

How to work with WFP

A Handbook for
Non-Governmental Organizations (NGOs)

December 2005





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Acronyms

ALITE	Augmented Logistics Intervention Team for Emergencies (WFP)
CCA	common country assessment
COMPAS	Commodity Movement Processing and Analysis System
CP	cooperating partner
DSM	dried skim milk
ECW	Enhanced Commitments to Women
EFSA	emergency food security assessment
EMOP	emergency operation (WFP programme category)
EP	emergency preparedness
EWS	early-warning system
FAO	Food and Agriculture Organization of the United Nations
FLA	field level agreement
FFW	food for work
IASC	Inter-Agency Standing Committee
ICRC	International Committee of the Red Cross
ICT	information and communications technology
LCA	logistics capacity assessment
LoU	Letter of Understanding
LTSH	landside transport, storage and handling
MDG	Millennium Development Goal
MoU	Memorandum of Understanding
NGO	non-governmental organization

OCHA	United Nations Office for the Coordination of Humanitarian Affairs
OD	Operations Department (WFP)
ODAN	Emergency Needs Assessment Unit (WFP)
ODAP	Emergency Preparedness and Response Unit (WFP)
ODTL	Logistics Service (WFP)
PGM	Programme Guidance Manual
PRRO	protracted relief and recovery operation (WFP programme category)
RBM	results-based management
SADC	Southern Africa Development Community
SBA	stand-by arrangements
SFP	supplementary feeding programme
TFP	therapeutic feeding programme
TOR	Terms of Reference
UNAIDS	Joint United Nations Programme on HIV and AIDS
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
VAM	vulnerability analysis and mapping
WHO	World Health Organization

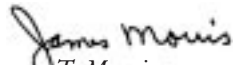


Foreword

No organization can hope to conquer hunger and malnutrition alone. Every action we take in the fight against hunger is made better and more effective when it is taken together in genuine partnership with and for the people we serve.

The World Food Programme is proud to work with nearly 2,000 non-governmental organizations around the globe — from small grassroots groups deep in the field to large international aid agencies. Without their collaboration, our efforts to bring much-needed food to more than 100 million people in 80 countries would be jeopardized. Without their vocal moral support, our efforts to put hunger at the top of the international agenda would be far less successful.

We value our non-governmental partners tremendously. WFP is committed to being the best partner we can possibly be. This manual is just one thread in a rich tapestry of cooperation. By understanding each other's policies and practices better, our working relationships can only improve. And that has to be good news for the hungry children, women and men who need our help so much.


James T. Morris
Executive Director



About this handbook

This handbook “How to work with WFP” has been compiled to aid WFP’s NGO partners to collaborate effectively with WFP in providing food aid to help eradicate hunger and poverty. It is intended as a quick reference for all NGO partners engaged with WFP and its activities. The handbook draws on existing WFP policies and guidelines and specific samples from WFP country offices.

WFP would like to thank the United Kingdom’s Department for International Development (DFID) for their generosity – The compiling of the handbook was only possible through their financial support. WFP extends its gratitude also to Camilla Knox-Peebles, the main author of this book, for her dedication and professional approach throughout the writing process.

Using the handbook

The handbook is divided into three sections:

Section 1 explains what WFP is – its work, objectives and how NGOs can benefit from a partnership with WFP.

Section 2 looks at creating a partnership with WFP – the financial, contractual and relationship aspects.

Section 3 outlines the project cycle and the different activities that partner NGOs carry out with WFP or for WFP. It provides general principles for each activity and examples of how NGOs have been involved in the activity.

Annexes referred to in a chapter are to be found at the end of that chapter unless otherwise specified. You will also find suggestions on further reading and references at the end of most chapters.

For more information on WFP's programmes, see WFP's *Programme Guidance Manual* (PGM) available on CD Rom. A copy of the PGM can be obtained from: PGM.HelpDesk@wfp.org

For more general information on WFP, see WFP's website: www.wfp.org

For updates of the handbook, see "About WFP/Partners/NGOs" on WFP's website: <http://www.wfp.org/aboutwfp/partners/>

For any other inquiries please contact the NGO unit at the WFP Headquarters: external.relations@wfp.org

WFP welcomes user's comments and observations on how future editions of this handbook might be improved. Kindly direct your feedback to the NGO Unit, Division of External Relations, Via Cesare Giulio Viola 68, Parco dei Medici, 00148 Rome, Italy.

About WFP

SECTION 1



About WFP

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What is the World Food Programme?

The World Food Programme (WFP) is the United Nations's food aid agency and the world's front-line agency in the fight against hunger. Established in 1961 as a three-year experimental programme by the United Nations General Assembly and the Food and Agriculture Organization (FAO), WFP obtained continuing status in December 1965 "for as long as multilateral food aid is found feasible and desirable".



In 2004, WFP worked in 80 countries with the host governments, United Nations agencies, international organizations and non-governmental organizations (NGOs) to provide food to 113 million people.

WFP's mission statement is to use food aid to help eradicate hunger and poverty. This means giving food to people whose food consumption is inadequate to help them survive, grow or take advantage of development opportunities. For the complete text of WFP's mission statement see:

<http://www.wfp.org/policies/Introduction/mission>

WFP is governed by the 36 member states that comprise its Executive Board and managed by an Executive Director who is jointly appointed by the United Nations Secretary-General and the Director General of FAO.

WFP is made up of 80 operational country offices, 6 regional bureaux, 9 United Nations/Donor liaison offices, 5 support offices and its headquarters in Rome. See Annex 1 for the WFP organigram.

What are WFP's goals?

WFP's overall goal is to contribute to meeting the Millennium Development Goals (MDGs)¹ through its food-assisted interventions targeting poor and hungry people. WFP has five strategic objectives linked to the MDGs.

These 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 groups;
4. support access to education and reduce gender disparity in access to education and skills training;
5. help governments establish and manage national food-assistance programmes.

Who are WFP's beneficiaries?

WFP's beneficiaries are people who are not eating adequate food to lead a healthy and active life.

They include:

- people cut off from access to their normal sources of food because of conflict or a natural disaster, such as an earthquake or flood or drought;
- refugees or displaced people;
- particular groups within a community whose diet is found to be inadequate and affecting their growth or development: pregnant and lactating women; children; adolescents; people suffering from HIV/AIDS; or elderly people;
- people who spend a disproportionate amount of time and/or income growing, collecting or purchasing food and for whom food aid provides a means to invest in capital assets, which will reduce their future vulnerability to food insecurity or shocks.

Who can request WFP assistance?

Member states of the United Nations, and State Members of any of the United Nations specialized agencies, can request WFP assistance. Priority is given to requests from countries with low incomes and food deficits, although any country may seek assistance. In situations where there is no recognized government or when the existing government's capacity has been undermined by a crisis, the United

¹ The Millennium Development Goals were signed at the United Nations in 2000 and include: reducing poverty, hunger, illiteracy and discrimination against women, combating HIV/AIDS and other diseases, improving maternal and child health, increasing access to safe drinking water and saving the environment from further degradation, by the year 2015.

Nations Secretary-General may ask WFP to provide food aid, related non-food items and logistics support.

