





WFP's operational relationship with NGOs and National Red Cross and Red Crescent Societies

ANNUAL REPORT 2011



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The 2011 Annual Report on WFP's operational relationship with NGOs uses data, photos and stories from the previous year to chronicle WFP's operations during calendar year 2010.

For a complete list of WFP's international and local NGO partners see the WFP website **wfp.org**:

About > Partners > NGOs > Annual WFP-NGO Reports > Annexes 2011 or contact WFP at WFP.NGOUnit@wfp.org



Introduction

2010 was a challenging year for the World Food Programme, with 263 million people affected by natural disasters – 110 million more than in 2004, the year of one of the most destructive tsunamis in history. From the earthquake in Haiti to the drought in Niger and the flooding in Pakistan, WFP and its non-governmental organization (NGO) partners were called on to save lives and help rebuild livelihoods. These record-level challenges could only be met through proven and successful partnerships with WFP working with its NGO cooperating partners.

Beyond the heroic work of WFP and NGO staff responding to such emergencies, together we have helped communities and nations become more resilient and food-secure. WFP assistance was deployed with more targeted and innovative tools than ever before, including Purchase for Progress (P4P), cash and vouchers, and enhanced nutritional products. The 1,997 NGOs and community-based organizations (CBOs) as well as the 34 National Red Cross and Red Crescent Societies that WFP partnered were a vital part of this success. In 2010, half of WFP's global food aid, representing close to 2.2 million mt, was distributed by NGOs.

As the world changes, WFP and its partners are changing to meet new challenges and implement new tools, programmes and solutions. In scaling up our innovative tools, WFP will continue to rely on the experience, knowledge and reach of NGOs. In 2010, 88 percent of our country offices – 66 out of 75 – had partnerships with NGOs. In nearly half of these offices WFP was collaborating with more than 20 NGO partners, leveraging the expertise of international NGOs such as World Vision, Save the Children and the Cooperative for Assistance and Relief Everywhere (CARE), and the established community-level networks of hundreds of local NGOs.

From working on the front lines in Afghanistan and Somalia – some of the most difficult and dangerous places in the world – to the school feeding lines in Bolivia and Cambodia, bringing hope to millions of children, WFP's partnerships with NGOs and National Red Cross and Red Crescent Societies have transformed lives. Together we will continue to address the challenges and opportunities for reaching the most vulnerable and hungry people.

Josette Sheeran Executive Director, World Food Programme

Carette Sheeran

Facts and Figures

NGO partners:	1,997 NGOs/CBOs: ¹ 205 international 1,792 local		
Country offices with NGO collaboration:	66 (out of 75)		
Projects with NGO collaboration:	162 (out of 224) ²		
Region with most NGO partners:	Latin America and the Caribbean (613 NGOs)		
Countries with most NGO partners:	Colombia (391 NGOs) Somalia (181 NGOs) The Sudan (155 NGOs)		
Countries with 20 or more NGO partners:	28, or 42 percent of country offices with NGO collaboration		
Main NGO partners by number of countries with WFP collaboration:	World Vision International (WVI) (33 countries) Save the Children International (30 countries) CARE International (17 countries)		
NGOs collaborating with WFP in five or more countries:	27, or 13 percent of the international NGO partners		
Total food handed over to NGOs:	2.2 million mt, or 50 percent of WFP's global food aid		
Main NGO partners by volume of collaboration:	WVI (193,464 mt) CARE International (108,917 mt)		
Main type of partnership:	Cooperating partner (1,905 NGOs, or 95 percent of all NGO partners)		
Main programme category of collaboration:	Protracted relief and recovery operations (PRROs) (1,235 NGOs)		
Main sectors of collaboration:	General food distribution (GFD) (503 NGOs) Mother-and-child health and nutrition (MCHN) (354 NGOs Food for training (FFT) (330 NGOs)		
Main NGO partners and variety of collaboration:	Catholic Relief Services (CRS) (19 sectors) WVI (19 sectors) Save the Children International (18 sectors)		
Main service provided:	Food distribution (1,846 NGOs)		
National Red Cross and Red Crescent (RC/RC) partners:	34 National Societies: 4 international 30 local		

¹ See definitions of NGOs and CBOs in the Glossary of Terms at the end of this report.

