



World Food Programme

ANNUAL SESSION OF THE EXECUTIVE BOARD

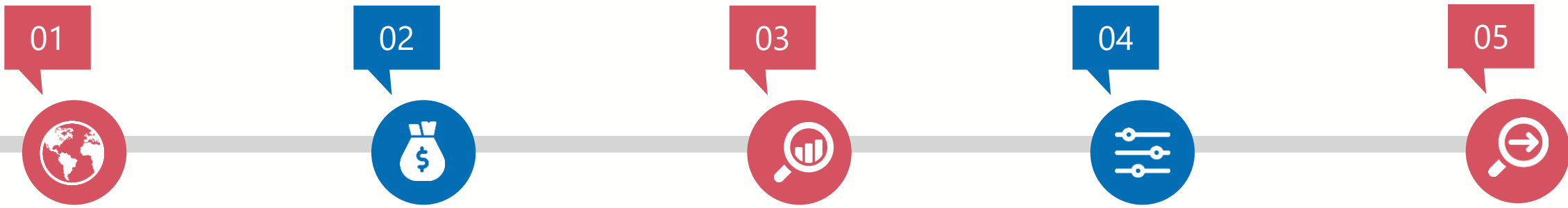
# WFP Annual Performance Report 2019

Presentation to the Executive Board

Corporate Planning and Performance Division | 29 June 2020

SAVING LIVES  
CHANGING LIVES

# Structure of the Report



## Introduction

- ▶ Global context
- ▶ Global commitments
- ▶ UN development system reform

## Financial Resources and Funding

- ▶ Overview of financial position
- ▶ Flexible funding trends and opportunities
- ▶ Financial strategy and improvements
- ▶ Cost per ration analysis

## Programme Performance

- ▶ WFP’s reach and coverage
- ▶ WFP’s response
- ▶ Highlights of key programme areas
- ▶ Programme results against SDG 2 and 17

## Management Performance

- ▶ Overall achievement of management performance standards
- ▶ Management Review of Significant Risk and Control Issues
- ▶ Evaluation findings

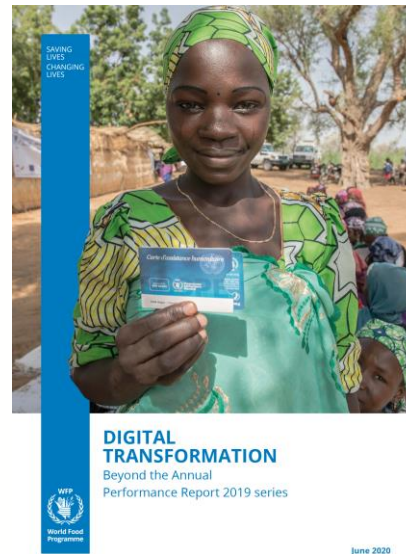
## Going Forward

- ▶ Impacts of COVID-19 and WFP’s response
- ▶ WFP’s priorities in action

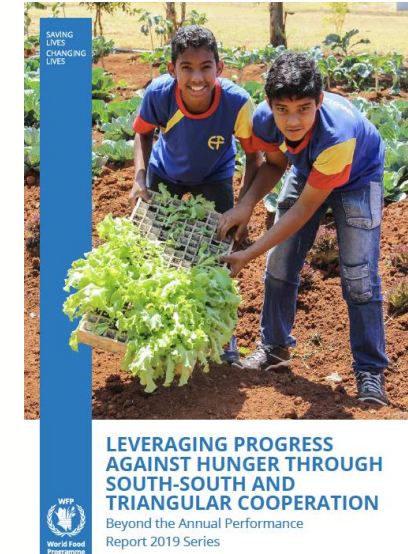
ABOUT THE 2019 APR

# Introducing four APR thematic reports

- ✔ Deep-dive into key initiatives mentioned in the APR
- ✔ Reinforce WFP's shift towards becoming more accountable
- ✔ Enhance transparency through compelling evidence-based data driven stories
- ✔ Look ahead at priorities in 2020 and beyond



Digital Transformation



South-South and Triangular Cooperation



QCPR and UN Reform

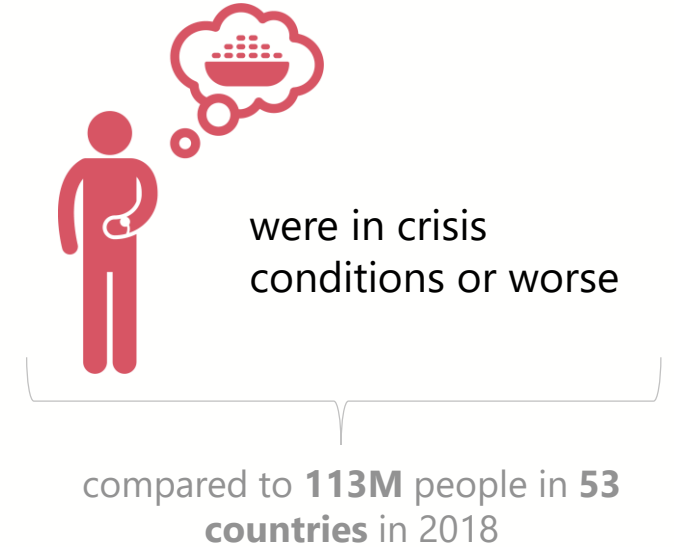
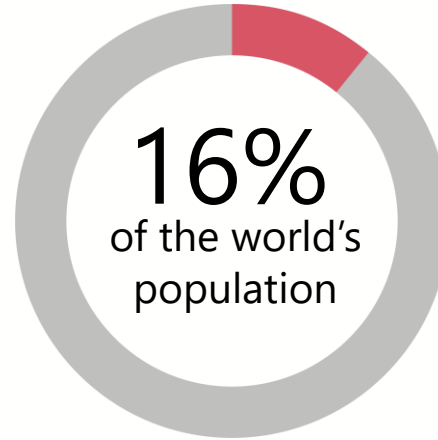


