



World Food
Programme

UPDATE

WFP Annual Performance Report 2019

Briefing to the Executive Board

Corporate Planning and Performance Division | 27 May 2020

SAVING
LIVES
CHANGING
LIVES

ABOUT THE 2019 APR

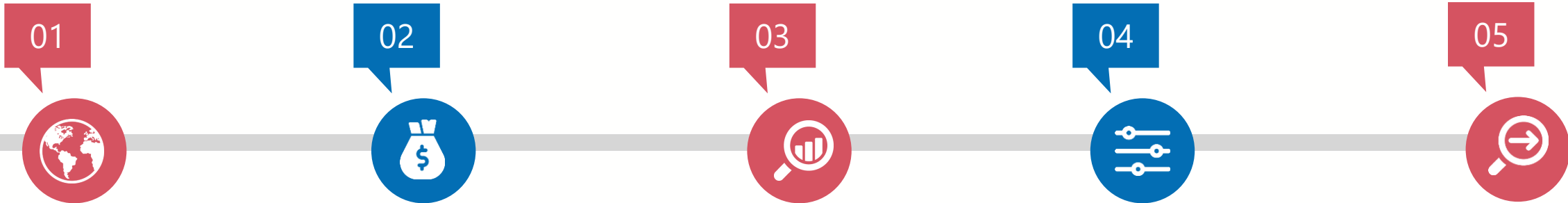


Key improvements

- ✓ Builds on lessons and achievements of 2018 APR
- ✓ Strikes a balance between more focused reporting and the request for further performance details
- ✓ Reports against only one results framework
- ✓ Provides in-depth analyses on financial performance – a new area introduced in the 2017 APR
- ✓ Increased focus on measuring efficiency gains
- ✓ Revamped communication strategy including the release of thematic reports



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

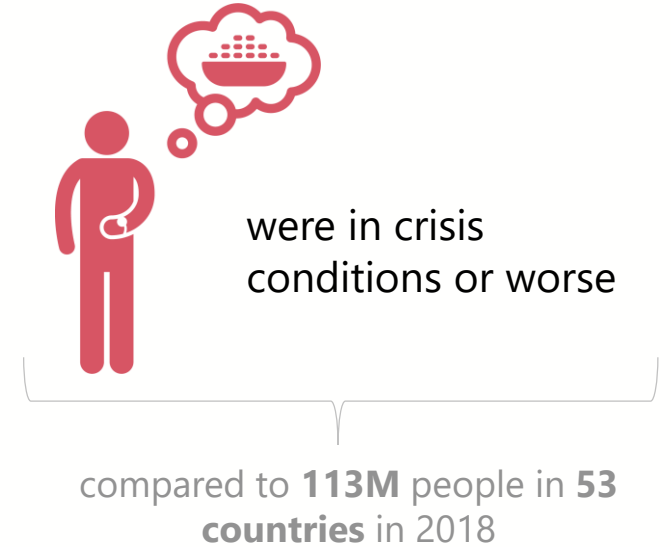
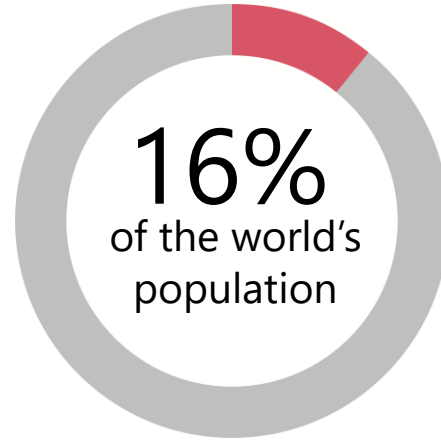
INTRODUCTION



State of food insecurity



135M
people in 55
countries



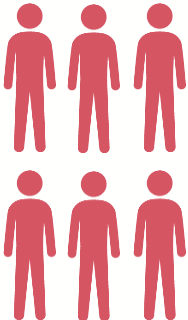
conflict
climate change
emergencies manifested in



requiring a corporate or
regional emergency
response

INTRODUCTION

Implications for WFP



265M
people in low-and middle-income countries under severe threat



~x2
number reported in the Global Report on Food Crises 2020 (135M)



unless swift action is taken to tackle COVID-19

1

potential funding reduction from donors as they focus on national response

2

challenges to WFP supply chain being able to reach beneficiaries

3

life-saving programmes remain a priority at the cost of development programmes

UN Development System Reform

- ✓ Business Operations Strategy
 - ▶ Common back offices for all UNCTs by 2021
 - ▶ 50% of WFP's country offices are already part of an approved Business Operations Strategy
- ✓ Common premises
 - ▶ Seeks to achieve 50% common premises by 2021
 - ▶ In countries where WFP operates, some 25% of its facilities are currently in common premises
- ✓ Disaster Risk Reduction
 - ▶ 71% of country offices that responded to WFP's QCPR survey reported providing support to host government in formulating or updated their DRR/M strategy