² The total number of projects includes all projects with food distribution carried out in 2010. Projects are considered at the lowest level – the activity level for country programmes, and the country level for regional projects. Special operations are excluded.

Partnerships with NGOs in Emergencies

In 2010, the world faced numerous large-scale emergencies that required extraordinary efforts from the humanitarian community, particularly the earthquake in Haiti, a hunger crisis in Niger and unprecedented floods in Pakistan. WFP could not have dealt with these emergencies effectively without the collaboration of hundreds of local and international NGOs and CBOs.

Haiti

In 2010, WFP worked with a range of partners in a major emergency response after the earthquake. WFP selected its main partners to cover food assistance and hurricane contingency planning, based on their capacity, experience and regional presence. As the food cluster lead, WFP fostered partnerships between its main partners and smaller/local NGOs, and increased the coverage of food assistance by channelling food requests through its main partners and their networks of smaller/local partners. The cluster also served as a forum for information sharing among partners on programmes, targeting criteria and geographical coverage.

This was particularly effective during the critical weeks after the earthquake, when WFP and partners collaborated on an operation that entailed a massive scale-up of food assistance to reach 4 million beneficiaries. For hurricane contingency planning, WFP performed a gap analysis of the entire country and identified partners with the capacity to expand disaster response mechanisms to fill gaps in areas at risk, while also working with a broad network of smaller operational NGOs.

As the logistics cluster lead, WFP provided the national and international aid community with transport services and storage facilities at no cost to the user. These services were actively used by approximately 70 NGOs. WFP also led the emergency telecommunications cluster, where NGOs and United Nations agencies had a continuous exchange of information and data.

Niger

In 2010, WFP's food distributions in Niger reached a record level for the previous five years, responding to a devastating food and nutrition crisis mainly among children under 5. Nearly 150,000 mt of food was provided through projects in the country's eight administrative regions. The daunting size of Niger, combined with logistics and security challenges, rendered partnerships with international and local NGOs instrumental in reaching targeted beneficiaries and delivering the needed relief assistance in time.

The added value of cooperating partners was evident at different levels. Given their social networks and extensive knowledge of the geographical and social environments of affected areas, partners provided essential support in assessing needs, designing assistance and targeting beneficiaries. In addition, NGOs offered beneficiaries complementary services such as medical care, psycho-social assistance, and child nutrition and health awareness, all of which contributed to the achievement of sustainable results. Several partners ensured the transport of food from WFP's warehouses to the various distribution points. WFP's partners' flexibility

to work in areas that were out of its reach owing to security constraints allowed the continuation of assistance and reliable feedback regarding implementation.

Pakistan

In late 2010, Pakistan experienced its worst natural disaster in history when a fifth of its landmass was submerged by floodwaters. Of the 20 million people affected by the crisis, 10 million were in need of immediate assistance. WFP launched an emergency response within 24 hours of the onset of the flooding, and by the end of 2010 had provided life-saving relief food rations to close to 8.8 million people in 62 affected districts.

The scale-up of WFP's response and the resultant successes were largely attributable to the vast range of cooperating partners engaged during the initial stages of the emergency. WFP instituted and coordinated a broad network of operational relationships, working directly with 14 international and 51 national NGOs. These partnerships broadened and deepened as the operation proceeded and the response transitioned from relief to early recovery. While WFP maintained full operational control and oversight, cooperating partners were responsible for transporting food from delivery points to distribution sites and distributing it in accordance with WFP-stipulated targeting criteria and other guidelines, and were also involved in household-level targeting.

While comparatively few international NGOs operate in Pakistan, the country benefits from a large number of national organizations and CBOs. WFP's engagement of a sizeable network of these local NGOs, with demonstrated competencies and capacities, helped ensure that WFP assistance reached victims of the flooding. It also allowed WFP to tap into a broad base of local knowledge and to benefit from high community acceptance of familiar local organizations. WFP successfully trained a number of local NGOs in needs assessment processes, engaging 1,100 staff from 88 NGOs in the large-scale initial vulnerability assessment conducted in the immediate aftermath of the flooding.

