



**Chief Financial Officer Division (CFO)**

# **ANNUAL PERFORMANCE REPORT 2023**

**Executive Board – Informal Consultation**

**28 May 2024**



**World Food Programme**

**SAVING  
LIVES  
CHANGING  
LIVES**

# 1. INTRODUCTION



# Key Structure for 2023

Reporting under the WFP Corporate Results Framework (2022-2025)

Lead: **CFO**, PO

## 1 | INTRODUCTION

Global context 2023 - state of the world

Lead: **CFO**, PI

## 2 | FINANCE AND EXPENDITURES

Overall contributions

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Flexible funding and innovative financing

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Operational requirements, Implementation plan vs actuals

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Expenditures by largest operations

Lead: **PO**

## 3 | PROGRAMME PERFORMANCE

WFP reach

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Expenditures by SO (NBP/IP)

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Performance by SO, output and programme areas

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Cross-cutting priorities

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Advances in the HDP nexus approach

Lead: **CFO**

## 4 | MANAGEMENT PERFORMANCE

Performance by MR

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Top budgeted activities

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Achievement of KPIs targets

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Expenditure per beneficiary /cost per ration

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Efficiency gains, and Critical Corporate Initiatives



# A global food crisis like no other...

- **Conflicts, weather extremes, the ongoing global economic aftershocks** of the 2019 COVID-19 pandemic, and **food and energy price inflation** saw up to 333 million people affected by acute hunger in 2023.
- Chronic hunger affected up to **783 million people** worldwide, and 45 million children under 5 years old suffered from acute malnutrition.
- **Downsized operations** and a decreased number of beneficiaries assisted, because of funding shortfalls despite increasing humanitarian needs.

