In Baluchistan 2 IPs.</li> </ul>	<p>7 camps</p> <ul style="list-style-type: none"> <li>➤ 4 pipeline agencies in charge of entire food chain (CARE, WVI, CRS and WFP)</li> <li>➤ CARE, WVI and CRS took charge of FM and FD.</li> <li>➤ WFP had sub-contracted 2 IPs for FD.</li> </ul>	<p>11 camps</p> <ul style="list-style-type: none"> <li>➤ In all 11 camps the same IP was in charge of FM and FD.</li> <li>➤ The services of 5 IPs were retained.</li> </ul>	<p>6 camps</p> <ul style="list-style-type: none"> <li>➤ In 4 camps same IP in charge of FM and FD.</li> <li>➤ In 2 camps WFP was itself in charge of FM and 2 IPs in charge of FD.</li> </ul>	<p>2 camps</p> <ul style="list-style-type: none"> <li>➤ FM at 2 EDPs is managed by WFP.</li> <li>➤ 2 IPs in charge of FD at 2 FDPs.</li> </ul>
<b>After PP</b>	<p>NWFP: 7 camps</p> <p>Baluchistan: 6 camps</p> <p>FM:</p> <ul style="list-style-type: none"> <li>➤ In NWFP by WFP itself.</li> <li>➤ In Baluchistan by IPs appointed by WFP.</li> </ul> <p>FD:</p> <ul style="list-style-type: none"> <li>➤ In NWFP 4 IPs.</li> <li>➤ In Baluchistan: only one IP for 6 camps.</li> </ul>	<p>8 camps</p> <ul style="list-style-type: none"> <li>➤ WFP has replaced all 4 food pipeline agencies.</li> <li>➤ Inside the 8 camps same IP in charge of FM and FD.</li> <li>➤ For 8 camps WFP contracted 5 IPs.</li> </ul>	<p>11 camps</p> <p>Situation unchanged.</p> <ul style="list-style-type: none"> <li>➤ In all 11 camps the same IP was in charge of FM and FD.</li> <li>➤ The services of 5 IPs were retained but only 4 IPs were same as before PP.</li> </ul>	<p>6 camps, later reduced to 5.</p> <p>Situation unchanged</p> <ul style="list-style-type: none"> <li>➤ In 4 camps same IP in charge of FM and FD.</li> <li>➤ In 2 camps WFP was itself in charge of FM and 2 IPs in charge of FD.</li> </ul>	<p>2 camps</p> <p>Situation unchanged</p> <ul style="list-style-type: none"> <li>➤ FM at 2 EDPs is managed by WFP.</li> <li>➤ 2 IPs in charge of FD at 2 FDPs.</li> </ul>
<b>Remarks</b>	<ul style="list-style-type: none"> <li>➤ In NWFP FM has remained under WFP's responsibility.</li> <li>➤ Drive to reduce the number of IPs.</li> </ul>	<ul style="list-style-type: none"> <li>➤ In 5 camps the IP in charge of FM and FD was also UNHCR-appointed camp manager.</li> <li>➤ Drive to appoint IP in charge of FM and FD also as camp manager.</li> </ul>	<ul style="list-style-type: none"> <li>➤ In 2005 number of IPs reduced to 4.</li> </ul>	<ul style="list-style-type: none"> <li>➤ On 1 July 2005, WFP transferred FM in 2 camps to IPs.</li> <li>➤ As of 1 July 2005, the same IP was in charge of FM and FD in all 5 camps.</li> </ul>	<ul style="list-style-type: none"> <li>➤ On 1 July 2003, FM at Dadaab EDP was transferred from CARE to WFP.</li> </ul>

## ACRONYMS USED IN THE DOCUMENT

CARE	Cooperative for Assistance and Relief Everywhere
CRS	Catholic Relief Services
DSC	direct support costs
ECW	Enhanced Commitments to Women
EDP	extended delivery point
EVI	extremely vulnerable individuals
FD	food distribution
FDP	final delivery point
FLA	field-level agreement
FM	food management
IP	implementing partner
JAM	joint assessment mission
LoU	letter of understanding
LTSH	landside transport, storage and handling
M&E	monitoring and evaluation
MoU	memorandum of understanding
NGO	non-governmental organization
NWFP	North-West Frontier Province (Pakistan)
OD	Operations Department
ODOC	other direct operational costs
OEDE	Office of Evaluation
PDM	post-distribution monitoring
PP	pilot project
RIC	refugee identification card
SGBV	sexual and gender-based violence
ToR	terms of reference
UNHCR	Office of the United Nations High Commissioner for Refugees
WVI	World Vision International