INTRODUCTION: Q&A



FINANCIAL RESOURCES AND FUNDING

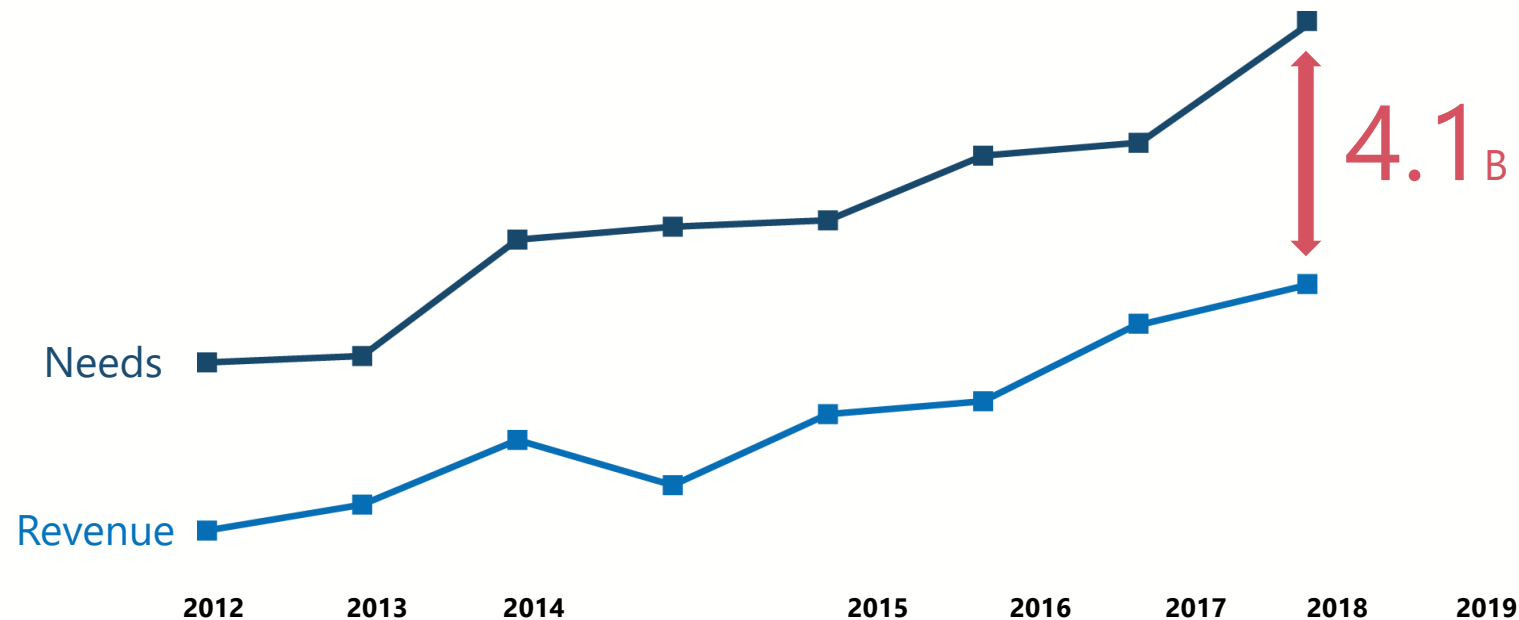
Needs grow and funding gap widens to over 4 billion