Structure of a WFP country office

At a minimum, a country office is made up of a country director, administration, finance and programme staff. The number of staff and their individual duties will vary according to the size and nature of the WFP intervention, which is itself dependent on local circumstances and the amount of funding available to the country office. A more complex operation may also include the following staff: a deputy country director; logistics, procurement, security, ICT and/or public affairs officers; and a variety of field operations services staff with specific responsibilities for air operations, monitoring, radio operations, site operations, warehouse management and/or workshop/fleet operations.

Generally, a country office is made up of a main office, usually in the capital of the country where WFP is providing assistance, and a number of sub-offices located at strategic positions across the country to supervise food-distribution sites.

The WFP country director is responsible for overseeing that a WFP operation is managed effectively, alongside national authorities and NGO partners. The country director will coordinate WFP's programmes and activities in the country with that of other United Nations agencies, donors, and NGOs and promote joint programming whenever possible.

Sub-offices are generally headed by programme staff who are responsible for planning, implementing and coordinating WFP programme activities at sub-office level. The head of a sub-office will identify potential cooperating partners (CPs) and, after consultation with the main office, agree to partner, as appropriate. In close collaboration with local or de facto authorities, the head of a sub-office will also identify potential areas of intervention for WFP and work closely with international and local NGOs in addition to United Nations agencies, donors, beneficiaries and food pipeline agencies to harmonize and coordinate ongoing and future food-aid activities.

NGO staff will mainly be in contact with programme staff (at a sub-office or main office) for issues related to the implementation of a project (such as project design, distribution, monitoring and evaluation); logistics staff in the country for issues concerning the receipt of commodities; and finance staff for any issues related to payments.

Overview of WFP's programmes

WFP's programmes fall into four main categories:

1. emergency operations: response to disasters from natural or human causes;
2. protracted relief and rehabilitation operations: recovery after a crisis;
3. country programme and development activities: food aid for social and economic development;
4. special operations: logistics to speed up the movement of food aid.

1. Emergency operations

When a disaster – from natural or human causes – occurs anywhere in the world and the government of the affected country² makes an official request for WFP food aid, WFP will consider an allocation of WFP emergency food aid if:

- food aid is an appropriate response to the particular local situation;
- supply of the required food aid has not already been assured from other sources; and
- timely delivery of that aid to the intended beneficiaries is possible.

WFP's emergency operations cover four main kinds of emergency:

1. sudden disasters: natural or man-made disasters which affect food access and/or cause population displacements;
2. slow-onset disasters: such as drought and crop failure;
3. refugee crises (in close collaboration with UNHCR);
4. complex emergencies: involving elements such as conflict, widespread social and economic disruption, and requiring special United Nations coordination procedures.

In such situations WFP will, try to “save lives” and prevent deterioration of nutritional status – through general ration distribution as well as selective feeding activities, and by seeking to ensure an appropriate food basket in terms of quantity and quality.

2. WFP's provision of emergency food aid and associated logistics support and non-food items is dependent on:
 - a request from the government or the United Nations Secretary-General; and
 - the availability of multilateral resources and/or specific donor support for the country and situation concerned. All states that are members of the United Nations, or are members or associate members of any United Nations specialized agency, are eligible to submit requests for WFP emergency aid.
 - Priority is given to requests from low-income, food-deficit countries (LIFDCs).
 - Requests from other countries are considered in the light of the resources at their disposal and the scale of the disaster.
 - In general, WFP imports bulk commodities (particularly cereals) as emergency food aid only when there is an overall national food (cereal) deficit and/or no practical possibility of moving available in-country surpluses into the affected area.

2. Protracted relief and rehabilitation operations

Once WFP food aid has addressed the immediate needs of people affected by disasters, its operations focus on helping to rebuild their lives and communities.

WFP recognizes that for food-insecure people, the crisis continues after the cause of any disaster has subsided. For this reason, WFP's Protracted Relief and Recovery Operations (PRROs) deal with the later stages of an emergency. The main objective of a PRRO is to help re-establish and stabilize livelihoods and household food security and, if applicable, to contribute to the improvement of the nutritional status of vulnerable groups.

WFP's relief and rehabilitation projects are made up of one or more of the following:

- Protracted relief: when a population's basic nutritional needs still cannot be met without continued free distribution of food. This may be the result of successive shocks or setbacks: for example, following conflict/war and/or a natural disaster.
- Protracted refugee: in the event that a refugee population remains in a host area for a period of years. The operation may involve helping the population develop a degree of self-reliance by assisting with, for example, small-scale crop production.
- Recovery: in the wake of acute crises and sometimes referred to as “rehabilitation” or “reconstruction”. These operations involve meeting the longer-term needs of affected populations through the gradual introduction of development activities, e.g. land clearance and school building.



3. Country programme and development activities

In its country programme and development activities, WFP provides food to poor families for whom hunger is a real threat to health and productivity. WFP's development projects aim to free people temporarily from having to provide food for themselves, and to give them time and resources to invest in assets such as better houses, clinics, schools, new agricultural skills and medicine and, ultimately a better future. Alternatively, projects may be directed specifically at improving vulnerable groups' health and nutritional status.

Examples of WFP's development projects include:

- Asset-creation projects: WFP provides food aid to food-insecure but economically active families who work on building their capital assets.
- School-feeding programmes: WFP provides a nutritionally balanced meal or snack to children/young people in school in circumstances where attendance is low and food could encourage more children to attend; or where children attending are hungry and food could improve learning; or where providing food encourages regular attendance which may help children overcome psycho-social trauma (see more details in the matrix at the end of Section 3, Chapter 3).
- HIV/AIDS projects: WFP provides food aid to persons infected by HIV/AIDS and their households or to persons closely associated with a person infected by HIV/AIDS (or who has died of AIDS) and who do not have access to enough food.
- Maternal and child health and nutrition projects: To address the specific nutritional requirements of young children, pregnant and lactating women, WFP provides specially formulated, fortified blended foods either through health centres or in the context of community-based health and nutrition programmes. It also actively supports and strengthens local capacity for production of such foods.

4. Special operations

WFP carries out special operations to rehabilitate and enhance transport infrastructure when necessary to permit the speedy and efficient delivery of food aid to meet emergency and protracted food needs.

Special operations are short term and usually complement emergency operations. Generally, they involve work on infrastructure and logistics, and are designed to overcome operational bottlenecks. WFP special operations can cover:

- repairs to roads, bridges, railways;
- repairs to airports, port infrastructure and equipment;
- air operations;
- provision of common logistic services including joint logistics centres and communication initiatives.

WFP's programme cycle

Prior to any intervention, WFP will first establish whether food aid is needed and an appropriate response. If it is, WFP will:

- assess who needs food, how much and why (Section 3, Chapter 2);
- identify the population in need of assistance, the form that assistance should take, and which targeting mechanism to use (Section 3, Chapters 2, 3 and 4);
- design the project (Section 3, Chapter 5) and establish: the food ration to be dis-

tributed and non-food items required; the time period for assistance; any exit strategies; any security measures needed; training capacity building needs; and reporting arrangements;

- organize transport and food storage facilities (Section 3, Chapter 6);
- identify an appropriate distribution system (Section 3, Chapter 7);
- develop a monitoring and evaluation plan (Section 3, Chapter 8).



