

**W F P**

**A D R A**

**MEMORANDUM OF UNDERSTANDING**

**ON**

**COLLABORATIVE WORKING**

**ARRANGEMENTS**

**BETWEEN**

**THE WORLD FOOD PROGRAMME**

**AND**

**ADVENTIST DEVELOPMENT AND  
RELIEF AGENCY**

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MEMORANDUM OF UNDERSTANDING (MOU)  
ON  
COLLABORATIVE WORKING ARRANGEMENTS

BETWEEN

ADVENTIST DEVELOPMENT AND RELIEF AGENCY

AND

THE UNITED NATIONS WORLD FOOD PROGRAMME (WFP)

EFFECTIVE AS OF 1 JUNE 1997

We would like our two organizations to collaborate in a spirit of collegiality, complementarity and partnership. The closer the collaboration between us, the more effective and efficient operations will be. This MOU establishes the following basic principles of collaboration:

**OBJECTIVES**

1. This MOU sets the framework for achieving the overall goal of WFP and ADRA cooperation, which is the provision of immediate live-sustaining food assistance, the maintenance of adequate nutritional status, and the promotion of socio-economic self-reliance, especially among the most vulnerable. It applies to emergency and protracted operations for refugees and the internally displaced, as well as rehabilitation and development programmes. It highlights modalities of collaboration for emergency and protracted operations; in development situations, where the scope of collaboration is large, modalities will be set up on a case by case basis. It is intended to improve the emergency response and implementation capacity of both organizations by setting forth the division of responsibilities, thus avoiding duplication and parallel operations and maximizing the respective strengths and comparative advantages of each. Throughout the entire cycle of planning and implementation of food aid operations, the partnership principle entails full collaboration, consultation and concerted decisions, to ensure the maximum possible complementarity and understanding.
2. The MOU is designed to serve as a catalyst for both organizations at headquarters and field level to initiate formal and regular contacts, exchange information and, as appropriate, collaborate in field operations. It provides the operational framework for those programmes in which WFP and ADRA country offices agree to work with each other. Separate country level agreements will be drawn up by WFP and ADRA country offices, reflecting the content of this MOU as appropriate, to define specific areas and modalities of cooperation. Any ADRA country office agreement with WFP, either countrywide or project specific, should be in writing and will confirm approval from ADRA Central Office before it may be considered effective. ADRA Central Office will not accept any responsibility or liability for any joint programmes which are not so approved.

3. WFP and ADRA will jointly address different and complementary aspects of food assistance delivery. WFP will be primarily responsible for resource mobilization and transport/delivery of food commodities, and accountability for their proper use; ADRA will be primarily responsible for the final distribution and monitoring of all food commodities delivered to it by WFP, and accounting for them. In development projects, WFP and ADRA will collaborate where appropriate and with the agreement of the host government and the targeted beneficiaries. To the extent possible, the areas of collaboration and respective responsibilities will be defined at the design and appraisal stage of the project.

4. All NGOs involved in the distribution of WFP-supplied commodities must be willing to work with all beneficiaries in complete impartiality, regardless of race, religion, nationality, political opinion or gender, without linking it, either directly or indirectly, to any religious or political persuasion. All NGO implementing partners of WFP in emergency operations must carry out their activities in compliance with the Code of Conduct for the International Red Cross and Red Crescent Movement and NGOs in Disaster Relief.

#### MODALITIES OF COLLABORATION IN EMERGENCY AND PROTRACTED OPERATIONS

5. The MOU between WFP and the United Nations High Commissioner for Refugees (UNHCR) provides the framework for emergency and protracted feeding operations for refugees. ADRA's role in such operations will be consistent with the WFP/UNHCR MOU.

6. ADRA and WFP will collaborate in assessing relief food requirements as early as possible in the development of a crisis. If feasible, joint assessments should be undertaken. Alternatively there should at least be an exchange of information and dialogue between offices of the two organizations in the field and communications at headquarters level.