TOTAL NEEDS

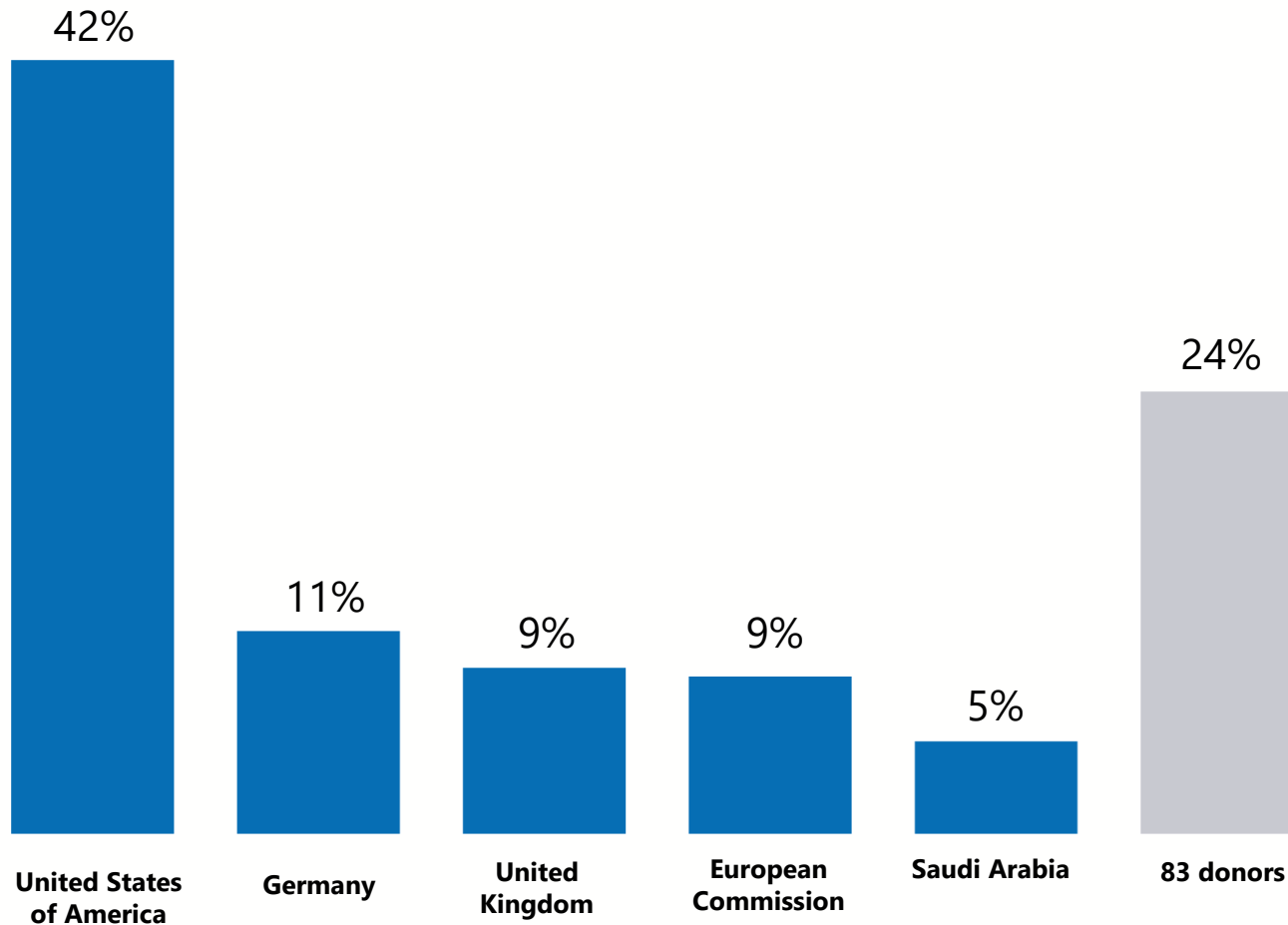
USD **12.1** billion

CONTRIBUTION REVENUE

USD **8.0** 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

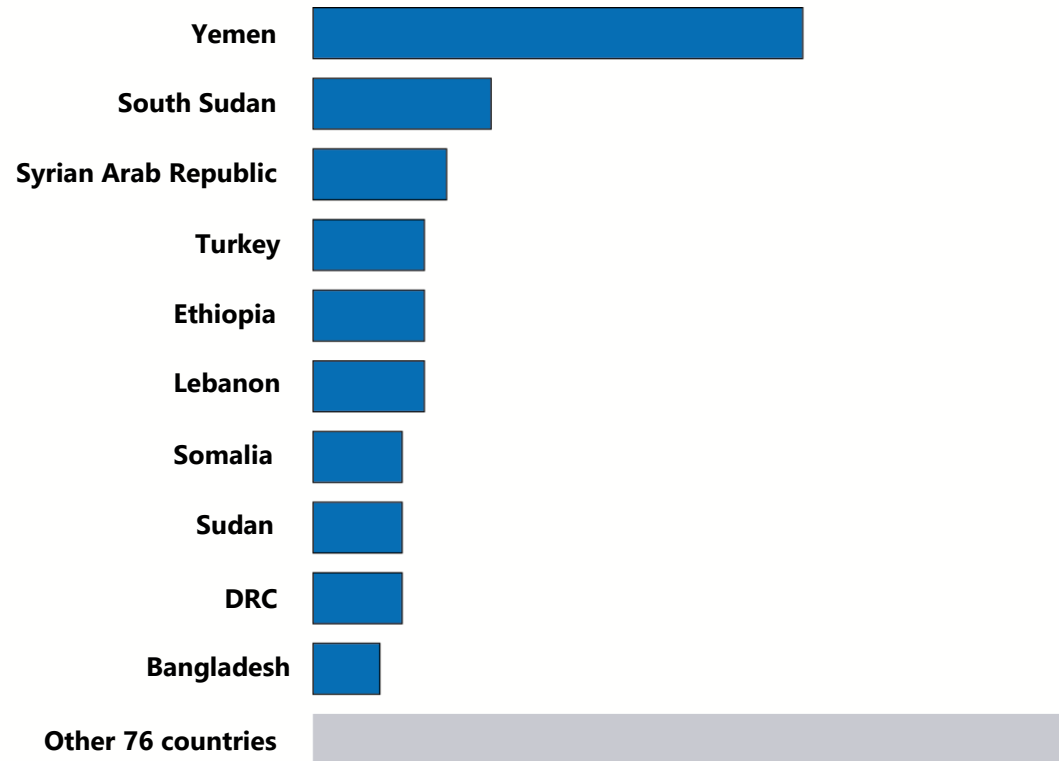
Top 5 donors by contributions



- ▶ 76% of total contributions came from the top 5 donors
- ▶ USD 3.4 billion contributed by the USA represented 42% of all contributions in 2019
- ▶ WFP heavily relies on a limited pool of donors, in line with previous years
- ▶ Poses a strategic risk that may lead to operational constraints during times of contribution volatility

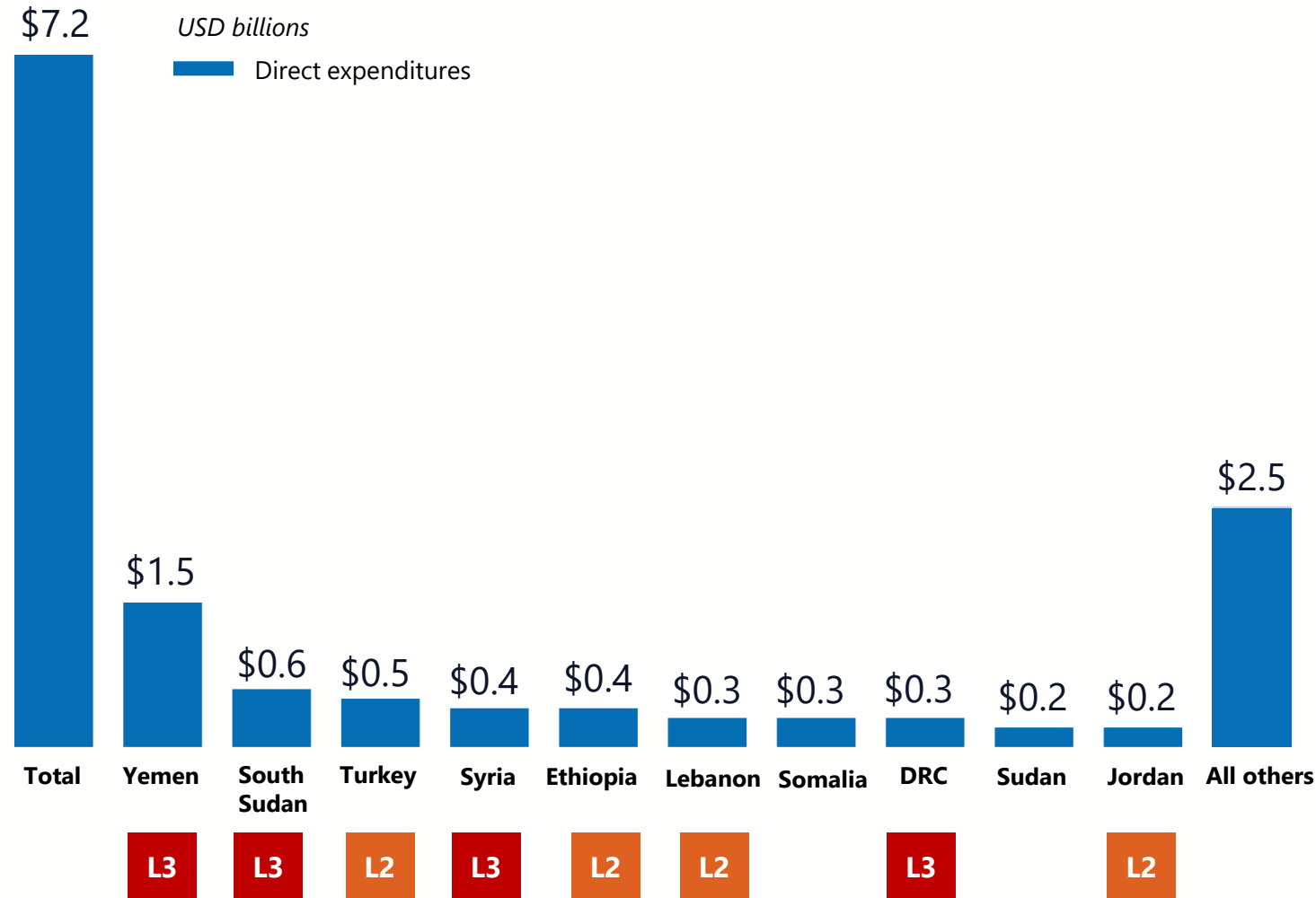
L3 & L2 emergencies account for 2/3 of **contribution revenue**