Annexes:

Annex 1: WFP Organigram

Annex 2: The Food Supply Chain

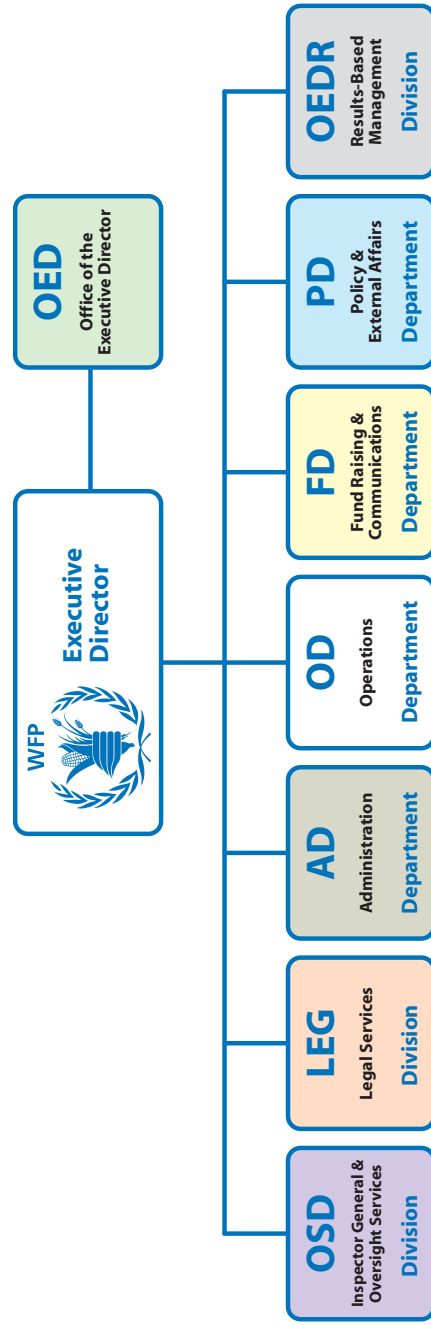
Further reading and references:

Strategic Plan (2006-2009), (WFP/EB.A/2005/5-A/Rev.1).

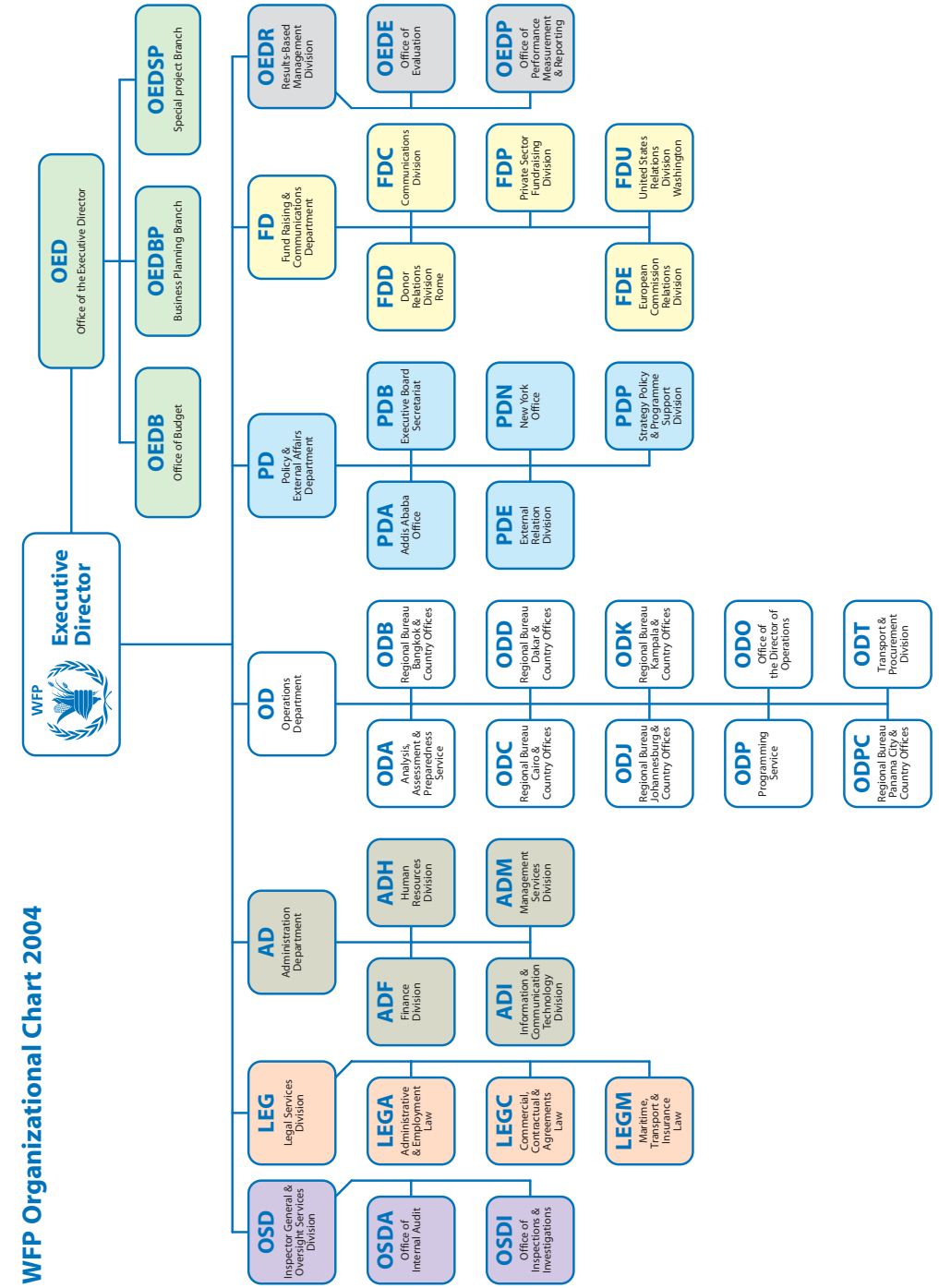
See Annex 1: "WFP 2006-2009 Strategic Objective Results Matrix".