In many areas where the larger NGOs cannot operate – typically because of insecurity – smaller indigenous organizations engaged during the floods may continue to implement WFP activities. WFP has already outsourced monitoring and evaluation activities to local NGOs in some of the most insecure areas of the country, and this has proved highly successful.



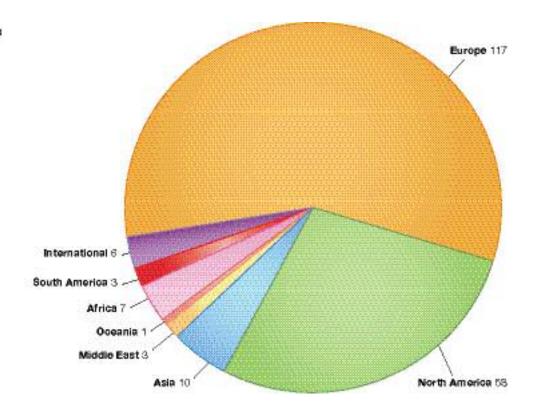
Collaboration with NGOs

International NGO partners

In 2010, WFP's 205 international NGO partners came from 37 countries; 117 were from European countries, including France (24 NGOs), Italy (19) and the United Kingdom (15). The United States of America's 52 NGOs made it the country with the most NGOs collaborating with WFP. WFP also had ten Asian international NGO partners, seven African, three Middle Eastern, three South American and one Australian.

Some of WFP's main partners have international offices in several countries; these national branches were previously recorded separately, such as Save the Children UK and Save the Children US. In recent years, these NGOs have chosen to be recorded as single international bodies, such as WVI, CARE International and Save the Children International, and are included in the "international group" in the following graph.

International NGO partners by origin

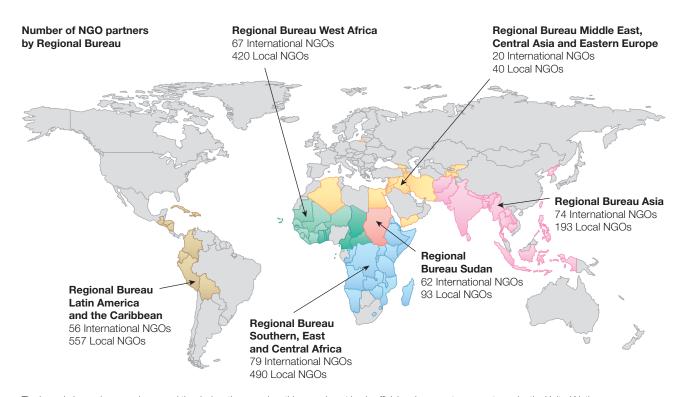


NGO Partners by Region

For the fourth consecutive year, the region with the most NGO partners was Latin America and the Caribbean, with 613,3 or 31 percent of total NGO partners worldwide. This was a significant reduction from previous years – 1,371 in 2008 and 875 in 2009 – mainly owing to a reduction in the number of NGO partners in Colombia.4 The Southern, Eastern and Central Africa region recorded the second highest number of NGO partners, with 569. WFP had 487 NGO partners in the West Africa region, 267 in Asia, and 155 in the Sudan, which is a stand-alone country. The region with the fewest NGO partners was the Middle East, Central Asia and Eastern Europe, with 60.



- ³ Most of these partners were CBOs, predominantly in Colombia.
- ⁴ Details in the following paragraph.



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

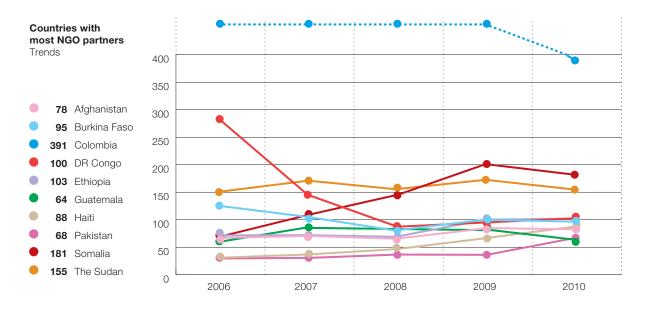
NGO Partners by Country

Colombia was again the country with the most NGO partners, with 391 – 13 international and 378 local. This 40 percent reduction since 2009 was the result of adjustments to the data collection criteria, which reclassified a number of partners. Despite a slight reduction compared with 2009, Somalia reported the second highest number of NGO partners (181), followed by the Sudan (155) and Ethiopia (103).