Nutrition

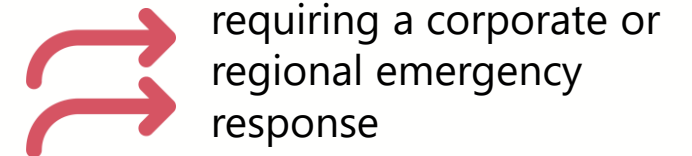
## State of food insecurity in 2019



**135M**  
people in 55  
countries



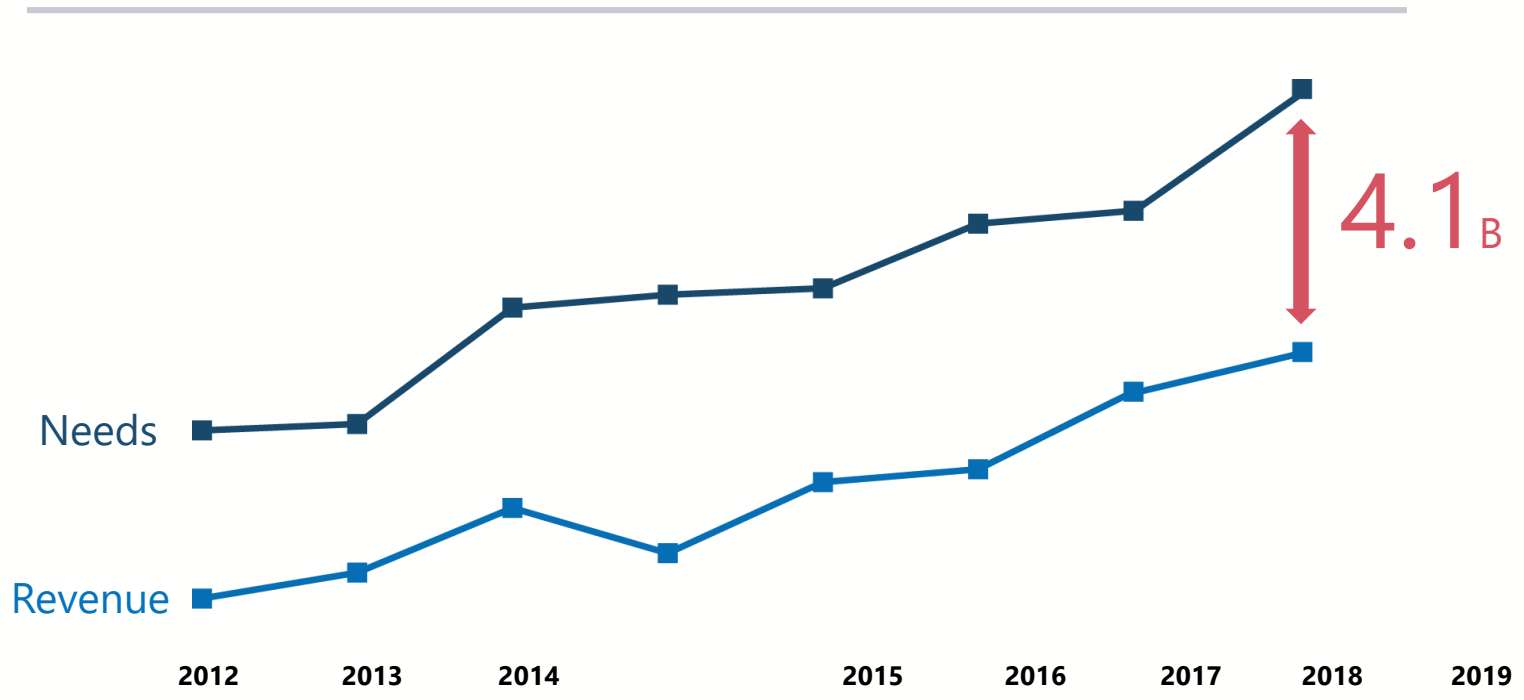
conflict  
climate change  
emergencies manifested in