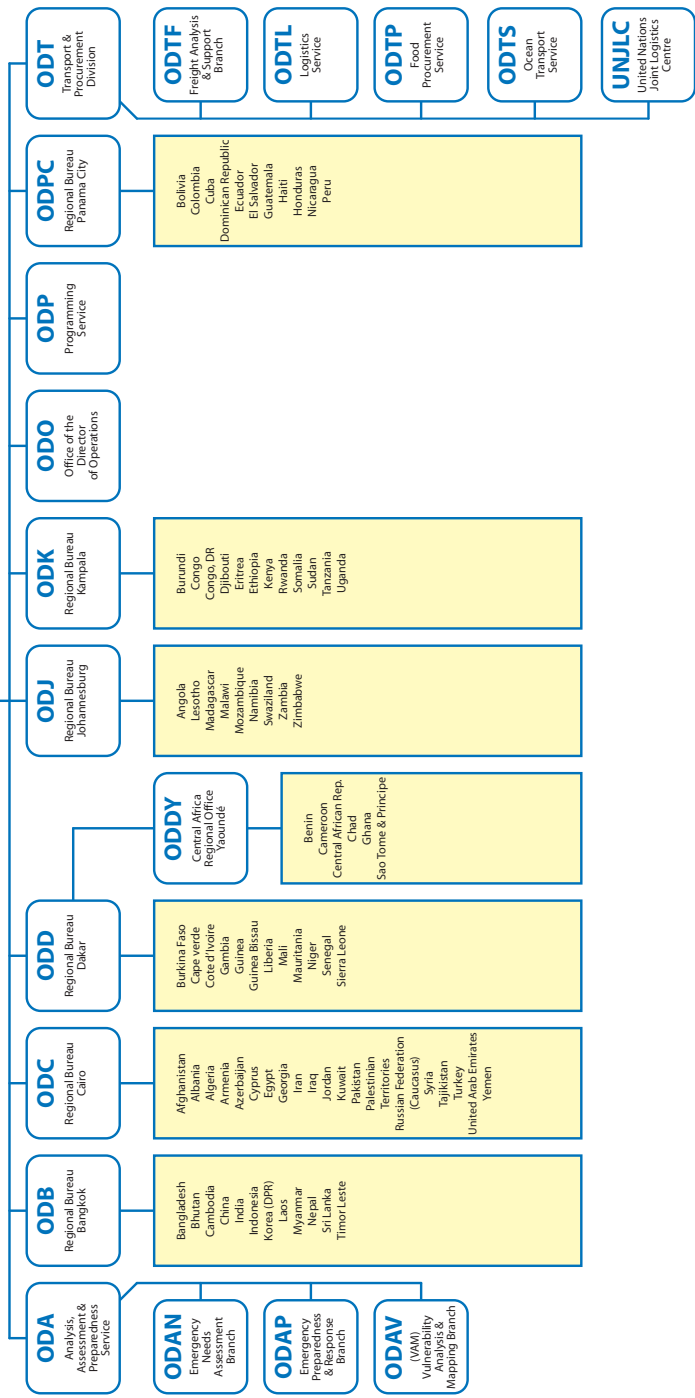
Annex 1: WFP Organigram

WFP Organizational Chart 2004



WFP Organizational Chart 2004





Annex 2: The Food Supply Chain

Once WFP has established that there is a need for food aid in a country and assessed the type and quantity of food needed, a set of activities are carried out to ensure that food aid commodities reaches the affected populations. There are four main stages to this process referred to as the food supply chain:

- planning
- shipment/overland
- receipt/storage
- delivery

The planning stage

On the basis of the assessment of the type and quantity of food needed, WFP will design a project/programme³ with a budget that reflects all costs involved in getting the food to beneficiaries over the project period.

Next, WFP:

- presents the budget to donors who pledge cash and food (in-kind) donations;
- gets the project and budget approved;
- purchases food (unless it has received in-kind donations) and organises the transport of the food.

The shipment/overland stage

WFP may receive from donors: cash or food. Donors often set conditions as to how their cash funding is spent, which will determine how and where WFP will purchase the food. For example, the donor may state as a condition that WFP buy the food locally - in the recipient country or a neighbouring country - or internationally, outside the region.

On the other hand, if the donor provides WFP with food – it may be handed over in the recipient country, a neighbouring country or outside the region.

Depending on where WFP receives the food or buys the food, WFP may be responsible for shipping it to the recipient country and then transporting it overland to a warehouse(s).

The receipt and storage stage

The food arrives at a warehouse at, or close to, the port or in country, where:

- it is inspected, any loss or damage recorded, and existing stock figures for the commodity adjusted accordingly;
- Landside Transport Instructions are issued – including loading instructions – and the food is ready to be transported to mutually agreed (with a CP⁴) delivery points (or handover points).

The delivery stage

The food arrives with all transport documents (e.g WFP waybills) to the mutually agreed delivery points, where the CP:

- receives the food and records on the waybill;
- stores the food and transports to distribution sites (if stored away from distribution site);
- distributes the food to beneficiaries and monitors the distribution.

3. In a development situation, this will be part of the common country assessment (CCA)/UNDAF process.
 4. The CP could be a government agency or an NGO.

WFP's partners



The progress of food from donor to CP is tracked through WFP's global commodity tracking system (COMPAS). COMPAS is an electronic system that allows WFP staff to monitor the progress of commodities from the time they are first requested by country offices through to their handover to CPs.

Who are WFP's partners?

WFP's main partner is the government. When there is a functioning national government recognized by the United Nations, WFP assistance is provided at the request of that government and within the framework of an agreement signed with the government.

Other than national and local government entities, WFP partners include:

- United Nations agencies such as UNHCR, UNICEF, FAO, UNDP, WHO and UNAIDS.
- international organizations such as ICRC
- NGOs.

In 2004, WFP worked with a total of 1,943 NGOs, among which 224 were international NGOs and 1,719 were national or local NGOs. NGOs play a fundamental role in the distribution of WFP food to beneficiaries and in monitoring the distribution of WFP food aid. Around 85 percent of NGOs working with WFP are involved in these activities.



WFP and NGOs are also partners in activities that do not involve the distribution of food – including early warning activities, food-security assessments, advocacy for food/nutrition-related issues and the coordination of food-security activities in an area or region.

Criteria⁵ for an NGO to work with WFP

First and foremost, the NGO needs to agree with WFP's aims outlined in Chapter 1 and principles described in Chapter 4 on expectations. Second, the NGO needs to have the following institutional profile, financial capacity and willingness to collaborate with other institutions:

NGO profile

The NGO needs to:

- be accepted by the government. The NGO must be recognized by the national authority governing a specific area of operation, permitting it to carry out humanitarian relief and development activities in the country or area. It is expected to have a physical office and therefore a contact address;
- have extensive experience in humanitarian and relief operations;
- have sound, specific programmes for food distribution and/or on issues related to food assistance, food security, advocacy and development which correspond to WFP's general priorities and target groups (see Chapter 1);
- have adequate personnel and in-country organizational structures, including staff, field offices, vehicles and access to communications. The staff must be reliable, qualified and suitably experienced, with reasonable continuity in assignments;
- have a transparent institutional framework, active grass root participation, information systems and documentation, technical knowledge and geographical presence;
- be willing and able to work with communities and community-based organizations.

Financial and complementary inputs

The NGO should:

- be able to cover part or all of non-food items, staffing and equipment. While WFP may reimburse operational costs relating to the food aid distribution, the NGO should be able to cover part or all complementary inputs;
- have staff with basic skills in project and financial management, analytical skills and capacity in areas of commodity tracking, food distribution and beneficiary participation. An NGO will need to provide detailed plans for distributing food to the intended beneficiaries;
- be able to comply with WFP's monitoring and reporting requirements and have sound, reliable financial and accounting systems.

5. The criteria presented here are the result of input from various country offices in particular the WFP Sudan country office and the WFP India country office and further elaborate on the criteria presented in the Programme Guidance Manual. Other country offices may have additional criteria, specific to their context, which may not be included here. Annex 1 at the end of this chapter provides a complete sample of the selection criteria developed by the WFP India country office. It also provides the background information that the India country office requests from the NGO when submitting a proposal.

Relationship with other groups

The NGO needs to:

- collaborate with government infrastructure: the NGO should have demonstrated willingness and ability to work with the responsible government authorities at all levels;
- coordinate with others: the NGO should ideally be an active participant in any established coordination mechanism for an operation (and any separate NGO coordinating body).

Annexes:

Annex 1: NGO selection criteria developed by the WFP India country office and background information requested from the NGO when submitting a proposal.