In Guinea, the reduction in the number of NGO partners from 68 to 10 was due to financial constraints and pipeline breaks hampering activities. Food-for-work (FFW) activities were suspended, and priority was given to school feeding and nutritional assistance programmes. In the Sudan, partner numbers declined from 174 to 140, partly because some NGOs discontinued their operations in areas of insecurity – WFP resorted to direct distributions in some of these areas – and partly because some very small local CBOs did not meet WFP's key performance indicators. This issue is being addressed through capacity building of local CBOs and attempts to create cooperatives.

⁵ For further details on Niger, see page 7.

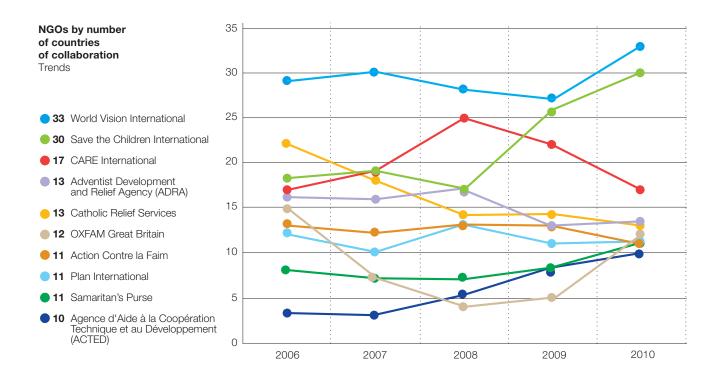
On the other hand, in Niger,⁵ increased partnerships with international and local NGOs – from 36 to 53 – provided the field expertise to organize, hold and monitor large-scale distributions, allowing food distribution to grow tenfold in response to the crisis.



WFP's Main NGO Partners

As in previous years, WFP's main international NGO partner in 2010 was WVI, collaborating on 46 projects in 33 countries. This represented increases of more than 20 percent in the numbers of projects and countries since 2009. The second main international partner was Save the Children International, collaborating on 36 projects in 30 countries – another increase on 2009 – followed by CARE International, with 25 projects in 17 countries. Although WFP's main partnerships remained stable, some registered significant shifts in the number of countries of collaboration; for example, Oxfam Great Britain increased its partnership with WFP from 5 countries in 2009 to 12 in 2010. The number of NGOs partnering with WFP in more than 10 countries increased from 7 in 2009 to 10 in 2010, while those collaborating in more than 5 countries remained the same, at 27.

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Complementary Partnerships with NGOs

In 2010, more than 600 complementary NGO partnerships were recorded across 37 percent of WFP's projects.

An excellent example is the complementary partnership with Helen Keller International (HKI) in Burkina Faso, one of the WFP country offices that recorded the highest number of complementary NGO partners. In the country's eastern region, where malnutrition rates are particularly high, HKI's community outreach programme sends teams of community health workers to often hard-to-reach villages, to identify children under 5 with moderate acute malnutrition, and undernourished pregnant and lactating women and to refer them to the local public health centre. Once registered at the health centre, WFP provides them with a treatment ration. The HKI community health workers then accompany beneficiaries during their rehabilitation, ensuring regular attendance at the health centre and appropriate consumption of WFP's fortified rations.

Sectors of Collaboration with NGOs

In 2010, the NGO partnership database was aligned with WFP's corporate reporting system and the list of sectors of collaboration with NGOs was therefore modified. Some sectors remained unchanged, some were merged and some were added, such as cash transfers and/or vouchers. This allows more accurate reporting of the numerous areas of collaboration with NGOs, particularly regarding WFP's broadened response toolbox.