7. The Letter of Understanding (for emergency operations) and the Plan of Operations (for development projects), which are the legal agreements executed between WFP and the host Government specifying the handling and use of WFP-supplied food aid, will clearly set forth the operational responsibilities of ADRA.

8. The assessment of relief food requirements should serve as a basis for an ADRA-WFP agreement on the type of food assistance programme to be implemented. This however should not be seen as constraining any agency to a particular formula, which would depend on the needs and circumstances of each case.

9. In the assessment, special consideration should be given to gender and other socio-economic issues, in particular the input of beneficiaries, including women, on modalities for implementing emergency food assistance.

10. Food baskets are intended to allow beneficiaries to meet all or part of their nutritional needs, taking into account their food habits, other food available to them, the availability of suitable commodities and logistical/security constraints. The design of the food baskets will also take into account cooking practices and the effect on women of milling and cooking requirements. Special attention will be given to ensuring an adequate level of micronutrients to the beneficiaries. Any proposed changes in the rations to be distributed to particular groups at any time will be discussed and agreed between WFP and ADRA in consultation with the host Government and others concerned.

11. WFP food aid is targeted to the most vulnerable, and must reach the household level. Where possible, WFP prefers that the process of delivering relief assistance should involve the active participation of those receiving it, from the start. Allowing and enabling local people to retain a leading role in decision-making is crucial in helping them work towards rehabilitation and longer-term development. In line with this and WFP's Commitments for Women, WFP and ADRA will work together to implement strategies and mechanisms to involve the community, and especially women, at all levels of food aid planning, management, distribution and monitoring.

12. WFP and ADRA will promote rehabilitation and developmental uses of food aid in emergency operations, and self-reliance in the post-emergency phase through livelihood/income-generating activities, giving special consideration to opportunities for women.

13. Resource mobilization for food and related costs will be coordinated under WFP's leadership. ADRA will coordinate its resource mobilization efforts with the consolidated donor appeals issued by WFP and/or the U.N. Department of Humanitarian Affairs, and report accordingly on the same to WFP. WFP will coordinate and track donor pledges and shipments of all food consignments, including bilateral donations and those of ADRA and other NGOs and will share information on the same with the international community, including ADRA.

14. WFP will mobilise food commodities and cash resources to cover 100% of the external and internal transport, storage and handling costs up to, and including those incurred at the Extended Delivery Points (EDP).<sup>1</sup> Where the EDP is not located at the distribution site, WFP will pay ADRA at prior agreed rates for moving the commodities on the Programme's behalf.

15. In principle, WFP and ADRA recognize that there are directly related administrative and management costs associated with such joint operations, and will work together to obtain full cost recovery from donor governments.

16. WFP will endeavour to mobilize cash resources to cover costs related to the distribution and monitoring activities. If resources are mobilised for such activities

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<sup>1</sup> The EDP is defined as the point where, unless otherwise specified, ADRA will accept operational responsibility, physical possession and control of commodities.

performed by ADRA for the implementation of WFP's operations, these costs may be reimbursed by WFP to ADRA, under modalities to be determined between the two organisations on a case by case basis.

17. WFP will take responsibility for the transport of basic food commodities to mutually agreed delivery points. The location of the extended delivery points shall be based upon the objective of achieving the most effective and logistically practical delivery operation while minimising the imposition of undue hardship on beneficiaries which may be brought about by travel distance and/or arduous access.

18. Food commodities will be distributed based on needs assessments and established criteria for eligibility. ADRA will ensure that food is distributed equitably in the required quantities and in line with agreed procedures, policies and plans, and will arrange for food to be managed to the maximum extent by communities, with substantive women's participation, so that the food reaches the intended beneficiaries. Appropriate monitoring will be undertaken by ADRA.