Annex 2: Sample performance indicators for CPs piloted by WFP Malawi.



Annex 1: NGO selection criteria developed by the WFP India country office and background information requested from the NGO when submitting a proposal.

Criteria for selection of NGOs

Minimum eligibility criteria:

- The NGO should be a registered body for a **minimum period of three years** as trust, society, non-profit company, co-operative or as any such legal form of organization.
- It should have **active field presence** in the area of operation.
- It should have its accounts **audited** through a Chartered Accountant. The reports should be made available as public documents, as and when required.
- It should have at least **one-third** female members in the governing body or staff.
- It should have **expertise** in the following activities : Income generation, savings and credit, SHG formation, forestry and natural resources management, women's development/ empowerment, social/welfare activities, civil/water harvesting structures, training (managerial/vocational).
- It should have **high reputation** for honesty and integrity in its area of operation.

Preference / weightage criteria:

- Strong technical and managerial capability.
- High level of achievement/performance in fulfilling their objectives.
- Strong participatory approach particularly women's participation (*how many people participating; in what ways, what kinds of activity, who are participating, whether people's organizations are formed or not and how these organizations are functioning*).
- Prior experience of working with or receiving support from the government, parastatal agencies, bilateral or international agencies.

Background Information on the NGO

(This information is to be provided by the NGOs at the time of submitting their proposals, which could be used for the purpose of selection of NGOs.)

- Name of the NGO:**
- Name, designation and contact address of the person in-charge of the NGO** (also please mention similar information for the field/sub-office, if any):
- Legal status** (with Registration No. and date) **of the NGO:**
- FCRA** (Foreign Contribution & Regulation Act) **Account No.** (if any):
- Name of the main Bank** (with Branch & Account No.):
- Number of years working actively in the field:**
- Geographical area of operation as per the bye-laws/Memorandum of Operations:**
- Name and background of members of the trust/governing/management body** (by gender):

Sl. No.	Name (Mr./Mrs./Ms.)	Designation	Qualification	Expertise in	Relationship with other GB member(s) (if any)	Remarks

- Brief statement of mission and objectives:**
- Brief on activities undertaken:**

	Activities	Period (From... To...)	Location (District/ Division/ Village)	Project Cost	Primary Funding Sources	Remarks / Major Highlights
a.	Forestry and natural resources management					
b.	Agricultural activities					
c.	Income-generating activities					
d.	Savings and Credits / Organization of Self-Help Groups (SHGs)					
e.	Civil & Water harvesting structures					
f.	Women development / empowerment					
g.	Training (managerial / vocational) (please specify)					
h.	Social/welfare activities [e.g., Non-Formal Education (NFE), Health/ Social Awareness Camps etc.]					
i.	Information, Education & Communication (IEC) activities (e.g., nukkad natak, puppet shows etc.)					
j.	Others (please specify)					

11. Beneficiary details:

Sl. No.	Village	SC		ST		OBC		Landless		General		Children		Total	
		(M)	(F)	(M)	(F)	(M)	(F)	(M)	(F)	(M)	(F)	(M)	(F)	(M)	(F)

- Self-assessment of achievement** (with special reference to impact on poor and women):
- Awards received** (if any):
- Self-assessment** (with supporting evidence) **of capabilities in the following:**
 - Technical and managerial capability in achieving the objectives of the proposed project.
 - Experience in micro-planning
 - Skills in participatory techniques
- Receipt and Expenditure Statement** for the last two years' activities. (*Kindly provide a copy of last two years' Annual Report and the Audited Accounts*):
- Details of the office infrastructure with specifications** (buildings, office equipment, vehicles, number of field offices, etc.):
- Total number of professional and other staff** (including community workers) **by gender** (*The organization chart is also to be attached along with the following information of the staff*):

Sl. No.	Name of the staff	Designation	Type of employment*	Qualification	Area of Expertise	Place of Posting	Age	Sex

* Regular (R) / Temporary (T) / Professional (P) / Support (S) / Community Worker (CW):
[e.g., Professional : Regular (P:R); Support : Community Worker (S:CW) etc.]

18. **Brief information on support received and activities or projects undertaken:**

Sl. No.	Particulars	Name of the Project	Year	Project Cost	Total Expenditure
a.	State Government (pls. specify the Department)				
b.	Central Government (pls. specify the Department)				
c.	Para-state or Public Organizations (e.g., NABARD, WDB, NDDDB etc.)				
d.	Industry and Business (Pls. specify)				
e.	Bilateral Agency : (e.g., USAID, ODA, CIDA etc.)				
f.	International NGOs : (e.g. OXFAM, ACTIONAID etc.)				
g.	International Agencies : (e.g. UN agencies, World Bank etc.)				
h.	Any other (Pls. specify)				

19. **Membership (if any) of any network, association or federations of NGOs:**

20. **Experience of person in-charge of the proposed project** (Kindly provide the details of career/experience of the person(s) who would be in-charge of the proposed project and attach his/her/their curriculum vitae).

Annex 2: Sample performance indicators for cooperating partners (CPs) piloted by WFP Malawi country office

Performance indicators for CPs

a) **Reporting Indicators**

All CPs in WFP interventions will be required to submit the following reports according to the formats that will be provided by the JEFAP monitoring team.

- A monthly distribution plan by the 5th of each month to the sub offices.
- An accurate monthly output report with one page narrative to the Sub offices by the 5th of each month.
- A monthly activity to the Sub offices by the 10th of each month on the previous month.
- A monthly Post-Distribution Monitoring (PDM) report with data by the 15th of each month for the previous month.
- A monthly onsite report and data by the 15th of each month for the previous month.
- A financial report from August to December by the 31st of January 2005.
- An EMOP 10290 closure report by the 31st January 2005.
- A quarterly progress report on 15th October 2004.
- All CTS waybill copies by the 10th of each month for the previous month deliveries to the Sub offices.

b) **Coordination**

- Percentage of JEFAP meetings attended out of total number of meetings held during the period.
- Percentage of Monitoring working sessions attended out of total number of working sessions held from July to December 2004
- Number of regional sub office meetings attended out of total number of meetings held.

PROGRAMME

a) **Training**

- No. of RBM training and workshops
- No. of staff trained in prevention of sexual exploitation and abuse.

c) **Community mobilisation**

- % of community agreements signed out of total number of projects per district.
- % of FFW projects that were selected by communities out of total number of projects.
- Number of sensitization meetings conducted out of total number of projects.
- Number of community awareness meetings held on prevention of sexual exploitation and abuse.

d) **Implementation of Results based management**

- No. of staff participated in RBM training and workshop.
- Number training sessions held on prevention of sexual exploitation and abuse.

PROCEDURE TO BE FOLLOWED UPON NON COMPLIANCE OF THESE REQUIREMENTS

The following steps will be followed if the partners have not met the above obligations

- Letter/ reminder from the head of sub office.
- Letter/ reminder from the JEFAP coordinator.
- Letter/reminder from the head of programmes
- Letter from the country director.
- May not be included in future WFP sponsored activities.
- Termination of MoU.

WFP's indicators

- Number of trainings and workshop conducted.
- Percentage of pipeline warnings conveyed out of the total number of pipeline breaks.
- Timeliness in delivery of food against the NGO distribution plan.

Advantages of working together

What are the advantages of working with WFP for an NGO?