The revised list of sectors, grouped by area of collaboration, is as follows:

• Capacity development: disaster/emergency preparedness, food fortification, local procurement/hand-over/advocacy;

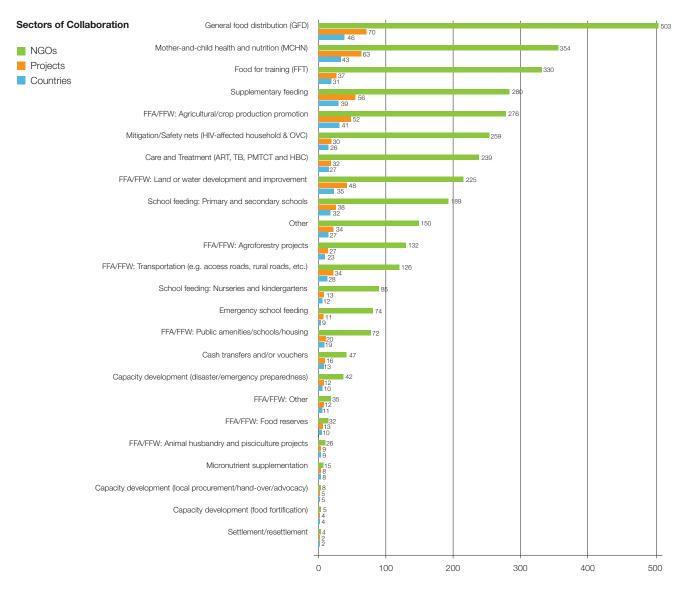
- · Cash transfers and/or vouchers;
- School feeding: emergency school feeding, primary and secondary schools, nurseries and kindergartens;
- **Health and nutrition:** MCHN, supplementary feeding, mitigation/safety nets for HIV-affected households and orphans and vulnerable children, care and treatment (anti-retroviral therapy, tuberculosis, prevention of mother-to-child transmission and home-based care), micronutrient supplementation;
- **FFA/FFW:** promotion of agricultural/crop production, agroforestry projects, animal husbandry and pisciculture projects, food reserves, land or water development and improvement, public amenities/schools/housing, transportation (e.g. access roads, rural roads, etc.);
- FFT;
- GFD; and
- Settlement/resettlement.

The main areas of collaboration in 2010 were health and nutrition, with 759 NGO partners, or 38 percent of the total, involved mainly in MCHN (354 NGOs), supplementary feeding (280) and FFA/FFW (567), which was mainly agricultural/crop production promotion. Regarding new sectors of collaboration, 47 NGOs partnered WFP in cash transfers and/or vouchers.

Compared with 2009, the number of NGOs partnering with WFP in five or more sectors increased significantly from 34 to 50. CRS and WVI were the NGOs partnering in the most sectors, with 19 each, followed by Save the Children International (18) and Plan International (17). Local NGOs partnered mainly in GFD.



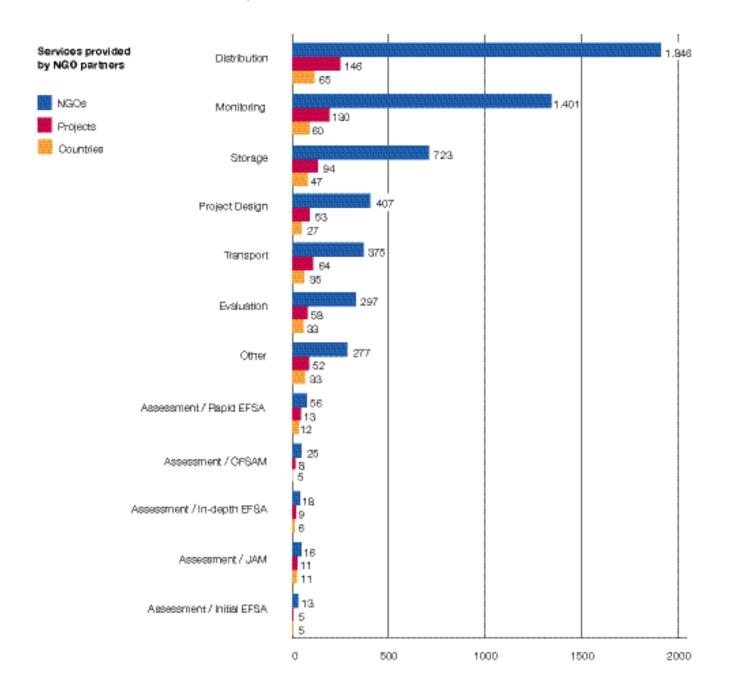
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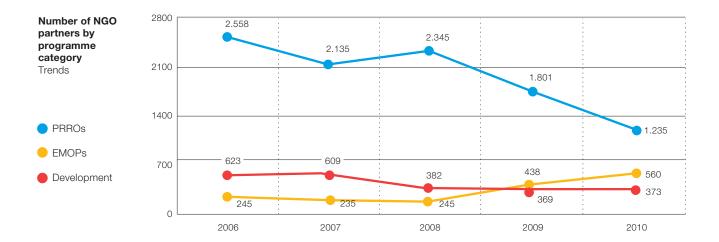
Services Provided by NGOs