19. ADRA shall submit regular financial and operation reports to WFP for each joint operation. Their frequency will be determined at the country level. These reports shall be presented in a standard agreed format. All documentation shall be kept at the disposal of WFP. The final financial and operation reports must be presented to WFP as soon as possible, no later than than 6 months after the end of each operation, or at an earlier date as required by specific donors' agreement, to be established on a case by case basis.

20. ADRA will provide open access to WFP to observe its distribution and other activities at all stages where appropriate. Financial transactions and financial statements in connection with joint operations shall be subject to the auditing procedures laid down in the Financial Regulations, Rules and directives of WFP. Where requested, audit access shall be made available to WFP together with supporting documentation and on the spot inspection of projects executed by ADRA or its sub-contractors.

21. WFP is responsible for tracking the commodity supply pipeline, detecting possible shortfalls, and taking appropriate action to assure that there are no breaks to the best of its ability, given prevailing security conditions and available funding. This includes timely delivery to extended delivery points and keeping ADRA informed of the status of the pipeline.

22. As a part of its normal reporting to WFP, ADRA, in consultation with WFP, will set up an information system to provide socio-economic and nutritional data to WFP. This includes identifying vulnerability indicators and monitoring of development uses of food aid. Whenever possible, data should be desegregated by gender, in particular:

- o the percentage share that women receive of total food aid distributed;
- o women's share of resources by category of activity; and
- o the percentage of women's involvement in planning and management of food aid distribution.

## COORDINATION MECHANISMS AND GENERAL PROVISIONS

23. WFP and ADRA will collaborate on public information activities to increase awareness of food and related needs. In all joint operations WFP and ADRA will acknowledge each other's role to both the media and the general public in order to ensure the common goal of donor and host Government support. At the field level there should be adequate visibility for each party. The logos of both organizations should be prominently displayed at extended delivery points, distribution sites and areas where project activities are being undertaken (e.g. rehabilitation and reconstruction activities) and on transport (i.e., trucks).

24. The country directors of WFP field offices and the country directors of ADRA programme offices are requested to meet to analyze and discuss the implications of this MOU on field operations and to report the findings and conclusions to their respective headquarters, no later than three months subsequent to the signing of the MOU.

25. The following specific coordination mechanisms will be instituted:

- o Regular consultations, at the country level, between WFP and ADRA to identify and pursue opportunities for joint operations and streamlining/consolidating transport and logistics. These consultations should take place at least on an annual basis, unless country-specific circumstances require more frequent meetings.
- o Inclusion of ADRA in regular food aid coordination/information meetings at the country level.
- o WFP and ADRA joint Headquarters reviews, held annually, to monitor progress in the implementation of the MOU and of general collaboration.

26. ADRA will be eligible to participate on a cost sharing basis in WFP Emergency training programmes, and vice-versa.

27. Upon mutual agreement, ADRA may make available to WFP the services of its staff to support WFP/ADRA relief efforts. Partially reimbursable or non-reimbursable loan agreements between WFP and ADRA will be issued by WFP setting out the terms and conditions of assignment.

28. Conflicts that remain unresolved at the local level will be brought quickly to the attention of the respective Headquarters, which will immediately enter into the necessary discussions to reach a solution.

29. The MOU may be amended in writing with the mutual agreement of WFP and ADRA and it will remain in effect until terminated by written notice effective immediately by either party. Should the WFP/Rome MOU be discontinued, any existing MOU at the country office shall remain in full force and effect until the end of its term or shall be renewed/re-negotiated on the basis of the previous parent MOU, until the revision of the parent MOU is completed by WFP/Rome and ADRA.

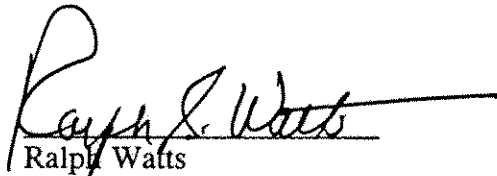
30. Neither WFP nor ADRA assumes any liability for any third party claims against the other for damages, injuries or losses arising out of their activities under this MOU.

Date, 5/8/97

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Ralph Walts  
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