Largest food aid organization

WFP is the largest food aid organization in the world. It has been delivering food to countries in need for 40 years, since its establishment in 1965. WFP has access to resources and funding from donor governments, private corporations and individuals who know WFP and trust the way WFP works. NGOs can tap into WFP's resources. In 2004, out of the 5.1 million tons of food WFP delivered, 1.8 million tons were handed over to NGOs to distribute to beneficiaries.



Sophisticated logistics and transport network: ships, trucks, rail, river and planes

WFP has developed a sophisticated global logistics and transport network that allows it to get food into countries quickly and reliably. WFP has, under charter agreements, around 40 ships with food on the high seas, at any one time.



Food deliveries by road are usually carried out using local transport companies. If these are not adequate or where security is an issue, WFP will use its own trucks. Alternatively, if there is a working rail service, food may be moved by rail. Where there are rivers, and no road or rail, food is transported on barges. WFP will also use animals to transport food to the remote areas not accessible by any other means.

In areas that lack road infrastructure or where there is ongoing conflict or where the urgency for food is such that WFP needs to deliver food in the fastest possible way, it will arrange to airdrop or airlift food.

For this purpose, WFP will charter aircraft from a shortlist of carefully selected operators. WFP has also been appointed, under the High Level Committee on Management, to organize all humanitarian air services (including flying people from the humanitarian community) if, and when, funding is available.

Specialized staff trained in all aspects of food aid interventions

A significant proportion of WFP staff are involved in the programming of food aid interventions. Among these, are staff specifically trained in:

- food-security assessments
- early warning and contingency planning
- gender issues
- nutrition
- school feeding
- HIV/AIDS and food security
- Food For Work interventions (FFW)
- Project monitoring and evaluation

In addition, a number of WFP staff are involved in the transport and logistics of moving food to countries and places in countries where it can then be distributed to beneficiaries. Among WFP's logistics and transport staff are: experts in chartering, port operations, forwarding, cargo handling, aviation, warehouse management, and commodity tracking.

Drawing on its pool of experts in the programming and logistics of food aid interventions, WFP may organize and lead training for NGOs in these areas, if requested and if funding is available.

Regular contact with government authorities

The national government is WFP's main partner and while WFP has ongoing operations in the country, it maintains regular contact with government authorities. This contact can be invaluable in facilitating communication and access to possibly contentious areas on behalf of other agencies/organizations.

Independent ICT system

WFP's ICT division has developed an autonomous system to provide security and operational voice and data connectivity. The system is comprised of satellite and radio networks supported by independent back-up power supply systems, including generators and solar panels. This means that staff are able to communicate despite limited or no ICT infrastructure in the countries or areas where they work and that their security is improved.

NGO partners may benefit from WFP's ICT system if funding is available and

depending on whether local government authorities are willing to authorize it.

Security consideration

WFP shares country wide security information with its partners, to the extent permitted by the confidentiality of some information. As part of the broader UN Security Management Team, WFP also negotiates with the respective authorities' access for WFP and its partners into insecure areas. WFP also invites partners to its security training/briefings to the extent possible and within the capacity of the WFP country office team.

What are the advantages for WFP of working with NGOs?

WFP's primary role is in the organization and management of food aid, not in the actual delivery of food aid to beneficiaries. WFP depends on its collaboration with partners to distribute food aid from agreed delivery points to beneficiaries or to provide WFP with technical and non-food inputs.

Increase government capacity and infrastructure

National government authorities are WFP's "designated" partners. However, they may lack the capacity to fulfil certain tasks essential in emergency and development programmes. NGOs are often able to carry out these tasks and therefore fill the gaps, while helping to (re)build national capacity.

Broad variety of technical skills

While the financial resources of NGOs vary widely, WFP recognizes that they often offer an array of technical skills, including disaster preparedness and disaster planning, maternal and child health services, basic education and adult education, ecologically sensitive farming, water and sanitation, conservation and shelter. Combined with food aid, these skills can lead to more effective and widespread development opportunities as food aid may attract communities, households and individuals to take part in the activities offered by NGOs.

Increase the number of beneficiaries covered

Since the 1980s NGOs' role in development and food aid has increased dramatically as they have come to fill the gaps in national government public services or have supplemented existing government coverage in certain areas. In some cases, NGOs are the only entities providing services in remote, marginalized or conflict areas (frequently where food aid is needed most). By working with and through NGOs, WFP is able to reach a larger number of beneficiaries.

Expectations⁷

Ability to mobilize resources for non-food complementary inputs

WFP does not usually receive funding for non-food inputs. Yet, non-food inputs such as medicines, latrines and other materials may be essential to a community who is also in need of food aid. NGOs are able to seek funding for these non-food inputs and thereby complement the benefits of the food that WFP is able to provide.

A people-centred approach that promotes sustainable change

Most NGOs adopt a people-centred approach to development – where people are seen not as passive recipients of aid but as actively wanting to improve their lives. NGOs tend to involve people more directly in the assistance process and in this way ensure that change is sustainable. This people-centred approach to development has produced a variety of methods for needs assessments, project design and implementation, technical assistance and capacity-building that make NGOs highly desirable partners for WFP.

Established relationships with communities and local knowledge invaluable in targeting aid to the right people

National NGOs and, often, international 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 aid to the right people at the right time.

Learning from NGOs' innovative approaches

As an organization, WFP needs to explore new modalities of programming in order to fulfil its mandate and implement its policies including the “Enabling Development” policy.⁶ NGOs tend to be innovative and flexible in their approaches to poverty alleviation. Learning and benefiting from such innovative programmatic approaches represent excellent opportunities for WFP to explore and engage in high-quality, more effective and diverse programming.

Security considerations

NGOs close and long-term relationships with communities often allows them better and/or more secure access and can help to provide vital input into WFP's security assessments that may be associated with food operation.

6. See WFP's website www.wfp.org for a copy of the policy paper entitled 'Enabling Development' or WFP's Programme Guidance Manual (PGM).

What can an NGO expect from WFP?

Covering costs related to the physical distribution and storage of WFP food

WFP will attempt to pay all justified NGO costs associated with storing, moving and distributing WFP food to beneficiaries, including administration costs associated with these activities, subject to funding available to WFP.

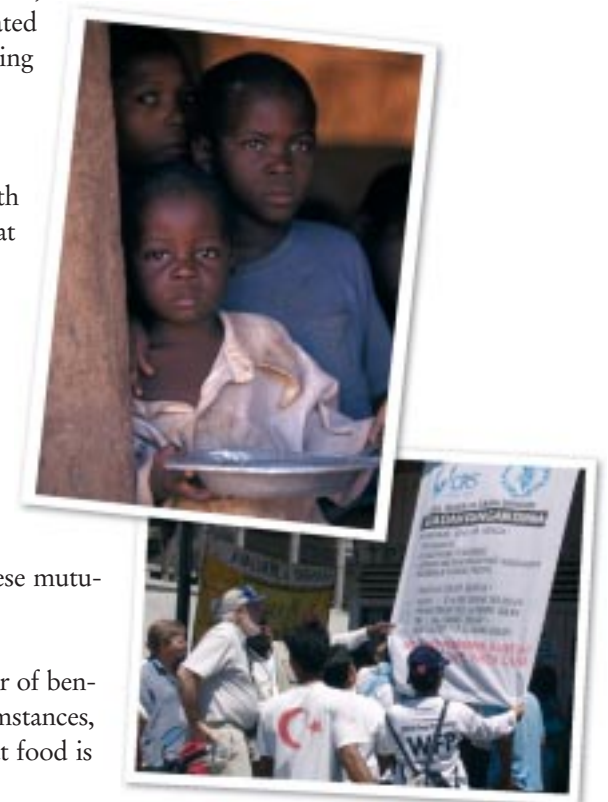
Type and quality of food as agreed

WFP will seek to provide the NGO with the type, quantity and quality of food that both have agreed on.