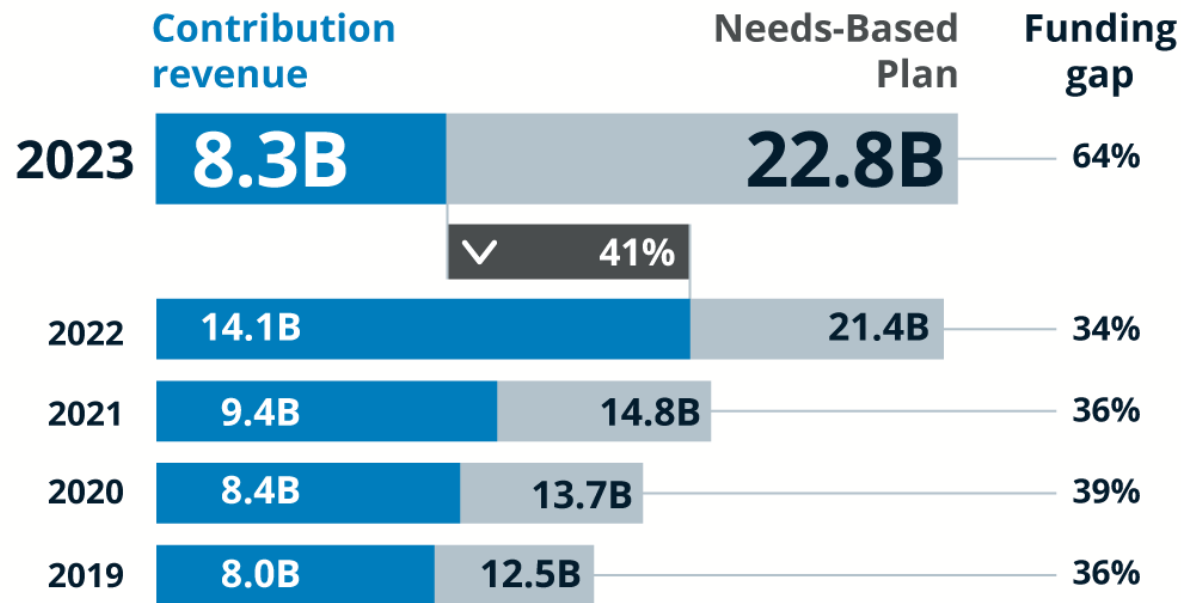


## 2. FINANCE AND EXPENDITURES



# Contributions did not keep pace with unprecedented needs

## CONTRIBUTIONS VS NEEDS-BASED PLAN (USD)



Contribution revenue as per Financial Statements

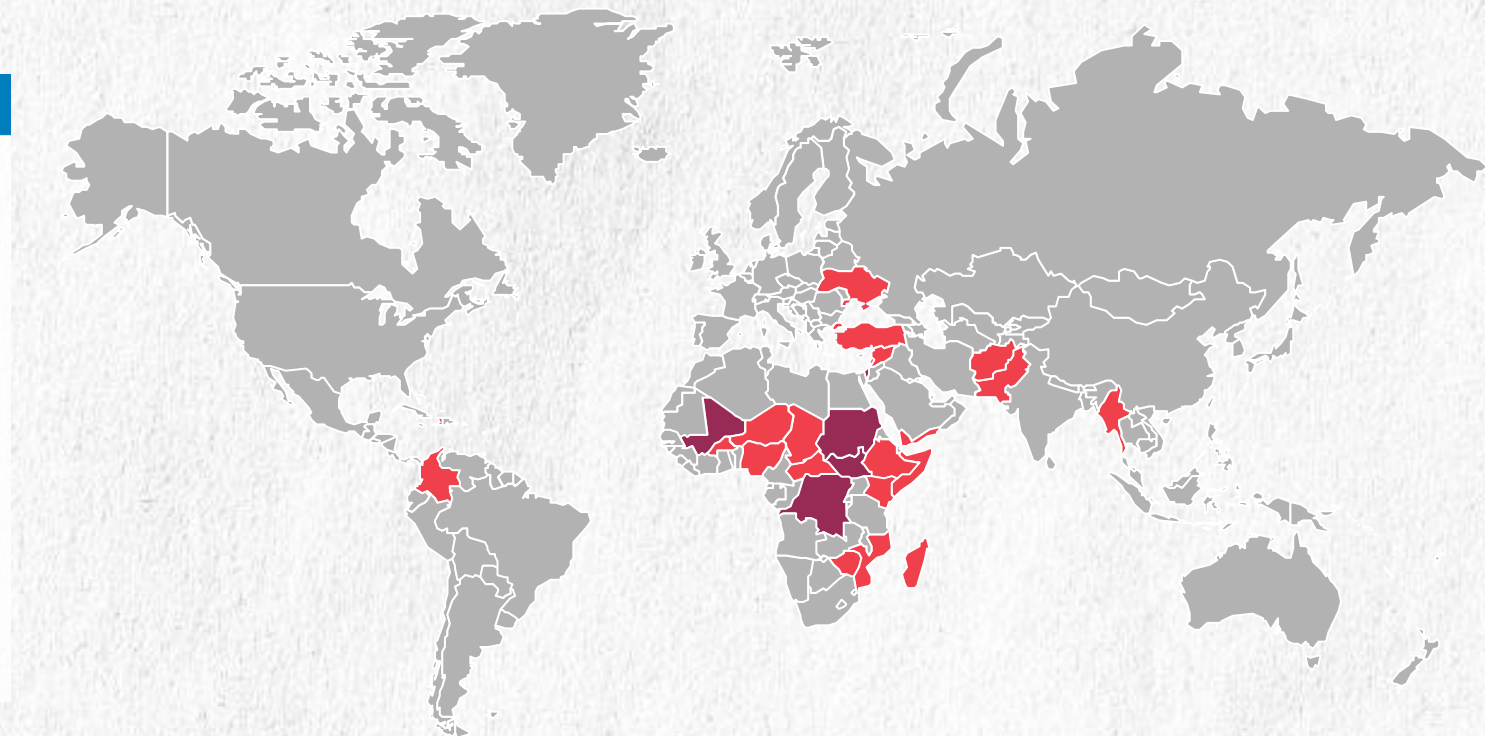
- **Contributions** fell from USD 14.1B in 2022 to **USD 8.3 billion**
- **Approved Needs-Based Plan** totalled **USD 22.8 billion** – contributions 64 percent short of plan
- Direct expenditures of **USD 10 billion** partially relied on unspent funds from 2022
- Share of **flexible funding** increased
- Donor base **further diversified** and private sector donations **surpassed target**

# Expenditures were concentrated on **humanitarian response** while funding of key resilience work continued

## DIRECT EXPENDITURES BY FOCUS AREA (USD)



Direct expenditures exclude indirect support costs



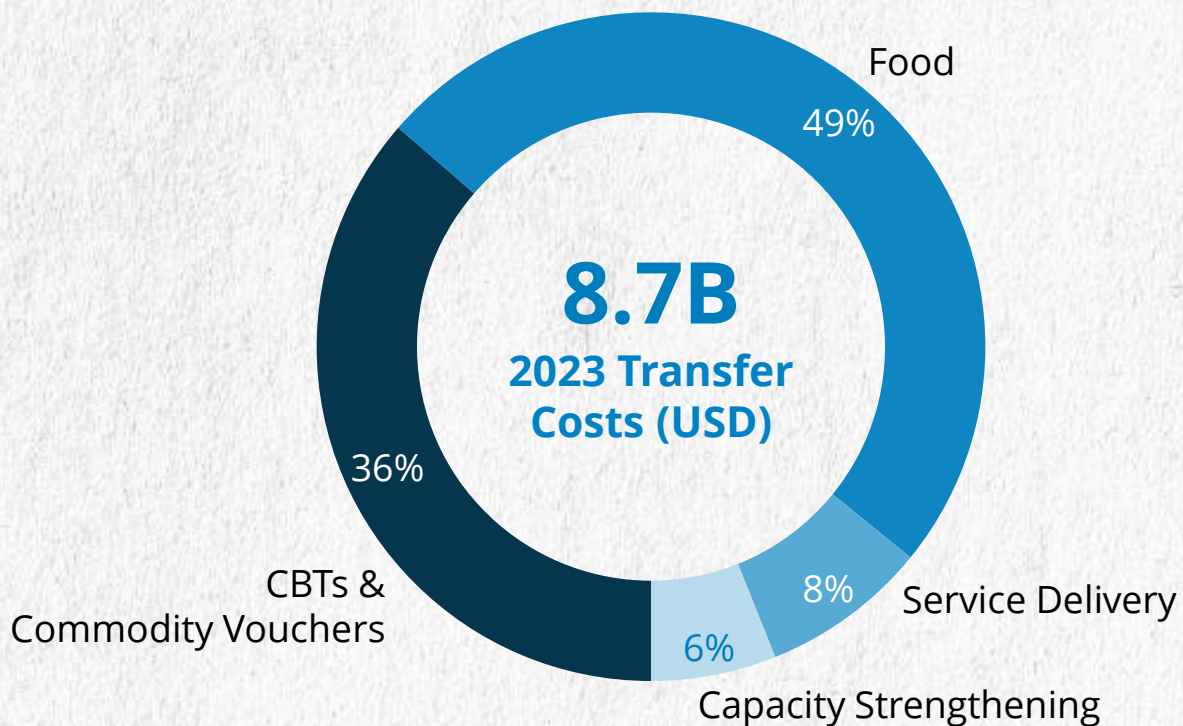
 Corporate Scale-up  Corporate Attention