TOP 10 COUNTRIES BY
REVENUE DISTRIBUTION



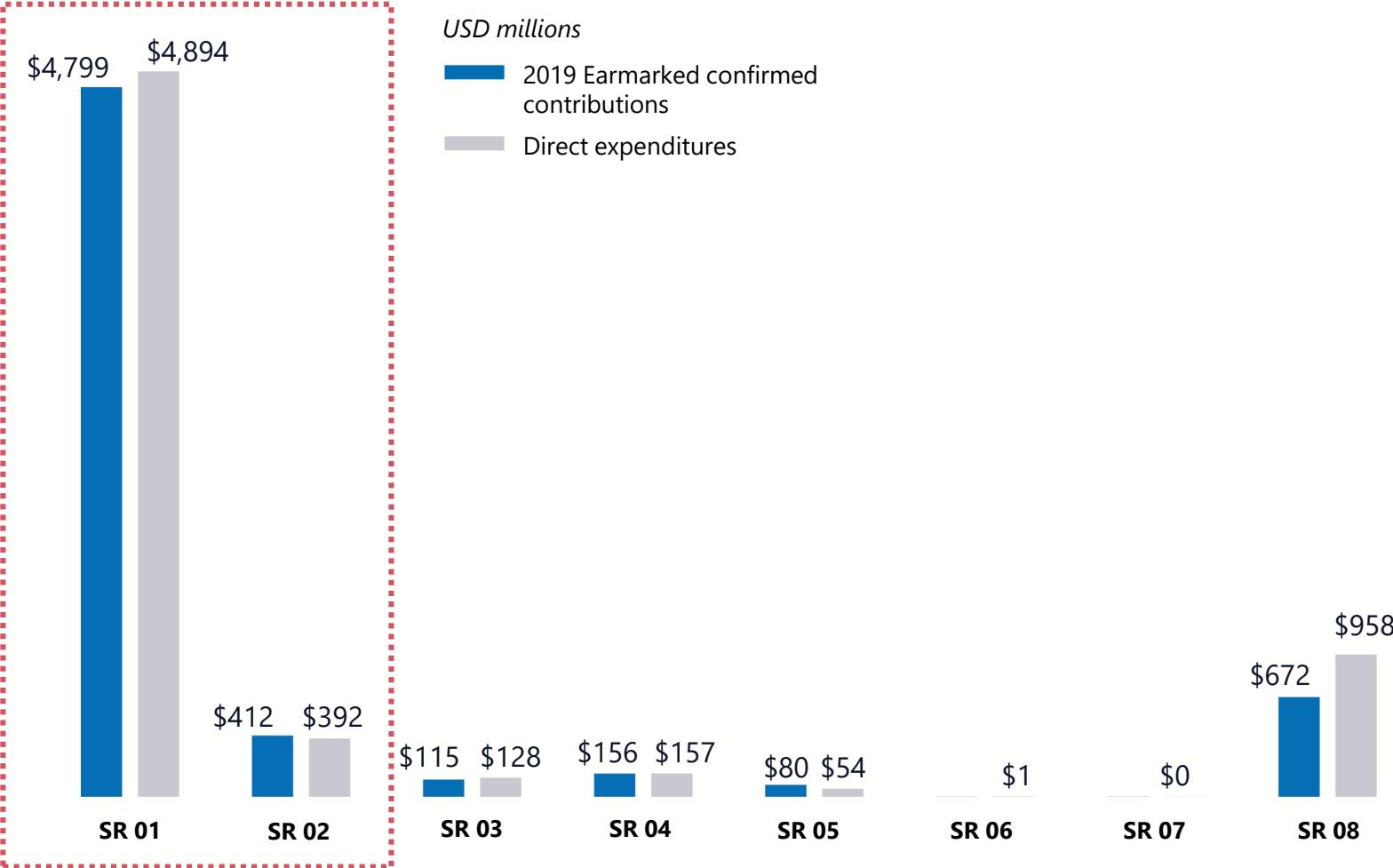
- ▶ More than 35% of contribution revenue was earmarked to L3 operations in South Sudan, Syria and Yemen
- ▶ L3 emergencies were adequately funded, with the majority receiving over 90% of requirements from available contributions
- ▶ Yemen remained the largest operation, registering an increase of 41% in contributions over 2018