# Needs grow and funding gap widens to over **four billion**

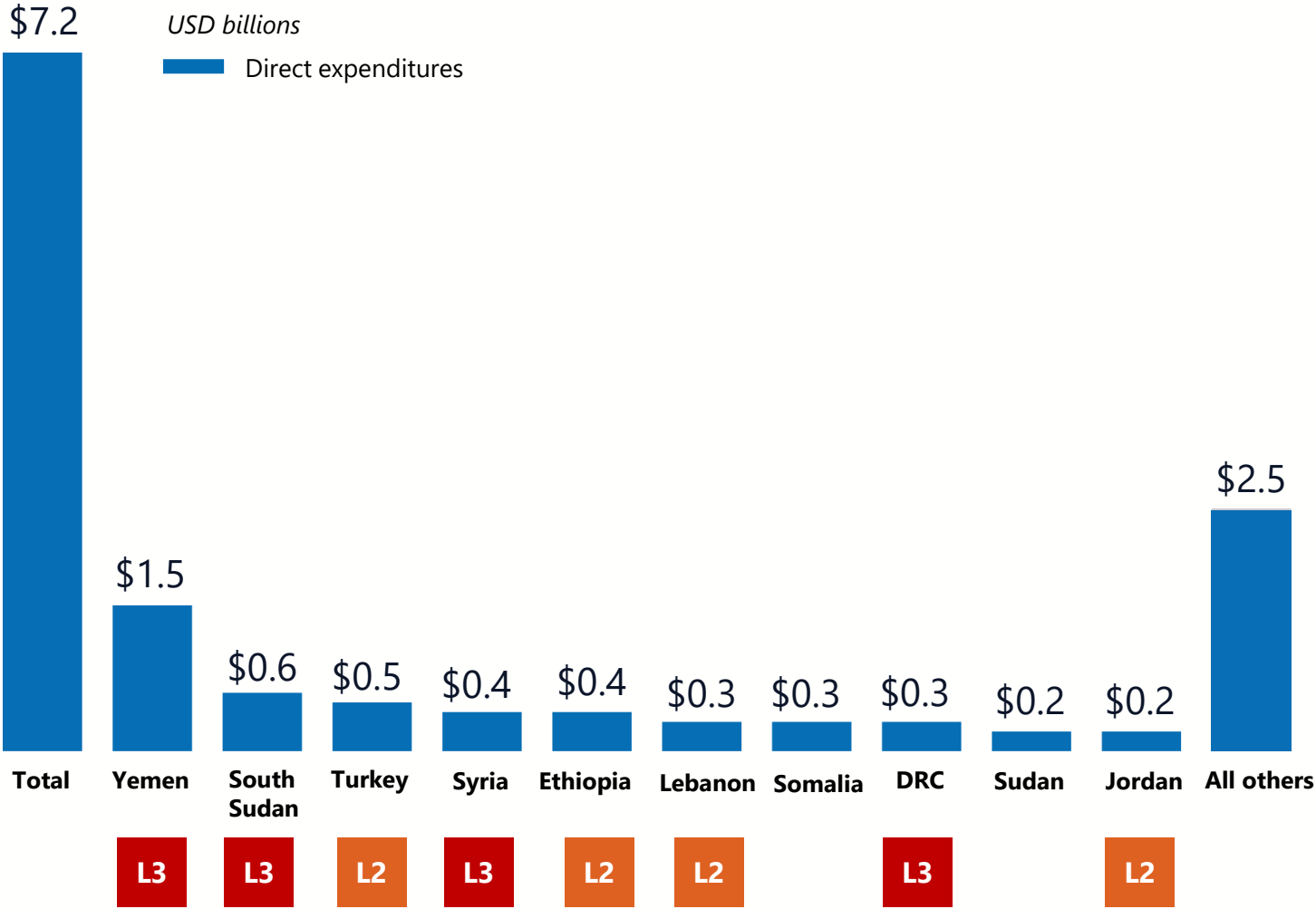


TOTAL NEEDS	CONTRIBUTION REVENUE
USD <b>12.1</b> billion	USD <b>8.0</b> billion



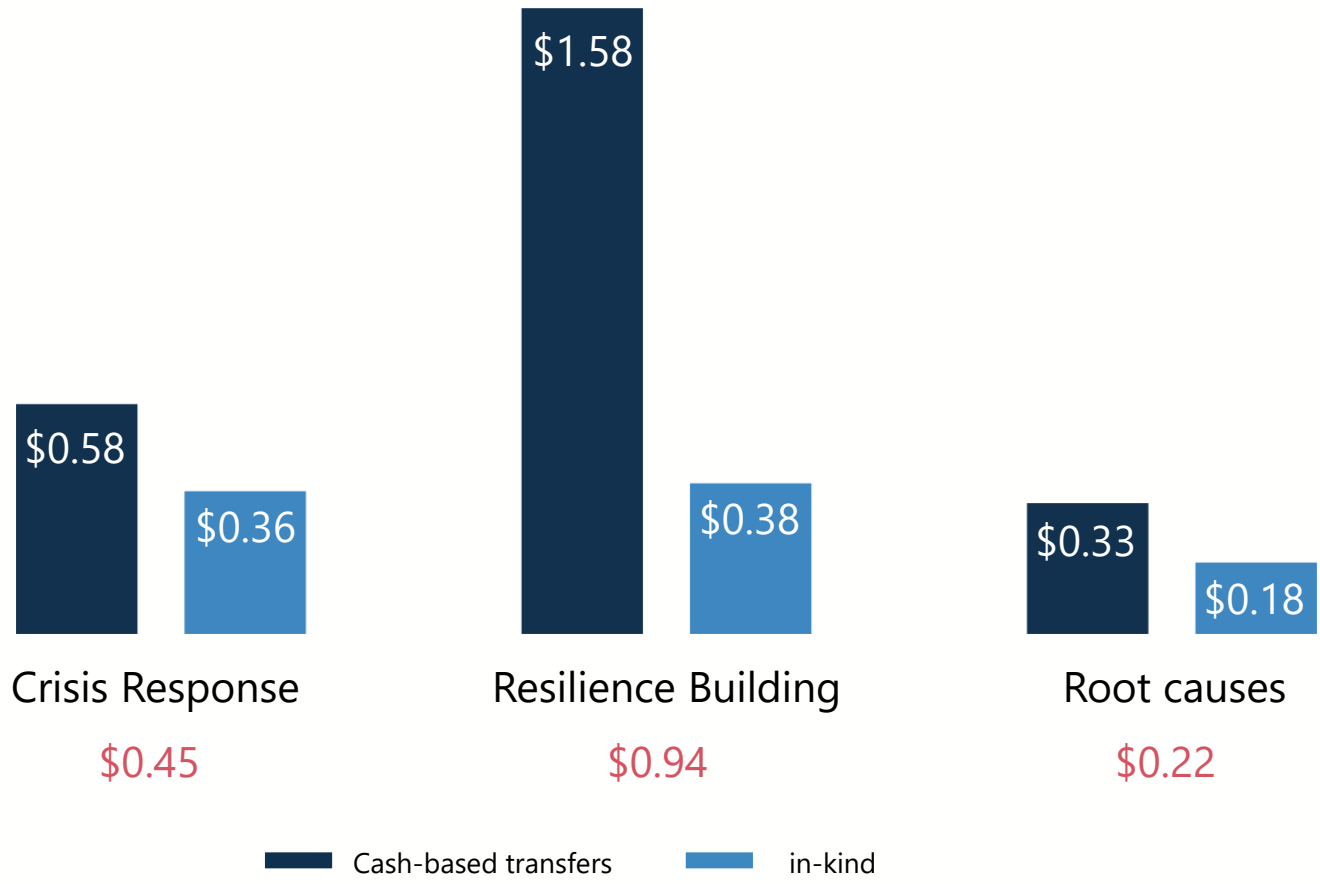
- ▶ Record level contributions of USD 8 billion compared to USD 7.2 billion in 2018
- ▶ Upsurge reflects donors' acknowledgement of the increasing need for assistance
- ▶ USD 4.1 billion funding gap compared to USD 2.8 billion in 2018 as rising food insecurity outstripped contributions

# 10 countries account for 65% of total direct expenditures



- ▶ Yemen amounts to 20% of total expenditures in 2019
- ▶ All countries in the top 10 received an increase in expenditures compared with 2018
- ▶ Largest increases in expenditures were noted in Yemen, Syria and Ethiopia