- Country offices **prioritized** the allocation of most resources to crisis-related programmes (79% of total 2023 expenditures)
- Responded to **47 sudden-onset emergencies** in 32 countries with active corporate attention or corporate scale-up status in 2023
- Increases in resilience building expenditures reflected the increase in **resilience funding** from governments and donors.



# Transfer values and associated costs

Food, cash and vouchers continued to be WFP's primary transfer modalities



USD millions

Transfer and associated costs	Expenditures	Implementation Plan (IP)	% of IP
Food	4 311	5 554	78%
CBTs & commodity vouchers	3 165	3 922	81%
Capacity strengthening	563	687	82%
Service delivery	721	807	89%
<b>Total transfer costs</b>	<b>8 760</b>	<b>10 970</b>	<b>80%</b>
Implementation costs	750	945	79%
<b>Total direct operational costs</b>	<b>9 511</b>	<b>11 915</b>	<b>80%</b>
Direct support costs	516	674	77%
<b>Total Direct Costs</b>	<b>10 026</b>	<b>12 589</b>	<b>80%</b>



# 3. PROGRAMME PERFORMANCE



# Beneficiary reach decreased slightly

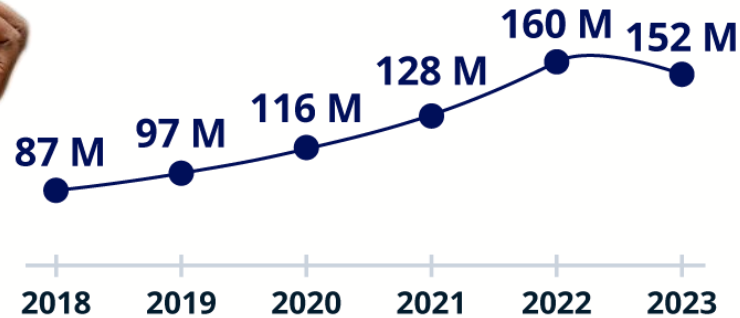


## BY YEAR

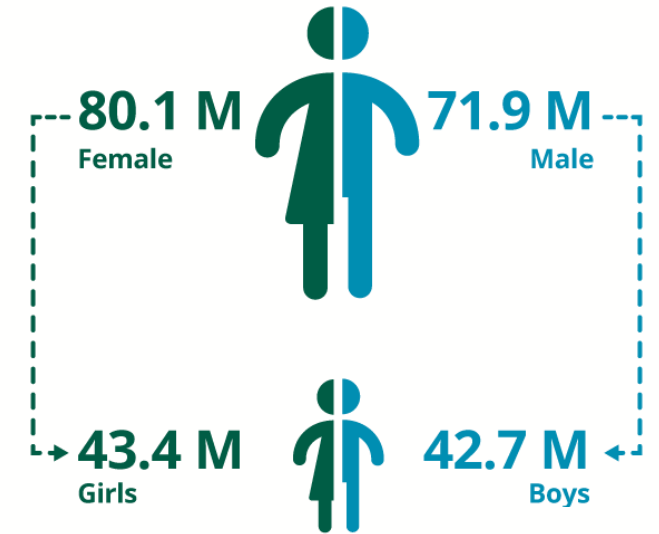
Total number of people reached in 2023



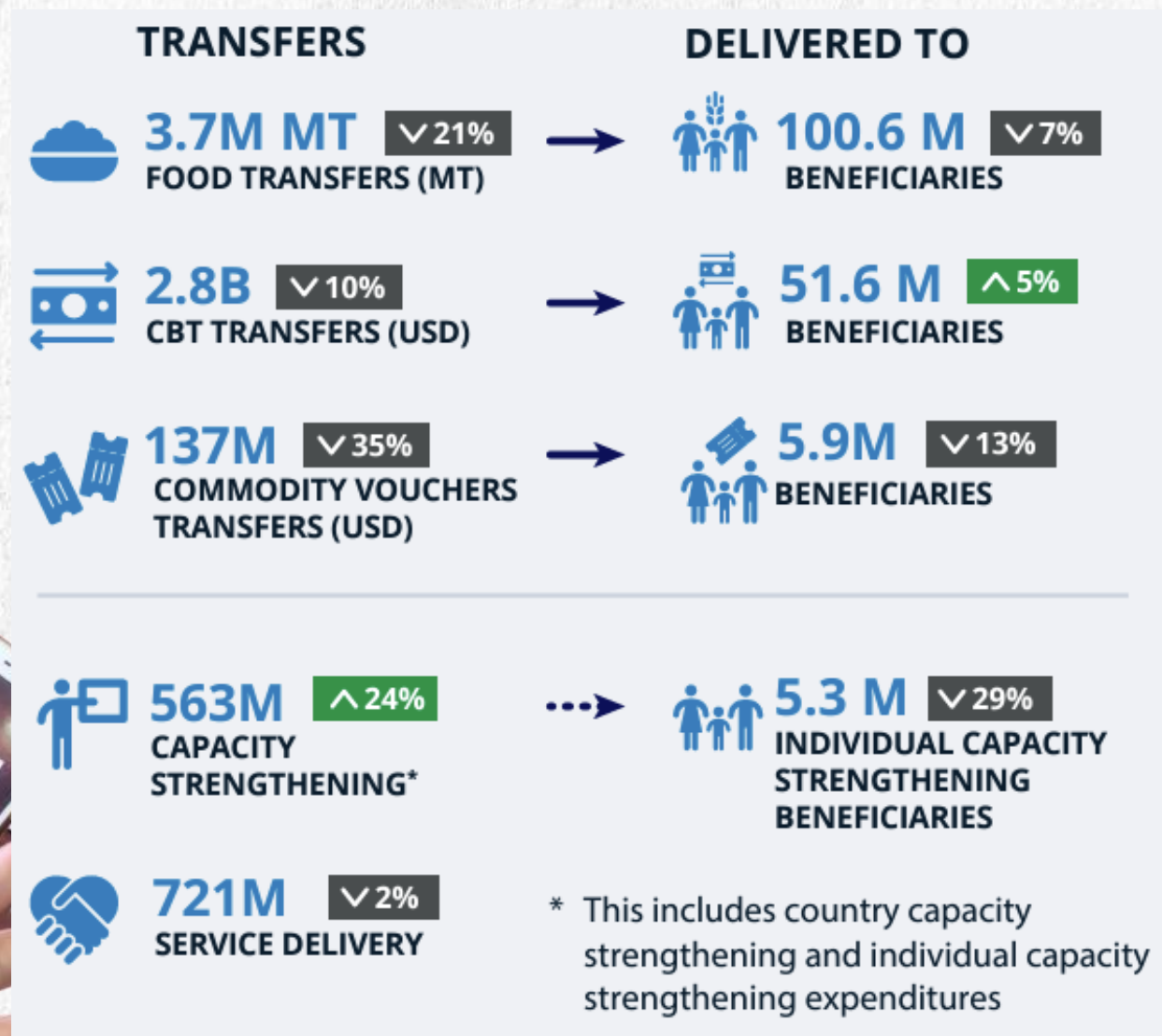
Persons with disabilities: 13.6 million



## BY SEX AND AGE



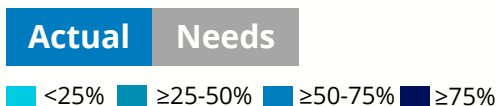
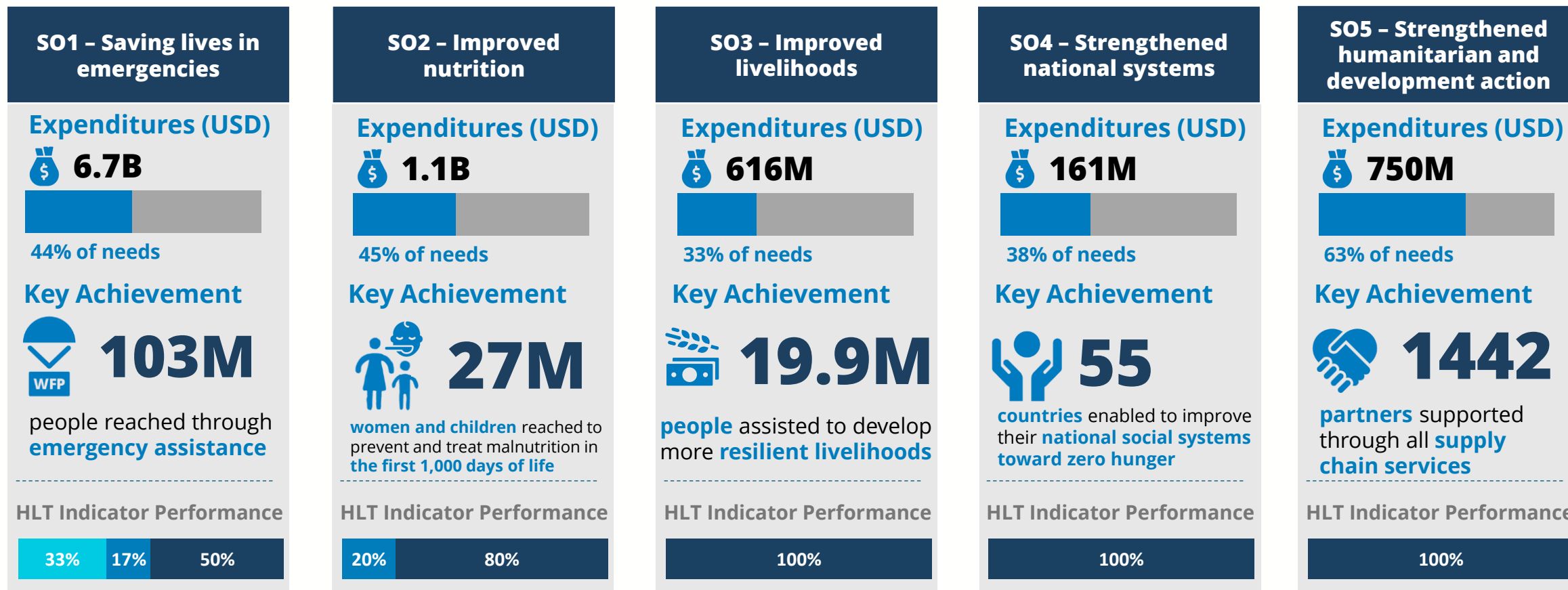
# Transfer modalities and their beneficiaries



▼ ▲ % increase / decrease compared to 2022



# Meeting WFP's high-level targets in this challenging context



*\*share of indicators by performance threshold*

# Challenges against some HLTs present opportunities in 2024


Overall, WFP's results show mixed performance against strategic outcomes 1 and 2, while the organization surpassed most of its targets under the remaining strategic outcomes.