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

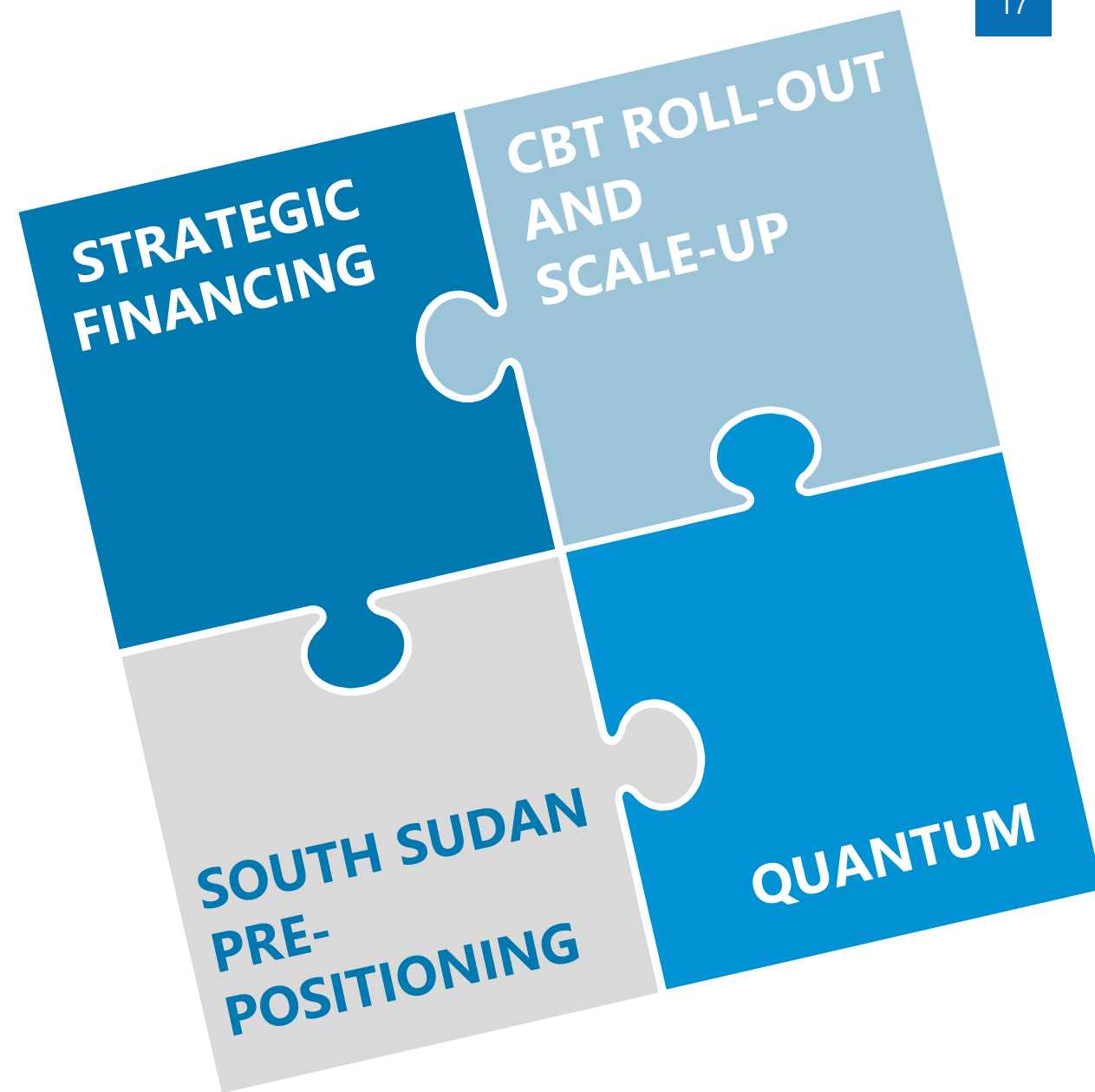
Direct expenditures by Strategic Result

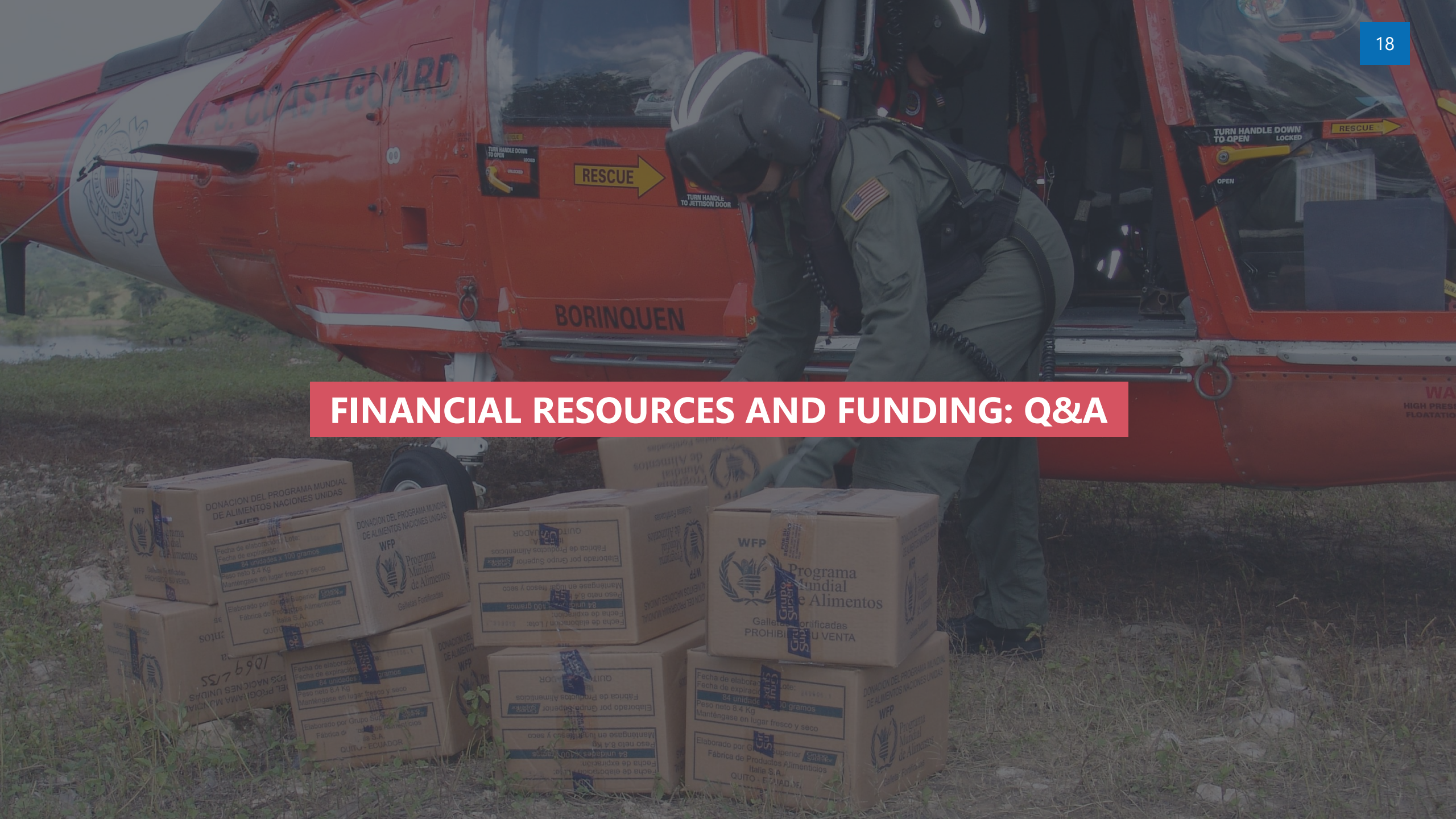


- ▶ SR 01 accounted for 78% of 2019 earmarked funds showing a clear donor preference for directing funds towards this SR
- ▶ SR 02 received a mere 6% of earmarked funds
- ▶ SR 06 and 07 operated under limited resource environments
- ▶ Lack of flexible funding makes it difficult for country offices to plan for multi-year and long-term engagement