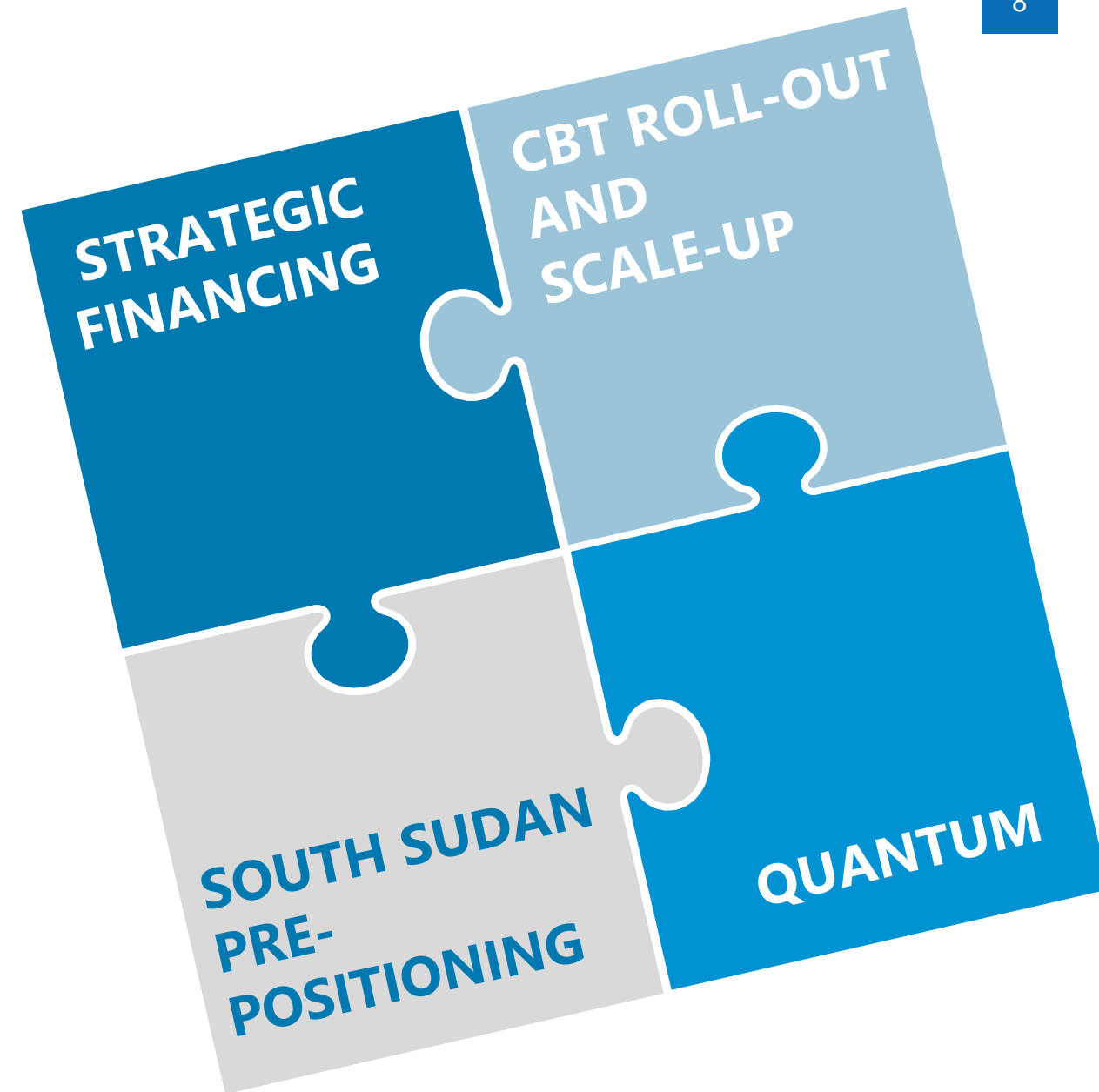
# Average cost per ration



- ▶ The average daily cost for assisting beneficiaries was higher for resilience building focus area than for crisis response, following a similar trend to 2018
- ▶ Resilience building requires longer interventions and additional investments to food transfers to guarantee the impact of the intervention
- ▶ CBT has a higher cost, as the average size of rations is larger than in-kind rations and is often based on needs wider than food alone

## A more rigorous approach to measuring **efficiency gains**

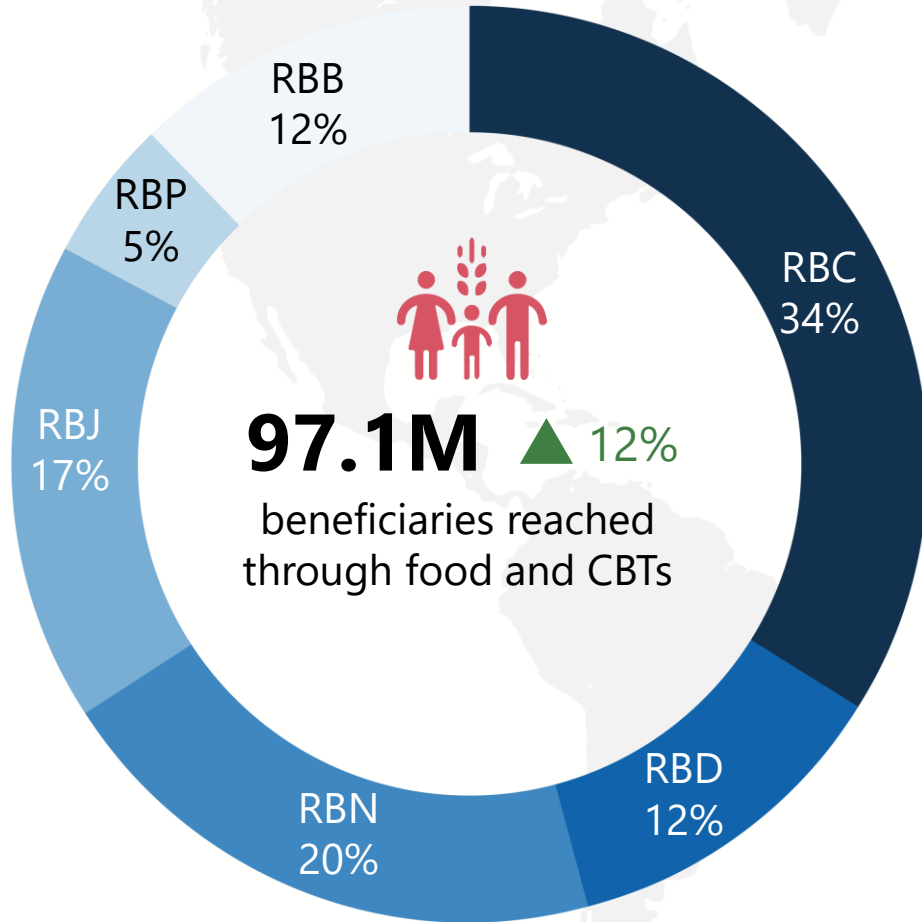
- ▶ The Global Commodity Management Facility enabled a 73% lead time gain, with 1.9 million metric tonnes of food transferred to 45 country offices in an average of 32 days as compared to 120 days needed under “conventional” procurement
- ▶ Spent on average 6.6% of transfer value on transfer costs, lower than in 2018, yielding cost savings of USD 0.9 million
- ▶ In South Sudan, reduced supply chain costs by more than USD 400 per metric ton of food prepositioned, saving USD 100 million
- ▶ Through QUANTUM, decreased the time required for processing payroll activities by 42% and generated time savings of five full-time equivalents