## Strategic Outcome 1 – HLT 1

 **5 countries experienced famine in 2023**


as **conflict and major shocks** drove 3 new countries into famine.

## Strategic Outcome 1 – HLT 1.3

 **Just 1.4 percent of rations were fully nutritionally adequate**

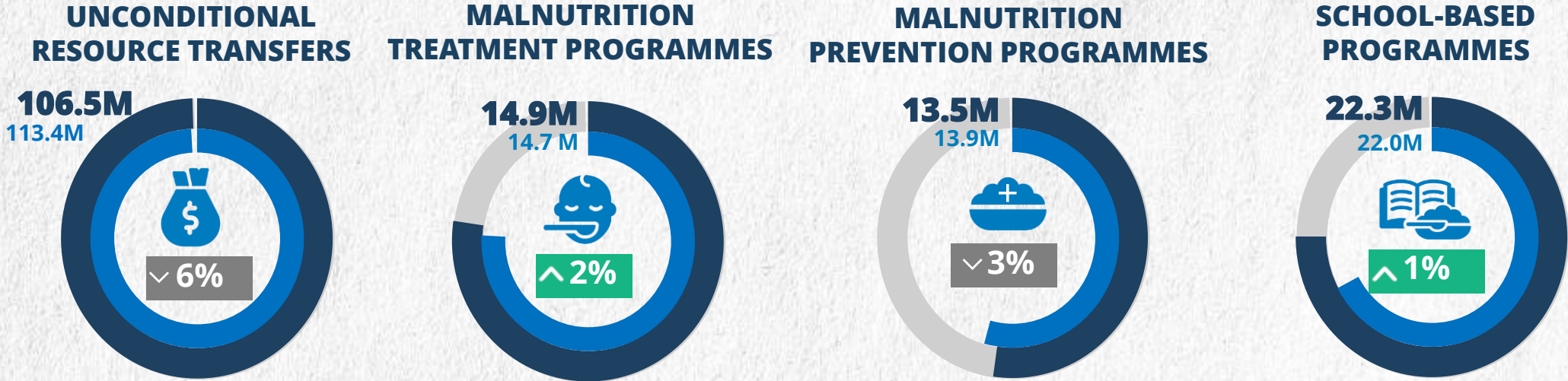
as **declining funding levels, limited fortification capacity, combined with poor availability of fresh foods** affected the nutritional adequacy of the rations.

## Strategic Outcome 2 – HLT 2.3

 **Comprehensive packages of school health and nutrition services were lacking**

as **slow recovery of national school feeding programmes** from the COVID-19 pandemic affected capacity to implement complementary activities with WFP and partner support.

# Beneficiaries were primarily assisted through four main programmes



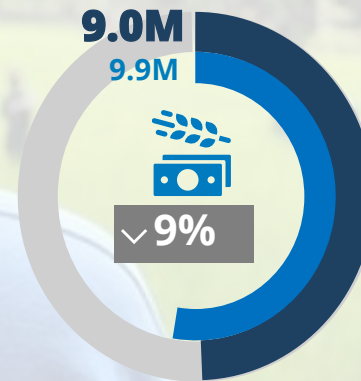
2023 Beneficiaries    2022 Beneficiaries    2023 Needs