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 5 full-time equivalents





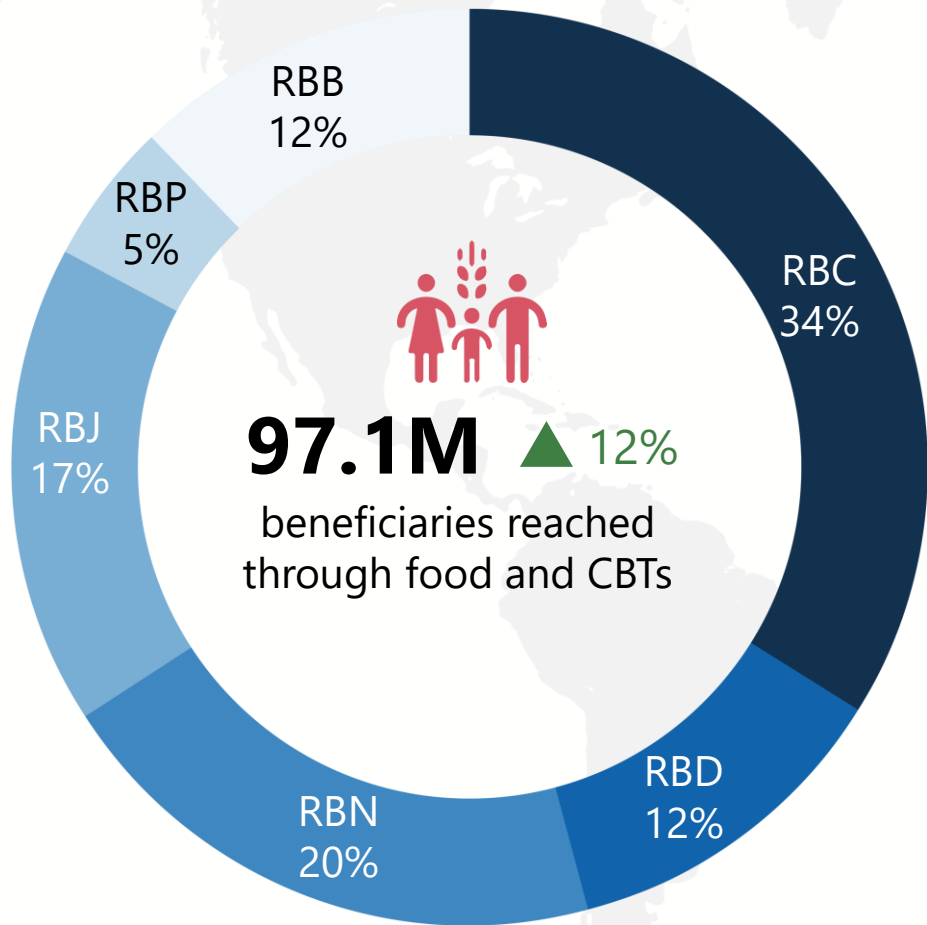
FINANCIAL RESOURCES AND FUNDING: Q&A



PROGRAMME PERFORMANCE

PROGRAMME PERFORMANCE

People assisted nears **100 million**



▲ % increase from 2018



4.2M mt
food provided

▲ 8%



2.1B
transferred (USD) through CBT & commodity vouchers






▲ 17%



610M
invested in capacity strengthening/service delivery activities

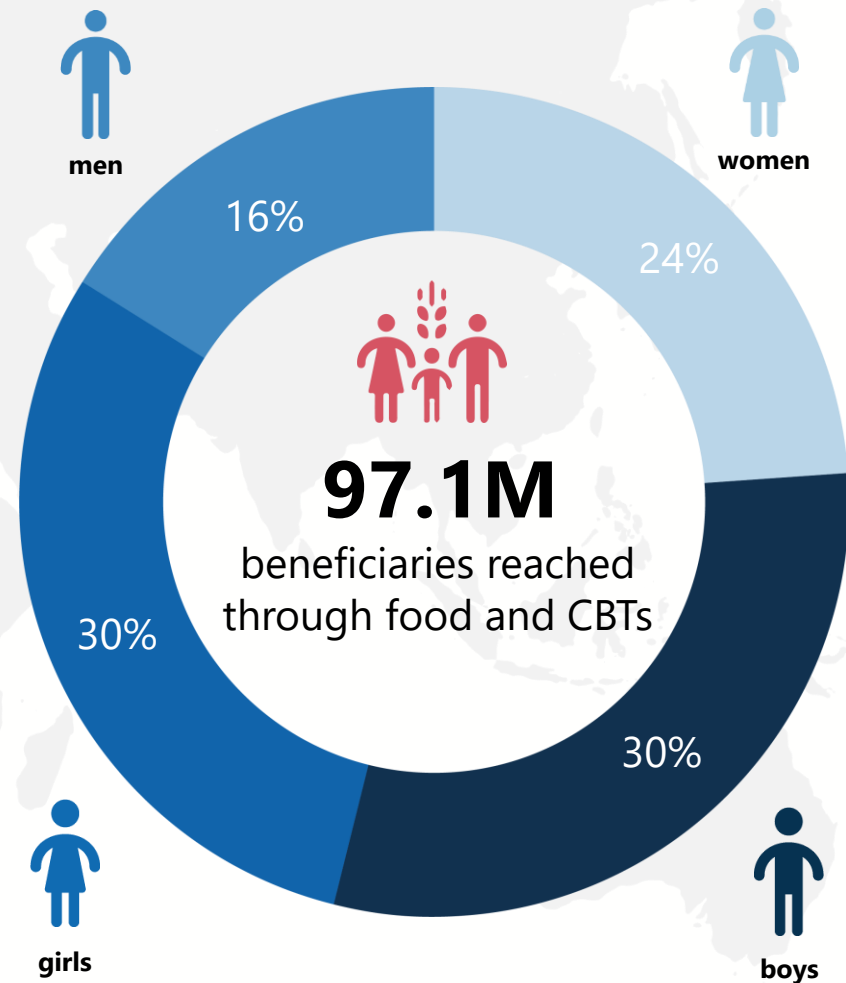
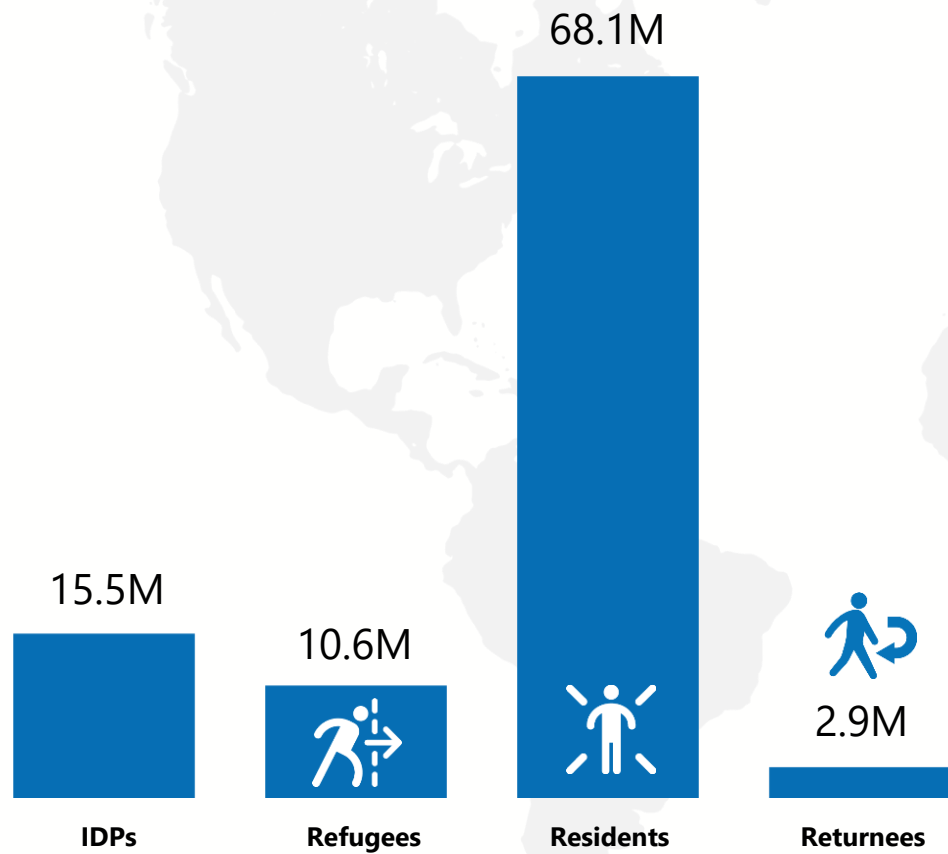
▲ 31%