PROGRAMME PERFORMANCE

# People assisted nears **100 million**



▲ % increase from 2018



**4.2M mt**  
food provided

▲ 8%



**2.1B**  
transferred (USD) through CBT & commodity vouchers






▲ 21%



**610M**  
invested in capacity strengthening/service delivery activities

▲ 31%

# Achievements against **output targets**

	<u>2019 Target</u>	<u>2019 Actual</u>	<u>% Achieved</u>
 <p>TOTAL QUANTITY OF <b>FOOD PROVIDED</b> (MT) TO TARGETED BENEFICIARIES</p>	5.6M	4.2M	75%
 <p>TOTAL AMOUNT OF <b>VALUE TRANSFERRED</b> (USD) THROUGH CBTs AND COMMODITY VOUCHERS</p>	3.3B	2.1B	65%
 <p>TOTAL VALUE OF <b>CAPACITY STRENGTHENING</b> TRANSFERS (USD)</p>	425M	262M	62%
 <p>PERCENTAGE OF <b>UNHAS PASSENGERS</b> SERVED AGAINST NUMBER REQUESTED</p>	95%	92%	97%
 <p>TOTAL NUMBER OF <b>BENEFICIARIES</b> TARGETED THROUGH WFP FOOD AND CBTs</p>	78.8M	97.1M	123%

PROGRAMME PERFORMANCE

# Key results per thematic area



SCHOOL FEEDING

2019

17.3M ▲ 5%

2018

16.4M



NUTRITION

17.2M ▲ 9%

15.8M



ASSET CREATION

9.6M ▼ 4%

10M

people reached



FOOD

4.2mt ▲ 8%

3.9mt



CASH-BASED TRANSFERS

USD 2.1B ▲ 21%

USD 1.8B













PEOPLE REACHED

97.1M ▲ 12%

86.7M

## PROGRAMME PERFORMANCE

# Programme performance by Strategic Objective

STRATEGIC OBJECTIVE	PERFORMANCE RATING	
	2018	2019
END HUNGER BY PROTECTING ACCESS TO FOOD		
IMPROVE NUTRITION		
ACHIEVE FOOD SECURITY		
SUPPORT SDG IMPLEMENTATION		
PARTNER FOR SDG RESULTS		

- Four out of five Strategic Objectives met or were on track to meet their respective targets
- Strategic Objective 1 – everyone has access to food – remained consistent in performance
- Methodology for assessing programme performance changed in 2019 to align with other corporate reporting initiatives

## Cross-cutting results

### PROTECTION

All 41 countries reporting on the proportion of people receiving assistance without safety challenges met their annual target

37 country offices met their targets in ensuring that WFP and partners operated through approaches that safeguarded the dignity of beneficiaries during programme design and implementation

### ACCOUNTABILITY TO AFFECTED POPULATIONS

38 countries documented and analysed beneficiary feedback and integrated it into programme improvements, meeting the annual target

46 out of 55 countries reported informing a high proportion of assisted people about the programme, meeting their annual targets

### GENDER

The gender transformation programme was successfully completed by the Egypt, Kenya, Nicaragua and the Sudan country offices

Integration of gender into corporate policies and plans continued, with all CSPs required to include full integration of gender concerns

### ENVIRONMENT

24 of 27 country offices fully or partially met the target for the proportion of activities for which environmental risks had been screened and, with mitigation actions identified when required

127,000 ha of land was rehabilitated and 7,000 ha of forest were planted by WFP to help absorb excess carbon dioxide, a major contributor to air pollution and global warming

## Focus on **changing lives**



Resilience building in  
the Dry Corridor of  
Central America

### 34,000

people in El Salvador, Guatemala and Honduras were supported with food assistance for assets programmes which helped mitigate the impact of drought and strengthened resistance of their households and communities



Home-Grown School  
Feeding initiative in  
Eswatini

### 24,300

children and 1,700 schools are covered by the initiative. With FAO and Ministry of Agriculture support, 48 farmers learned how to boost the quantity and quality of their produce and some 330 (44% women) supplied food for the pilot



National ownership of  
the school feeding  
programme in  
Bangladesh

### USD910M

committed by the government to support the school meals programme on a yearly basis to reach all primary schoolchildren with locally produced meals by 2030, as part of its shift towards full ownership (an increase from USD75M)

# Three corporate Category I KPIs



## CSP Implementation

Measures the proportion of outcome and output indicators for which activities have been implemented vs achieved



## Emergency Preparedness and Response

Assesses using five standards of qualitative emergency response and preparedness measurements