▼
▲
 % increase / decrease compared to 2022

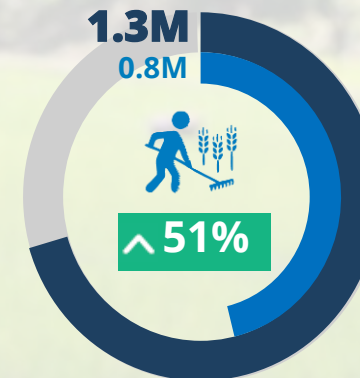


# Resilience work focused on lessening the impact of crises

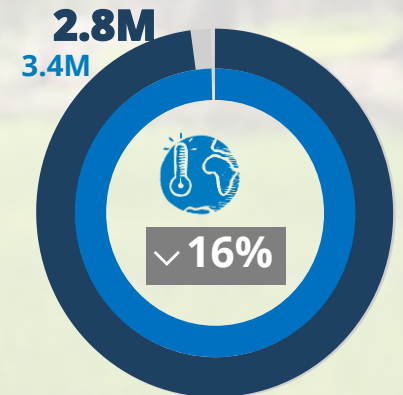
## ASSET CREATION AND LIVELIHOODS



## SMALLHOLDER AGRICULTURAL MARKET SUPPORT PROGRAMMES



## ACTION TO PROTECT AGAINST CLIMATE SHOCKS



2023 Beneficiaries

2022 Beneficiaries

2023 Needs

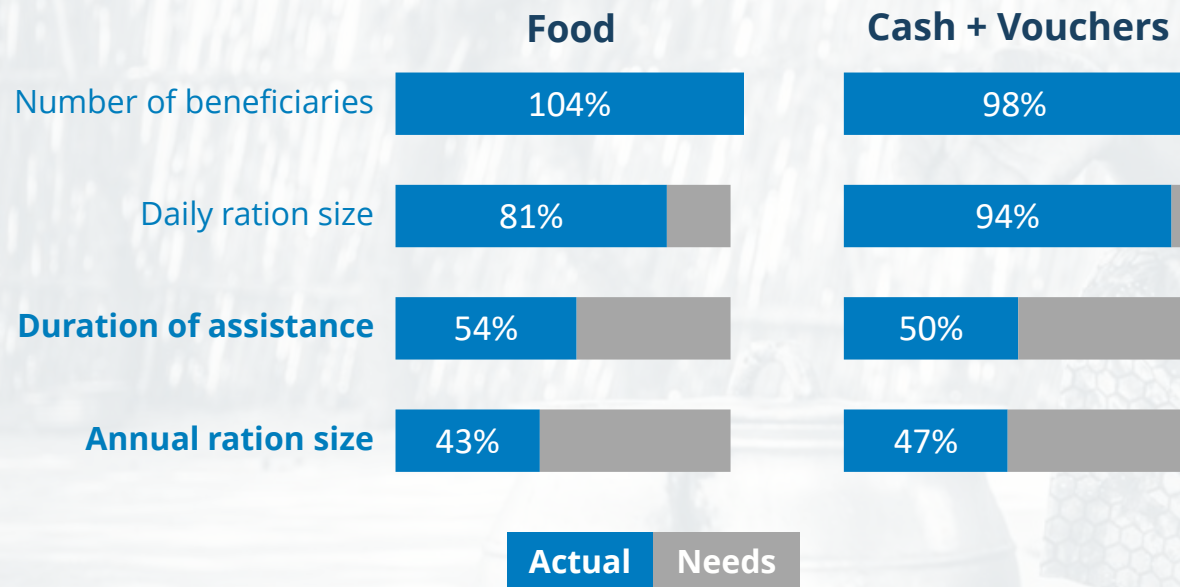
✓ ^ % increase / decrease compared to 2022

- 57% of people receiving ACL skill training were subsequently engaged in income-generating activities
- Smallholder farmer aggregation systems sold USD 72 million of commodities.
- Disaster risk financing assisted 4.1 million people with USD 40.8 million



# Impact of reduced assistance on our beneficiaries

## Comparison of actual unconditional resource transfers to needs



**Access constraints, funding gaps, or the closure of distribution points** have reduced actual duration/intensity of assistance compared to planned.

Strengthen **targeting, prioritization, monitoring** and **risk assurance systems** and processes helped country offices in the difficult task of deciding on the reduction of assistance and ration cuts.



# Supporting national priorities



- USD 83 million invested in **capacity strengthening for national social protection** systems and programmes
- National social protection supported in 55 countries
- **Capacity strengthening** for national social protection systems and programmes in 20 countries
- **149 partners** mobilized in support of **South-South and triangular co-operation**
- 59 countries supported to strengthen links between schools and local smallholder farmers and producers
- **27 countries** improved their **policy frameworks for School Health and Nutrition**



# Cross-cutting priorities maximize the quality, effectiveness and sustainability of our programmes

Progress was recorded in all cross-cutting areas, but some challenges remain in better informing beneficiaries on WFP's assistance, fully integrating gender and nutrition, and implementing social and environmental safeguards

## Protection and accountability to affected populations



### Dignity, safety, and access

of beneficiaries **further safeguarded** as community feedback mechanisms (CFMs) and community engagement action plans strengthened.

## Gender equality and women's empowerment



### 27 country offices

**completed the gender equality certification programme.** Deepened knowledge on unequal access to assistance and the gender-related barriers to humanitarian access.

## Social and environmental safeguards



### 59 country offices

**implemented environmental management systems.** 51 country offices screened at least one CSP activity for environmental and social risks.

## Nutrition Integration



### 54% of beneficiaries

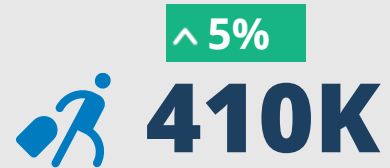
**in 53 countries were enrolled in nutrition or nutrition-sensitive programming,** reinforcing WFP's commitment to nutrition mainstreaming across applicable programmes.

# WFP support to the humanitarian community

## WFP SUPPORT TO THE HUMANITARIAN COMMUNITY



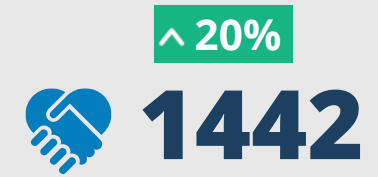
m3 of **relief items**  
dispatched by UNHRD



Humanitarian,  
development and  
diplomatic **passengers**  
transported by UNHAS