Achievements against **output targets**

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

PROGRAMME PERFORMANCE

People assisted through operations



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 ▲ 17%

USD 1.8B



PEOPLE REACHED

97.1M ▲ 12%

86.7M

PROGRAMME PERFORMANCE

Focus on Yemen

In early 2019, 80% of the population – 24 million people – were in need of humanitarian assistance or protection.

WFP launched its fastest-ever scale-up of food and nutrition assistance while overcoming complex security, access and supply constraints. This involved doubling food distributions to the worst-hit areas where the combination of conflict and economic collapse reduced nearly 240,000 people to famine-like conditions.



1.4

million mt of food provided

268

million USD in cash or vouchers transferred

41

thousand mt of specialized nutritious foods provided

14.1

million food insecure people reached in all areas of the country



PROGRAMME PERFORMANCE

Focus on South Sudan

By the end of 2019, continued insecurity and extreme poverty in South Sudan forced nearly 13 million people to rely on humanitarian assistance for survival.

The situation was exacerbated by flooding that devastated large parts of the country during the second half of the year, particularly in former Jonglei and Upper Nile States.

The floods affected close to 1 million people, destroyed an estimated 73,000 mt of cereal and caused significant livestock losses.



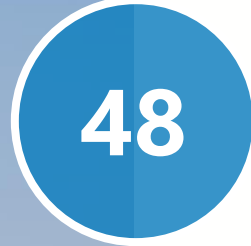
4.8 million people supported with food CBTs and commodity vouchers



15 percent reduction from 2018 in the proportion of crisis-affected residents and IDPs with poor food consumption levels













79 USD million cost-efficiency gains generated due to access to new areas and reduction of reliance on airdrops and airlifts



48 percent of the planned budget was available for nutrition programming for residents and IDPs