Quantity of food delivered as agreed and at the time agreed

WFP will endeavour to deliver the quantity of food agreed, at the time agreed, and to the delivery points agreed on by both parties. WFP is responsible for all customs clearance and transportation of the food up to these mutually agreed delivery points.

In the event of an increase in the number of beneficiaries as a result of a change in circumstances, WFP will provide additional food if that food is available.



7. Particular to a “cooperating partnership” type.

Information on the time of arrival of the food and on any anticipated breaks in the pipeline provided

WFP will inform the NGO of the receipt of commodities in-country, of the expected monthly distribution allocation (which should be as planned) and of the movement of commodities from the port or warehouses. Specifically, WFP will provide information on: the type and amount of commodities transported, the means of transportation, and the estimated time of arrival of commodities at the mutually agreed delivery point(s).

WFP will also inform the NGO as far in advance as possible of any known or anticipated breaks in the pipeline supply chain and make any necessary steps to assist the NGO in minimizing costs resulting from such an event.

Training provided as required

WFP may provide training in: the storage and handling of commodities; the management of warehouses (including the use of stocking and stacking cards); distribution modalities (including the registration of beneficiaries); monitoring and reporting in addition to training in WFP's commodity tracking system (COMPAS). It may also provide training in needs assessment, gender issues, nutrition, hygiene, reproductive health and HIV/AIDS, as well as in monitoring and evaluation tools and contingency planning.

Qualified personnel to work with

WFP will make available suitably qualified personnel to work with the NGO and provide any other means necessary for the implementation and supervision of activities. WFP is fully responsible for the acts and omissions of its personnel.

Access to WFP communications equipment

WFP will give access to its communications equipment if agreed necessary by both Parties and local authorities. However, access to WFP's communications equipment will usually be at the expense of the NGO unless otherwise negotiated with the WFP country director.

Liase on behalf of the NGO with the local authorities

If and when required and requested, WFP will liaise with local authorities on behalf of the NGO.

Share information on food-security situation

WFP will share any information it gathers on the food-security situation of a particular geographic area and people with the NGO.

Adhere to WFP's Enhanced Commitments to Women (ECW) (2003–2007)

WFP promotes gender equality and women's empowerment in all aspects of its work, encapsulated in its gender policy on the Enhanced Commitments for Women (ECWs) (2003–2007). The ECWs are described under Chapter 5, Section 3 on "project design".

Collaborate on security issues

WFP will collaborate with the NGO on security issues following the recommendations of the Inter-Agency Standing Committee (IASC) taskforce in 2001, endorsed by the Working Group in January 2002. The recommendations are outlined in Annex 1 at the end of this Chapter.

What does WFP expect from the NGO?

Be responsible for the reception, storage and handling of food at delivery points and distribution of food to beneficiaries

The NGO will be responsible for the reception, storage and handling of food at the mutually agreed delivery points. The NGO will also be responsible for secondary transport to other delivery and/or distribution locations required by WFP and for the actual distribution of the food to beneficiaries.

Ensure food reaches intended beneficiaries

The NGO will take all measures to ensure that food supplies provided by WFP reach the intended beneficiaries without unreasonable delay and in the condition in which they are received. This may mean recovering commodities from damaged containers and the fumigation of commodities and warehouses if and where necessary.

Keep records/accounts of all WFP commodities received

The NGO is expected to maintain proper accounts (with complete audit trail) of all commodities received from WFP and distributed to the target beneficiaries. The NGO should retain records for possible future inspection and audit purposes by WFP for a period of five years from the date of termination of the agreement.

Provide qualified personnel

The NGO will provide suitably qualified personnel and the adequate means necessary for the successful implementation and supervision of activities.

Monitor and report to WFP

The NGO is expected to report to WFP on a monthly and quarterly basis as well as provide a final project report at the end of the project period (detailed in the field

level agreement (FLA) - see Chapter 3, Section 2). The NGO is to facilitate WFP's monitoring of the commodity distribution, the storage of the commodity and the monitoring of recipient beneficiaries.

Encourage the formation of community groups/committees and sharing of information with beneficiaries

The NGO is to encourage the formation of community (self-help) groups/committees to participate in the identification of beneficiaries, their registration and the distribution of food. Regular meetings between WFP, the NGO and local community (self-help) groups, should be organized to discuss the distribution process and progress in the implementation.

Retain all empty packaging

The NGO should retain all empty packaging, bags and containers or, if agreed with WFP, distribute or sell these items through open auction at pre-determined floor price.

Display WFP's logo alongside the NGO's logo

The logos of both WFP and the NGO should be clearly visible at mutually agreed delivery points, distribution sites and areas where project activities are being undertaken as well as on vehicles transporting WFP food such as trucks.

The NGO should contact the WFP Public Affairs Officer in their area of work for further details on the use of the WFP logo.

Adhere to WFP's gender policy on Enhanced Commitments to Women (ECW) (2003–2007)

The NGO should adhere to WFP's gender policy on the Enhanced Commitments to Women (ECW) which promotes gender equality and the empowerment of women. The ECWs are described under Chapter 5, Section 3 on project design.

Comply with the code of conduct of the International Red Cross and Red Crescent Movement and NGOs in disaster relief

All NGOs involved in the distribution of WFP-supplied commodities must carry out their activities in compliance with the Code of Conduct of the International Red Cross and Red Crescent Movement and NGOs in disaster relief (see Box 1).

BOX 1

Code of conduct for the International Red Cross and Red Crescent Movement and NGOs in disaster relief

The principles of conduct specified for disaster relief programmes are:

- The humanitarian imperative comes first.
- Aid is given regardless of the race, creed or nationality of the recipients and without adverse distinction of any kind. Aid priorities are calculated on the basis of need alone.
- Aid will not be used to further a particular political or religious standpoint.
- We shall endeavour not to act as instruments of government foreign policy.
- We shall respect culture and custom.
- We shall attempt to build disaster response on local capacities.
- Ways shall be found to involve programme beneficiaries in the management of relief aid.
- Relief aid must strive to reduce future vulnerabilities to disaster as well as meeting basic needs.
- We hold ourselves accountable to both those we seek to assist and those from whom we accept resources.
- In our information, publicity and advertising activities, we shall recognize disaster victims as dignified human beings, not objects of pity.

Source:

The full text of the code is reproduced in: The Sphere Project. 2001. The Sphere Handbook, Humanitarian Charter and Minimum Standards in Disaster Relief (<http://www.sphereproject.org>)

Annexes:

Annex 1: UN-NGO collaboration on security issues: Recommendations from the Inter-Agency Standing Committee (IASC), January 2002.