More than 92 percent of WFP's NGO partners – 1,846 NGOs – provided food distribution services in 65 of the 66 country offices with NGO collaboration. Monitoring recorded an increase in NGO partners, from 45 percent of NGO partners in 56 countries in 2008 and 54 percent in 59 countries in 2009, to 70 percent in 60 countries in 2010. The third main service that NGOs provided to WFP was storage, involving 36 percent of NGO partners in 47 countries.



Programme Categories

As in 2009, the programme category involving the most NGO partners in 2010 was PRROs, with over 1,230 NGOs partnering WFP in 66 PRROs – 62 percent of total NGO partners. This was a significant reduction from 2009, when NGO partnerships in PRROs represented 75 percent of the total. On the other hand, the percentage of partnerships in emergency operations (EMOPs) increased by 10 percent and that in development projects by 4 percent.



Food Distributions⁶

⁶ All tonnage figures have been extracted from WFP's Commodity Movement Processing and Analysis System (COMPAS), an electronic system for monitoring the progress of commodities from when they are first requested by field offices until their hand-over to cooperating partners.

The total amount of food distributed through NGO partners in 2010 was close to 2.2 million mt, or 50 percent of the total food distributed by WFP. This represents a slight decrease from 2009 but is still higher than in previous years, such as 2008, when 48 percent of WFP food was distributed through NGOs. In 2010, WFP distributed a grand total of 4.3 million mt of food, a slight decrease from the 4.5 million mt of 2009.

As in 2009, local and international NGOs distributed almost equal amounts of food in 2010. The remaining balance was distributed through other partners, such as semi-governmental organizations and other United Nations agencies; direct distributions; and Red Cross/Red Crescent (RC/RC) partners.

Distributions by Region

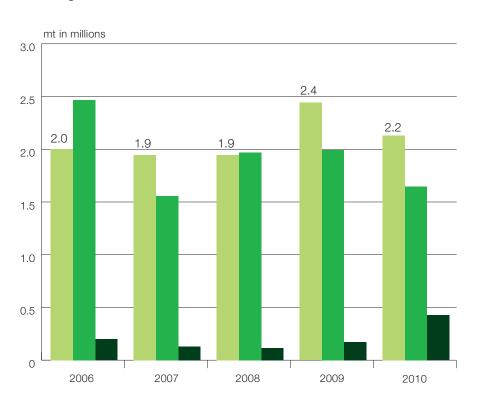
In 2010, the highest quantity and percentage of food distributed through NGOs were in the Asia region, with more than 700,000 mt, or 34 percent of total WFP food distributed through NGOs worldwide. The region of Southern, Eastern and Central Africa had the second highest amount of food, at more than 690,000 mt. Although Latin America again registered the smallest amount and lowest percentages of food distributed through NGO partners – more than 95,000 mt, 45 percent of the WFP food distributed in the region, and 4 percent of the total distributed through NGOs worldwide – these were significant increases on previous years.