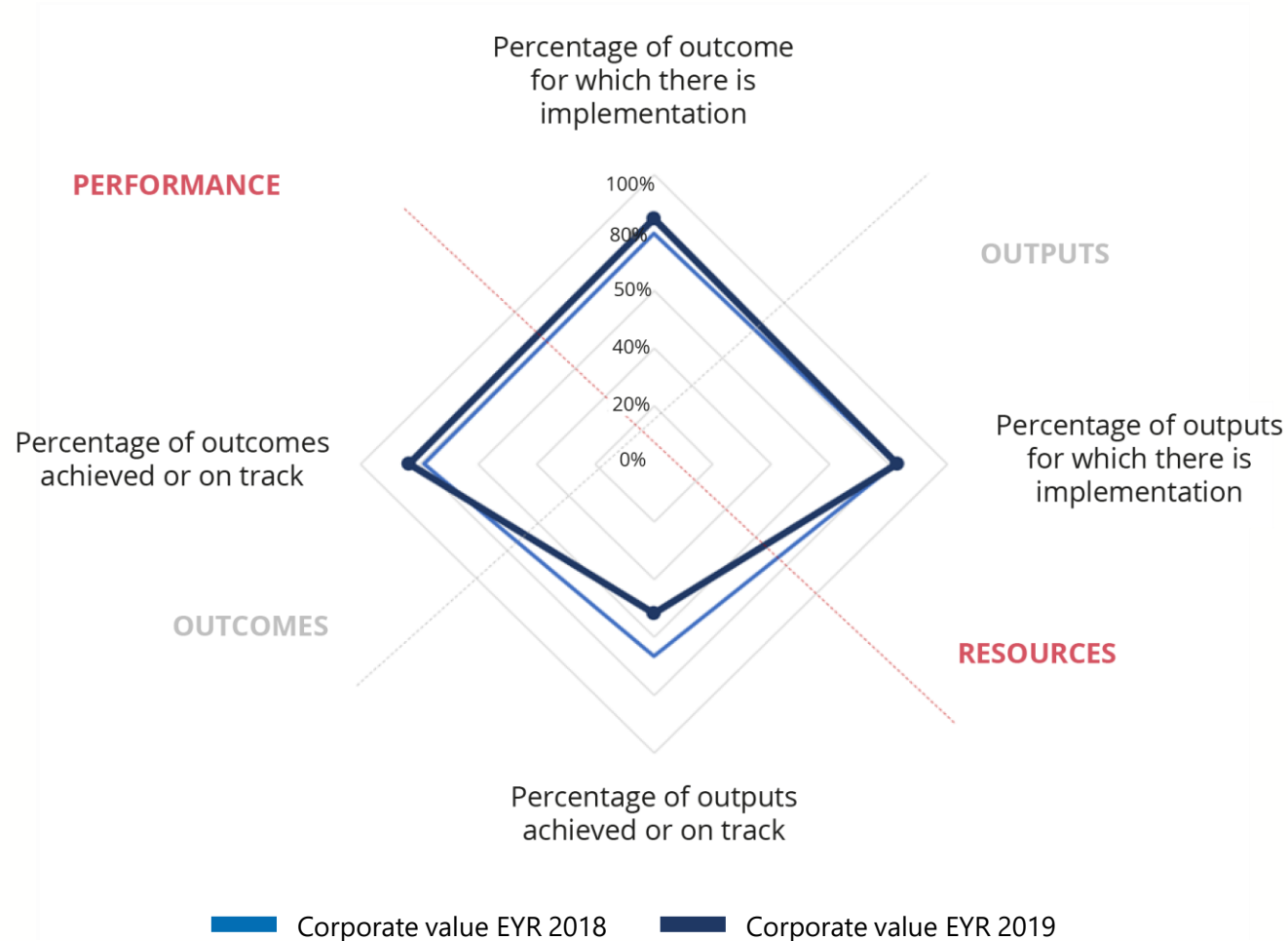


## Management Performance Standards

Indicates performance across all functional areas e.g. supply chain, HR, security, IT, finance, etc.

## MANAGEMENT PERFORMANCE

# KPI 1: Overall progress of CSP implementation



- Country offices performed well in terms of the average number of output and outcome indicators for which there is implementation

- Country offices also had good results in the average number of output and outcome indicators in terms of performance

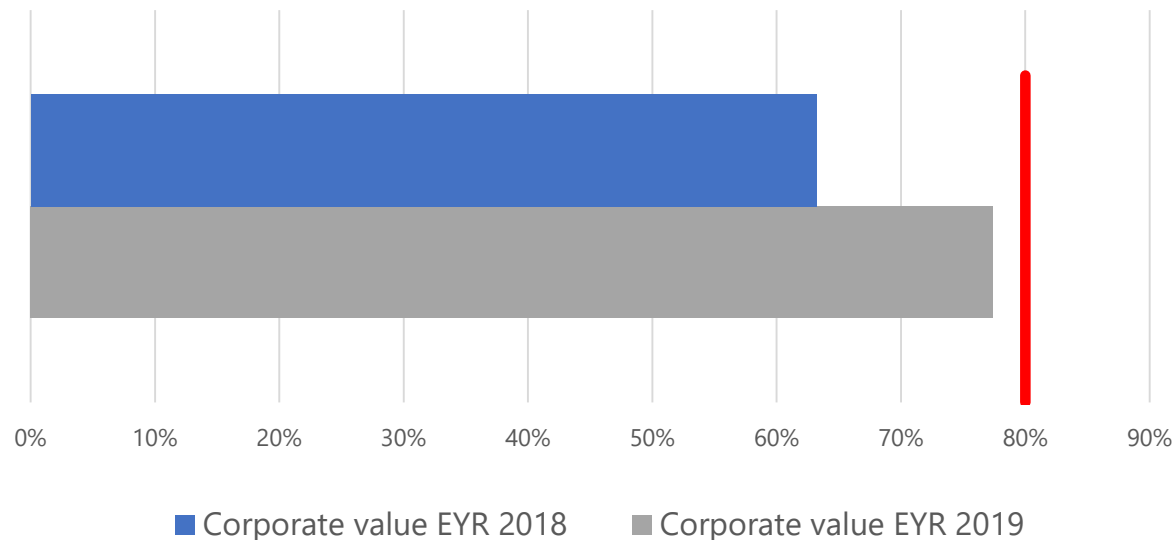
- The overall value of output indicators achieved or on track is low compared to outcome indicators achieved or on track, due to longer-term outcomes being more likely to retain an "on track" rating over the course of a five-year CSP