Annex 1: UN-NGO collaboration on security issues: Recommendations from the Inter-Agency Standing Committee (IASC)

RECOMMENDATIONS
Final

18 January 2002

Recommendations to the IASC-WG

From the IASC-WG Staff Security Task Force

General recommendations

- 1 Strengthening security collaboration in Humanitarian operations
That all UN organizations and their IGO/NGO partners⁸ adopt a policy of strengthening collaboration on staff security, both at headquarters and at the field level, in the context of reinforcing their commitment to staff security.
- 2 Advocating for security
That all humanitarian Agencies and Organizations represented in the Task Force engage in advocacy for greater awareness of the need for increased resources in support of field staff security, including resources for UN/non-UN security collaboration.
- 3 Appointing agency security focal points
That humanitarian Agencies and Organizations represented in the Task Force that do not have an agency staff security focal point at the headquarters, appoint one, and include inter-agency collaboration on staff security in his/her terms of reference.
- 4 Strengthening security management, including collaboration
That all humanitarian Agencies and Organizations represented in the Task Force ensure that security management, including these recommendations are incorporated:
As part of the job description and the performance evaluation of their directors and managers, especially at the field level;
As an indicator of effectiveness and efficiency in the evaluation of humanitarian operations.

Field-related recommendations

- 5 Enhancing the role of the Designated Official (DO) in security collaboration
That the functions of the DO reflect the need for a profile which includes:
Skills in creating an environment conducive to inter-agency collaboration, including staff security;
Security training;
Field experience in security management.
- 6 Enhancing collaboration in the UN Security Management Team
That IGOs, NGOs, and the Red Cross Movement may participate in the UN Security Management Team (SMT) on an ex officio⁹, representative basis (cf. recommendation 7);
That, where appropriate, the DO should coordinate security decisions with non-UN humanitarian actors.

8. This includes those organizations at each duty station that are working in close collaboration with UN agencies, programmes and funds.

9. Ex officio here refers to the fact that representatives of non-UN organizations are not bound by, nor participate formally in, SMT decisions on UN security policy.

- 7 Selecting NGO field security focal point(s)
That IGO/NGO partners to UN organizations in specific humanitarian operations select among themselves one or a limited number of field security focal points (cf. recommendation 6).
- 8 Convening broad-based forums for field security collaboration
That fora for practical security collaboration among all humanitarian actors at area, country and sub-office level be convened, at regular intervals, in order to address practical security issues of common concern, for example by:

Identifying, from a menu of options on security collaboration, those fitting into the specific field situation (see appendix);
Implementing and updating such practical collaboration in its various forms on a regular basis.

The fora may include the following regular participants:

DO / FSO / Area Security Coordinator or other DO Designee; members of the SMT as appropriate; NGO field security focal point(s); representatives of IGOs; representatives of the Red Cross Movement. The chairperson may be chosen on a rotating basis.

- 9 Including staff security concerns in the CAPs
That the CAPs include a project to cover the additional resources potentially required by enhanced collaboration on staff security by Agencies and Organizations represented in the Task Force such as telecommunication (cf. rec. 12) and security training (cf. rec.13).
- 10 Meeting common, security-related needs
That UN organizations and their IGO/NGO partners, committed to security collaboration in each specific humanitarian operation participate, to the extent feasible, in meeting the uncovered, security-related needs of the humanitarian community¹⁰, including costs, according to the scope of their respective involvement.
- 11 Sharing resources
That UN organizations and their IGO/NGO partners cooperating in humanitarian field operations develop a local inventory for the sharing of their specialized, security-related human and material resources.
- 12 Facilitating inter-agency telecommunication
That telecommunication among UN organizations and their IGO/NGO partners at field level be facilitated by:
The DO advocating with the relevant authorities for the use of telecommunication equipment within the framework of existing international agreements;
The relevant UN body negotiating with the authorities a common frequency for security collaboration for UN organizations and their IGO/NGO partners operating in the same area;
Humanitarian actors committed to security collaboration using standard communication procedures and, to the extent possible, providing staff with compatible communication systems.
- 13 Collaborating and consulting in security training
That all UN organizations and their IGO/NGO partners at headquarters and at field level:
Carry out security training in collaboration and/or consultation with other agencies to the extent possible;
Seek to increase their own capacity for security training at all levels.

10. Humanitarian community in this report refers to the totality of humanitarian actors in a given place, addressing the same humanitarian crisis.

- 14 **Sharing information**
That security-related information be shared among UN organizations and their IGO/NGO partners while respecting the humanitarian character of the participants as well as the confidentiality required when dealing with sensitive information.
- 15 **Identifying minimum security standards**
That UN organizations and their IGO/NGO partners jointly identify and agree how to apply minimum security standards adapted to local circumstances. In so doing, humanitarian actors will take into consideration already existing standards, for example the UN M.O.S.S. (minimum operational security standards) that are binding for the members of the UN system.
- 16 **Seeking adherence to common humanitarian ground-rules**
That the security collaboration of UN organizations and their IGO/NGO partners in specific field operations, to the extent possible, rest on respect for common, locally developed ground-rules for humanitarian action.

Recommendations on follow-up

- 17 **Disseminating and evaluating**
That the members of the UN organizations and their IGO/NGO partners:
Disseminate the recommendations on security collaboration within their respective agencies and organizations, especially at the field level;
Ensure that the utility of the recommendations is evaluated within their respective agencies and organizations.
- 18 **Learning lessons**
That the UN organizations and their IGO/NGO partners:
Disseminate the recommendations on staff security collaboration;
Review the implementation of the present recommendations;
Prepare and disseminate regular Lessons Learnt reports on security collaboration, based on reports from their agencies and organizations.

Appendix

Proposal for a menu of options

for security collaboration in the field between UN organizations and their IGO/NGO partners

The participants in the two consultations organized by the IASC-WG Staff Security Task Force in Geneva and Washington DC recommended that UN organizations and their IGO/NGO partners in specific field contexts adopt a pragmatic and flexible approach to security collaboration.

Thus, UN organizations and their IGO/NGO partners in specific field contexts might organise their collaborative efforts in field security by:

1. Identifying, from a “menu of options” on security collaboration, those fitting into the specific field situation;
2. Choosing in which options for security collaboration, and at which degree, they would commit themselves to participate, according to the agency’s or organization’s mandate/mission and the scope of its operational involvement;
3. Implementing, and updating on a regular basis, such practical collaboration in its various forms.

The participants identified the following list of areas of common security concerns (“options”), which may serve as a “menu of options” for security collaboration between UN organizations and their IGO/NGO partners in the field:

1. Convening fora for field security collaboration between UN organizations and their IGO/NGO partners
2. Including staff security concerns of UN organizations and their IGO/NGO partners in the CAP
3. Meeting common security-related needs
4. Sharing resources
5. Collaborating in security planning between UN organizations and their IGO/NGO partners
6. Facilitating inter-agency telecommunication
7. Sharing information
8. Collaborating and consulting in security training
9. Identifying minimum security standards
10. Seeking adherence to common humanitarian ground-rules

A more detailed version of the proposed menu of options, containing ideas for checklists for each option based on input from the Geneva and Washington DC consultations, is attached to the Task Force Consultant’s Final Report. These checklists may serve as a starting point for UN organizations and their IGO/NGO partners in their implementation of the present recommendations in specific field situations.