Distributions by Country

Six country offices each distributed more than 100,000 mt of food through NGOs: Kenya, Niger, Pakistan, Somalia, the Sudan and Zimbabwe. As in 2009, Pakistan distributed the largest amount of food through NGOs in 2010, at nearly 560,000 mt, or 87 percent of the total WFP food distributed in the country – a very significant increase on the 340,000 mt of 2009 and the 21,800 mt of 2008. The Sudan distributed the second largest amount of food through NGOs, at more than 265,000 mt, accounting for 46 percent of the total WFP food distributed in the country. Haiti and Niger also recorded major increases in the percentages and amounts of food distributed through NGOs in 2010.

Somalia recorded the most significant decrease in the amount of food distributed through NGOs, from more than 324,000 mt in 2009 to 100,000 mt in 2010. Afghanistan also reported decreases in both quantity – from 92,000 mt to 13,000 mt – and percentage, from 33 to 9 percent of the total WFP food distributed in the country. The country offices in the Democratic Republic of the Congo, Indonesia, Iraq, Namibia, Niger, Republic of the Congo, Somalia and Zimbabwe all distributed more than 90 percent of their food through NGOs.





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Distributions by NGOs

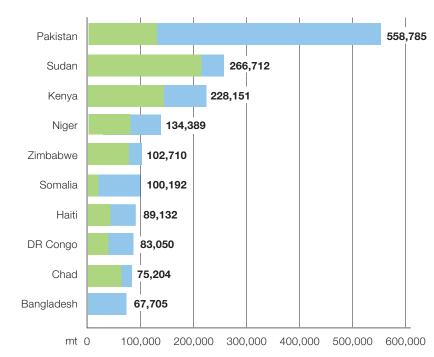
In 2010, WFP's main NGO partners in terms of volume of food distributed were WVI, with more than 193,000 mt, and CARE International, with close to 109,000 mt; both registered slight decreases compared with 2009. Save the Children International distributed more than 85,000 mt of WFP food, and CRS more than 68,600 mt. The Caritas Internationalis federation distributed more than 109,000 mt of food through its local and international members. More than 63 percent of this was distributed through its international member CRS. The second largest federation of WFP partners, Action by Churches Together (ACT), distributed more than 68,000 mt, of which its international member Lutheran World Federation (LWF) distributed more than half.

The local NGOs/CBOs that distributed the largest volume of food were all from Pakistan: Basic Education and Employable Skills Training (BEST), the People Empowerment and Consulting Enterprise (PEACE) and the Community Research and Development Organization (CRDO). BEST distributed more than 84,800 mt of food, the fourth largest quantity distributed through a single NGO worldwide.



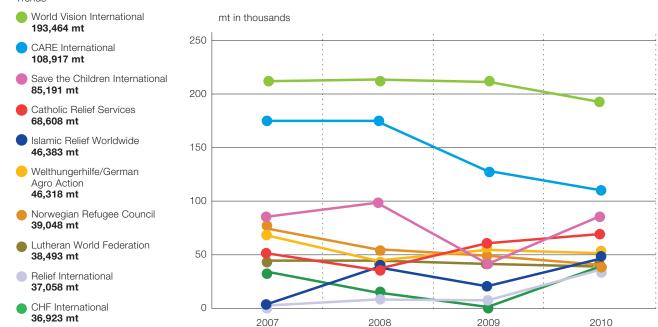






Share of food handled for WFP

Trends





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Collaboration with National Red Cross and Red Crescent Societies

WFP collaborated with a significant number of National RC/RC Societies, both local and international. In 2010, it entered into partnerships with four international – France, Germany, Ireland and Spain – and 30 local RC/RC Societies in 33 countries. The French Red Cross recorded the highest number of countries of collaboration, with five.

Collaboration with RC/RC partners was mostly in the areas of GFD and health and nutrition; the main services the partners provided were distribution and monitoring.

In 2010, RC/RC partners distributed nearly 220,000 mt of WFP food, or 5 percent of the total distributed by WFP. The Sudanese Red Crescent Society distributed the highest amount, with more than 93,700 mt, followed by the Kenya Red Cross Society (nearly 40,000 mt) and the Algerian Red Crescent (nearly 26,000 mt).