Customers were served  
through the **UN Booking  
Hub platform**



**Partners supported**  
through all WFP supply  
chain services

▼ ▲ % increase / decrease compared to 2022

# Q & A

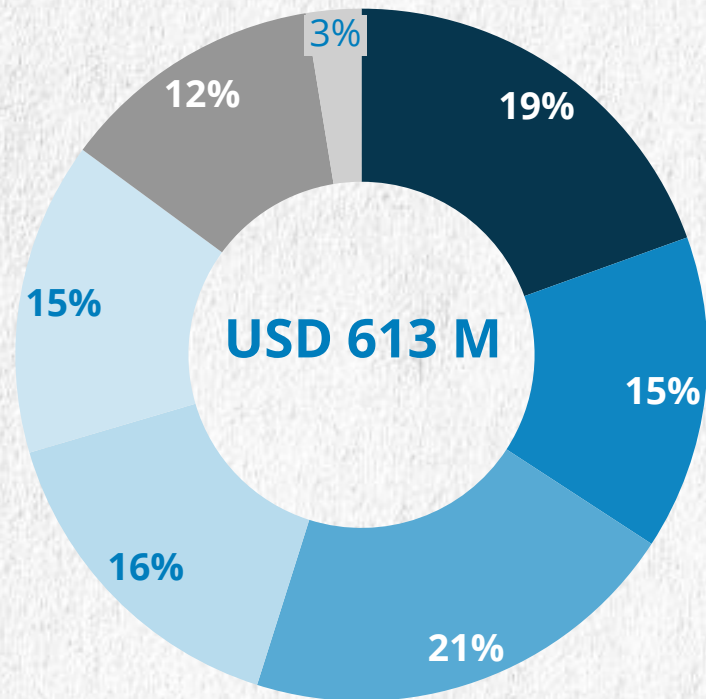


# 4. MANAGEMENT PERFORMANCE

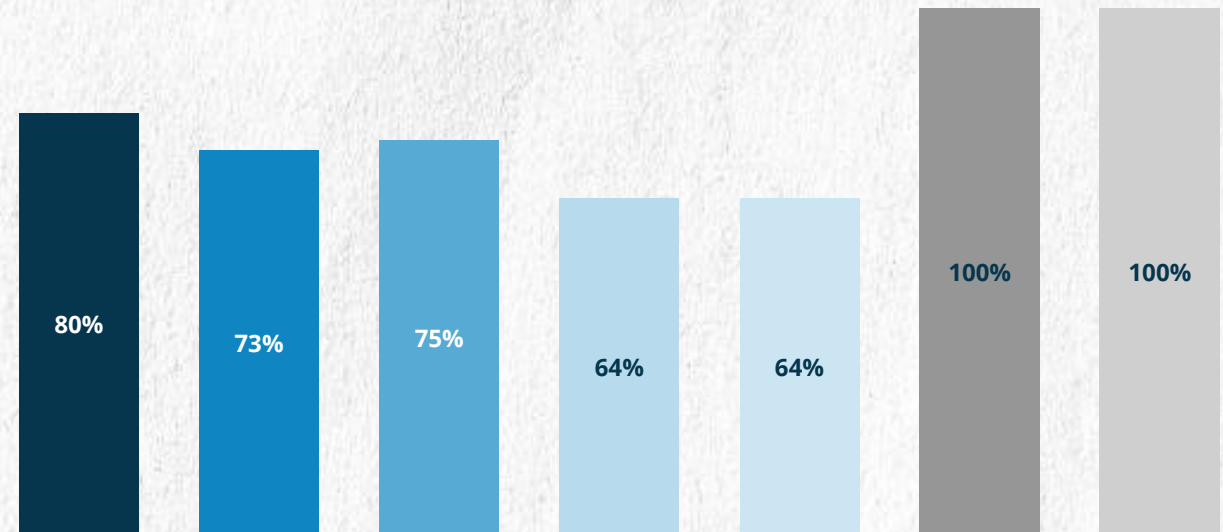


# Operational achievements were facilitated by management results

2023 actual baseline expenditures (USD)



MR Achievement Rate (%)



- 1 - Effectiveness in emergencies
- 2 - People management
- 3 - Engage in effective partnerships
- 4 - Effective funding for zero hunger
- 5 - Evidence and learning
- 6 - Leverage technology
- 7 - Leverage innovation