## MANAGEMENT PERFORMANCE

## KPI 2: Effective emergency preparedness and response

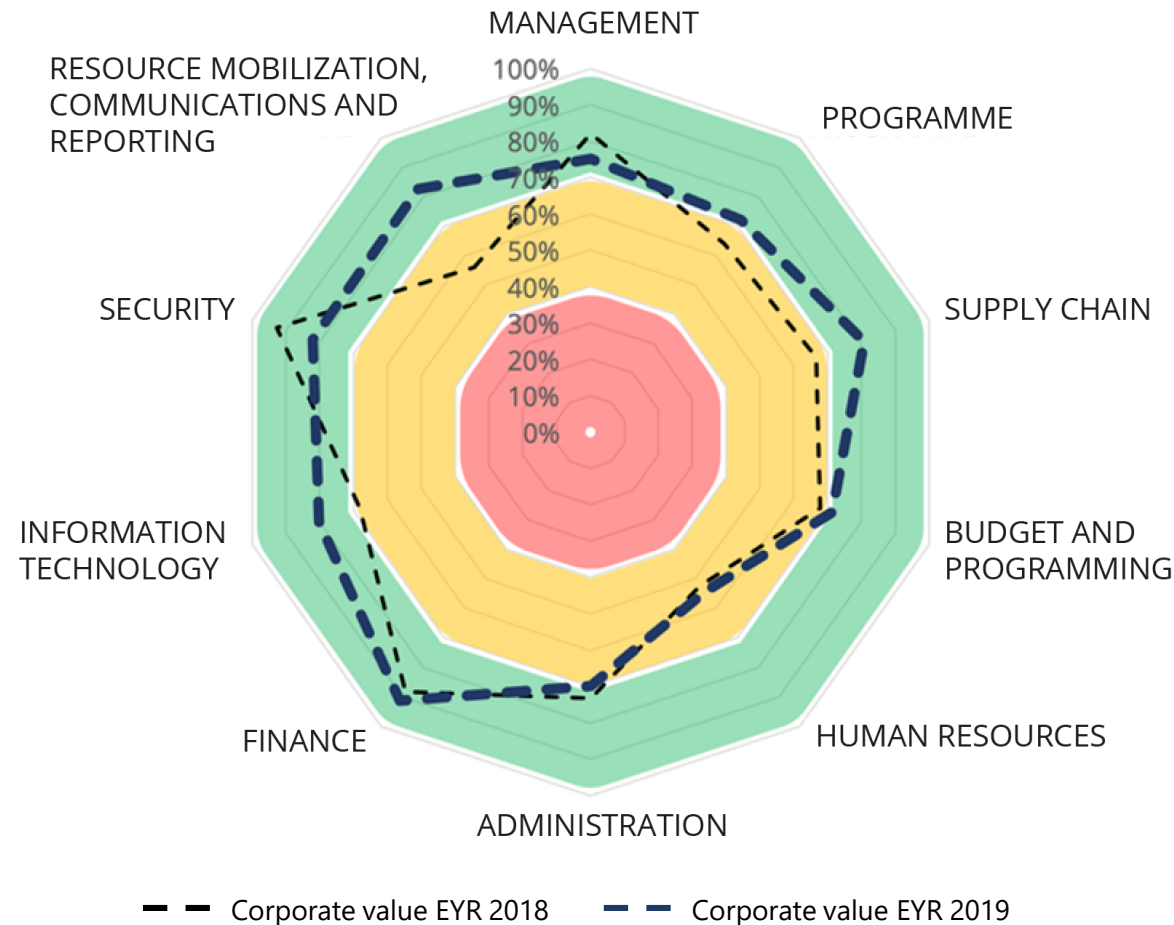
Percentage of Minimum Preparedness Actions that were implemented



- Measures WFP's performance against five emergency preparedness and response standards
- In terms of preparedness, 95% of country offices reported using the EPRP implemented by WFP
- At the end of 2019, 77% of Minimum Preparedness Actions were implemented, closely reaching the annual target and an improvement from the 63% reported in 2018
- Concepts of Operations, which outline WFP's operational analysis and priorities, were developed within the first four days of the activation of emergency responses

## MANAGEMENT PERFORMANCE

## KPI 3: Overall achievement of management standards



- Demonstrates how WFP manages human, physical and financial resources to facilitate implementation of CSP activities
- Medium to high achievement on most component indicators
- Management and Security observe reduction to prior year performance
- Human Resources remains an area for opportunity
- Resource mobilization, communications and reporting had the most significant improvement since 2018

# Impacts of COVID-19 pandemic and WFP response

## Global response plan

- Objective 1: Sustain WFP operations
- Objective 2: Enable the global health and humanitarian response
- Objective 3: Track impacts and inform decision-making

## Common services plan

- Enables health partners to access critical medical supplies
- Ensures those furthest behind continue to receive assistance
- Provides duty of care for WFP staff and the broader humanitarian community



## Medium-term response

- Focus on four areas of intervention: national social protection systems; national food systems; national health systems; and national education and school-based systems

## Inter-agency collaboration

- Collaboration with WHO to establish and implement a global strategy to ensure access to critical and life-saving supplies
- Global Logistics Cluster collaborating with governments to optimize the use of repatriation flights for transport of humanitarian cargo



World Food Programme

Thank You