Successful Partnership in Nepal

WFP and Save the Children Partner in Nepal to Build Critical School Infrastructure

"Prior to the construction of the building we had to read in a very crowded situation in an open classroom, which used to disturb our learning and we used to be irregular in the class. But now we have a very good classroom with a nice roof and a big playing ground, which encourage us for further study."

Ranabir Khanal Class 3 Balsewa Primary School

Since 2007, WFP has been implementing a PRRO in remote food-insecure and conflict-affected districts in the mid- and far west of Nepal. Through this operation, WFP provides three months of food assistance to families that participate in community asset development activities. Save the Children works in partnership with WFP, providing valuable technical expertise for planning, designing and implementing projects at the community level.

Together, WFP and Save the Children have built hundreds of small-scale assets through the operation. For example, a new primary school has been constructed in the Bal Sewa community in the remote district of Rukum. The original school was in poor condition and classes were often held in an open field. The community and Save the Children collaborated on designing the new school, and 115 households worked on its construction.





School prior to construction

School after construction

The operation also improved the food security situation in the village, as most households usually have to send at least one of their men to work in India. During the project, however, no men left during the lean period. This meant that they continued working on their household farms. Indicators also showed that food consumption increased and the borrowing of money decreased.

Glossary of Terms

CBOs: A community-based organization puts decision-making power in the hands of a group of local residents, who use the power to influence issues that the CBO defines as important.

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

Cooperating partners: Cooperating partners are usually responsible for carrying out an activity on WFP's behalf, such as transport, storage or distribution, usually within a food aid intervention designed by WFP. WFP is accountable to the government and its own Executive Board for the intervention. The NGO usually provides a service related to the distribution of food, and WFP pays the NGO the costs of carrying out that service.

A cooperating partnership is formalized in a field-level agreement, which outlines each organization's responsibilities and the resources to be committed. The extent to which the relationship moves towards a more complementary partnership depends largely on the NGO's financial and human resource capacities.

EMOPs: Emergency operations are WFP's principal tools for responding to emergency needs, normally for a maximum of 24 months from the onset of a crisis. Typically, the emphasis is initially on relief – saving lives and protecting livelihoods – but assistance for recovery is initiated as soon as feasible, to restore livelihoods and food supply systems.

NGOs: Non-governmental organizations are non-profit, voluntary citizens' groups organized at the local, national or international level.

In data reporting, a simplified classification is used, distinguishing only between local and international NGOs; large and small international NGOs are reported as *international NGOs*, while CBOs, local NGOs and large national NGOs are reported as *local NGOs*.

Principles of partnership: On 12 July 2007, the organizations participating in the Global Humanitarian Platform, which brings together United Nations and non-United Nations humanitarian organizations on an equal footing, agreed to base their partnership on five principles: equality, transparency, results-oriented approach, responsibility, and complementarity.⁷

PRROs: WFP uses protracted relief and recovery operations to respond to needs in situations where assistance is needed for an extended period, especially during and in the immediate aftermath of a complex emergency or during a long-term drought. The focus is on helping to re-establish and stabilize livelihoods and food security to the extent possible, while providing continuing relief, where necessary.

⁷ The full declaration can be found at www.globalhumanitarianplatform.org/pop.html.

Acronyms
Used in this
Document

ACT Action by Churches Together

ACTED Agency for Technical Cooperation and Development

BEST Basic Education and Employable Skills Training

CARE Cooperative for Assistance and Relief Everywhere

CBO community-based organization

COMPAS Commodity Movement Processing and Analysis System
CRDO Community Research and Development Organization

CRS Catholic Relief Services

EMOP emergency operation

FFA food for assets
FFT food for training
FFW food for work

GFD general food distributionHKI Helen Keller InternationalLWF Lutheran World Federation

MCHN mother-and-child health and nutrition

NGO non-governmental organization

P4P Purchase for Progress

PEACE People Empowerment and Consulting Enterprise

PRRO protracted relief and recovery operation

RC/RC Red Cross/Red Crescent

TB tuberculosis

WVI World Vision International

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