# WFP organizational re-structuring and reassurance action plan

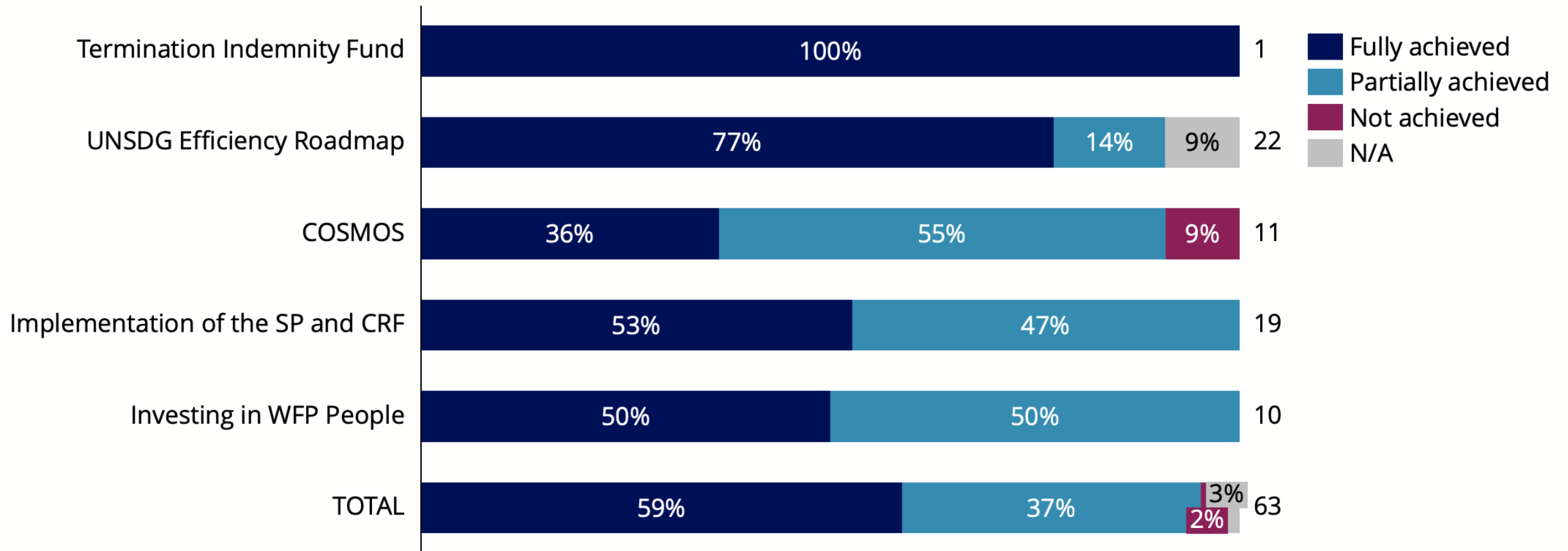
## Organizational re-structuring

- internal review of WFP's organizational structure to ensure a focus on **frontline operations** and **employees**
- realign WFP's headquarters structures with the **Executive Director's strategic priorities**
- **first phase** – a new configuration of headquarters departments – and **second phase** -review of WFP headquarters at the divisional level launched.

## Re-assurance action plan

- worldwide review of **existing assurance**, control and risk escalation processes
- **Global assurance project** launched in mid-2023 –focus on targeting, monitoring and community feedback mechanisms, identity management, cooperating partner management, and supply chains.
- revised minimum requirements and standard operating procedures for **monitoring**

# Performance of Critical Corporate Initiatives

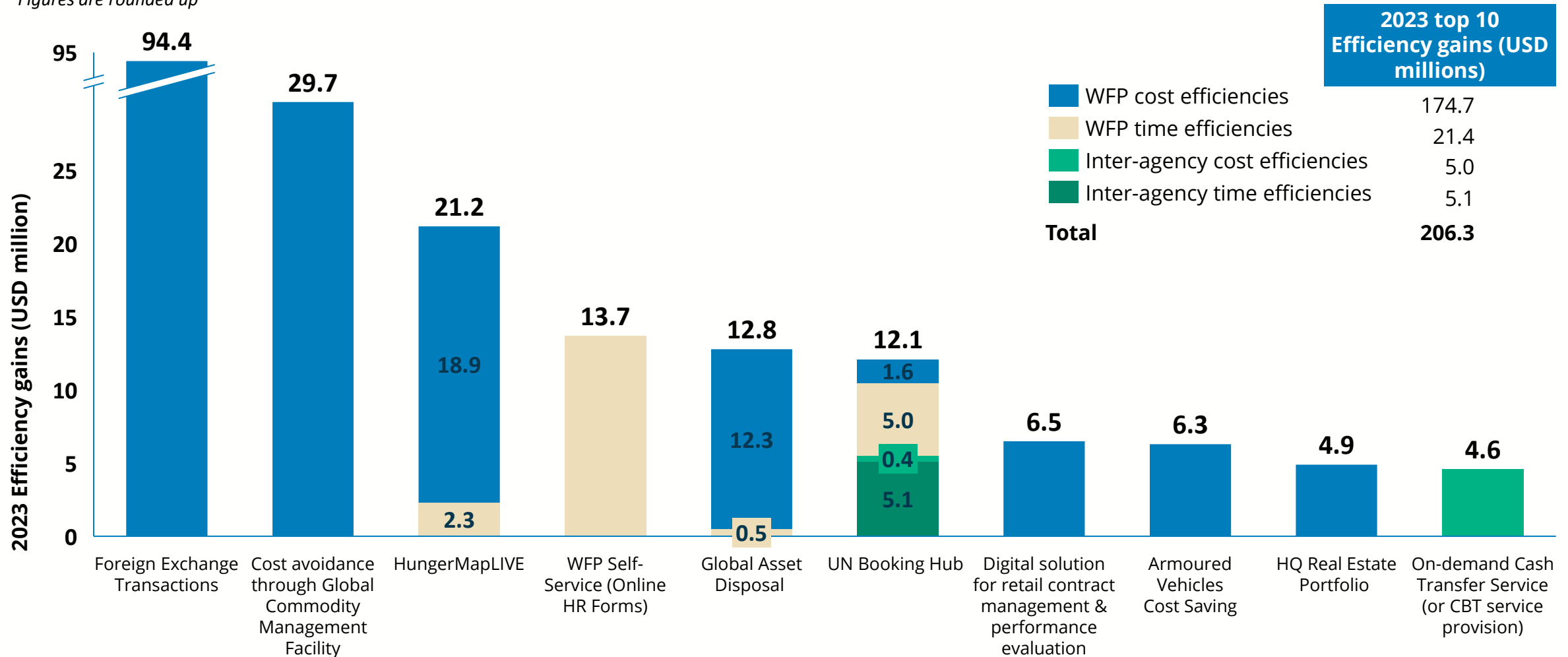




# Efficiency gains continued to be a priority for WFP

WFP's **top ten** efficiency gains in **2023 total USD 206.3 million**

Figures are rounded up



# Q&A THANK YOU



World Food Programme