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



PROGRAMME PERFORMANCE: Q&A

MANAGEMENT PERFORMANCE



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

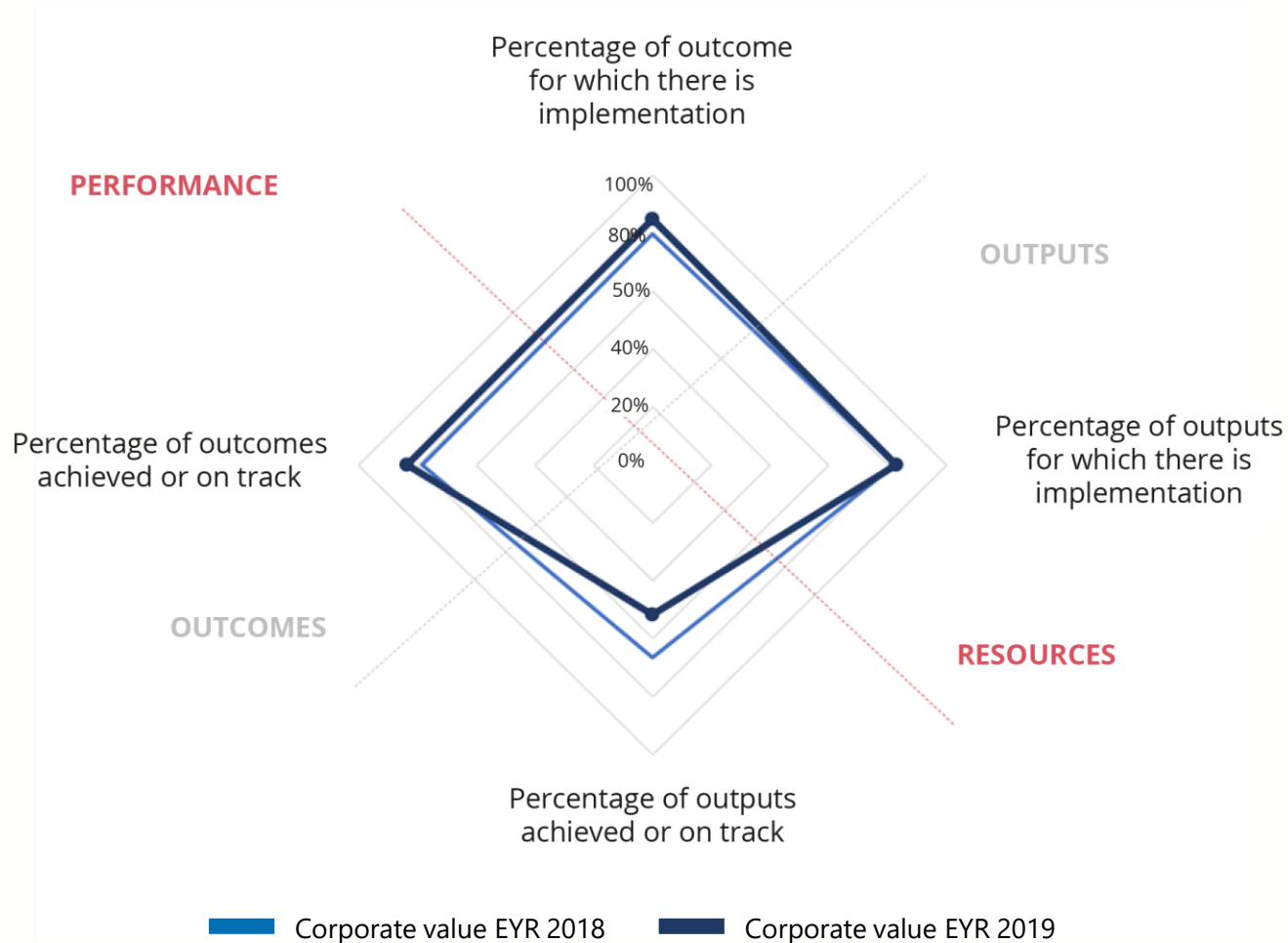


Management Performance Standards

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

MANAGEMENT PERFORMANCE

KPI 1: Overall progress of CSP implementation

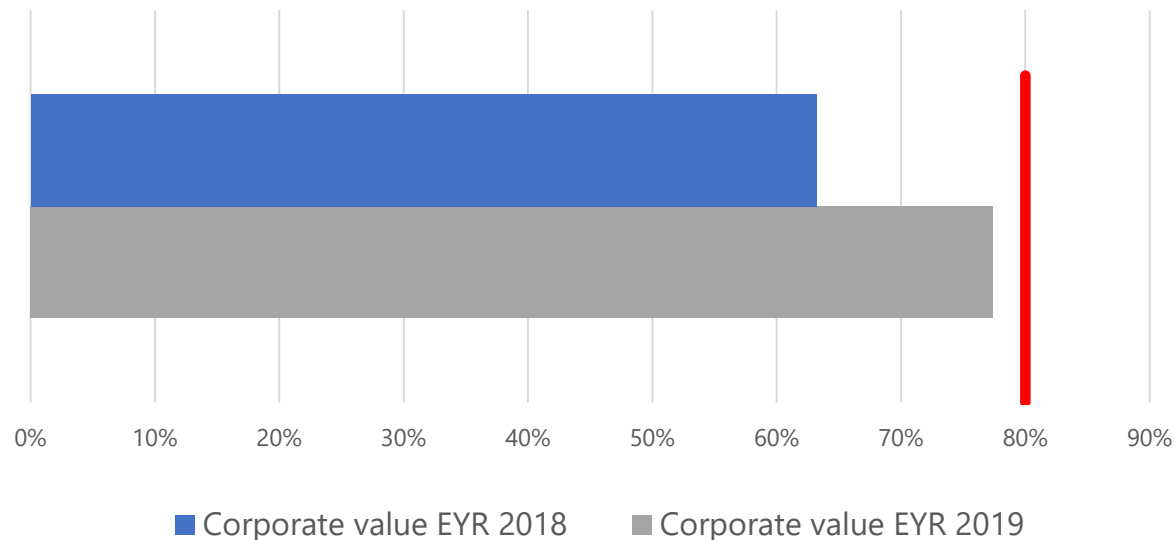


- Country offices performed well in terms of the average number of output and outcome indicators for which there is implementation
- Country offices also had good results in the average number of output and outcome indicators in terms of performance
- The overall value of output indicators achieved or 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

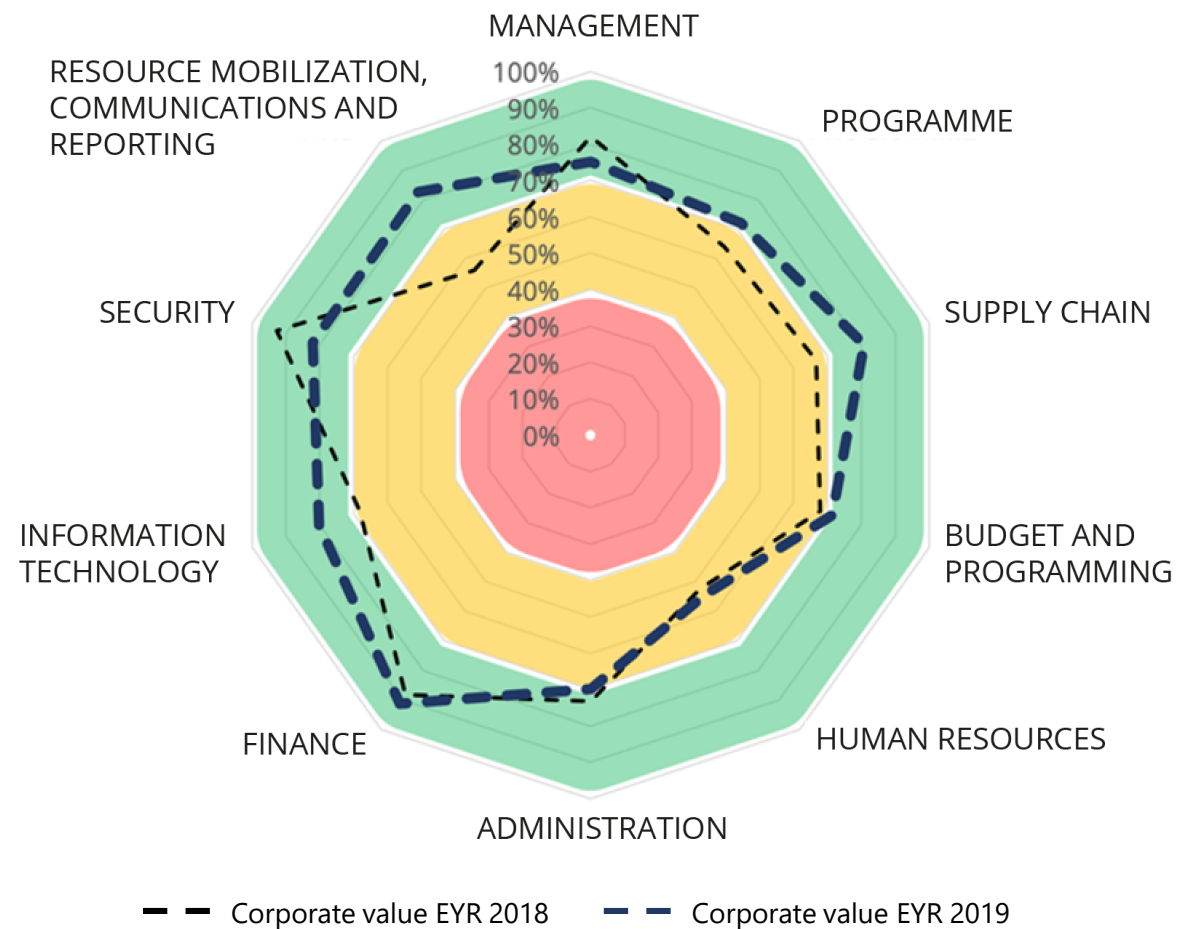
Percentage of Minimum Preparedness Actions that were implemented



- 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

WFP senior management priorities **Category II KPIs**

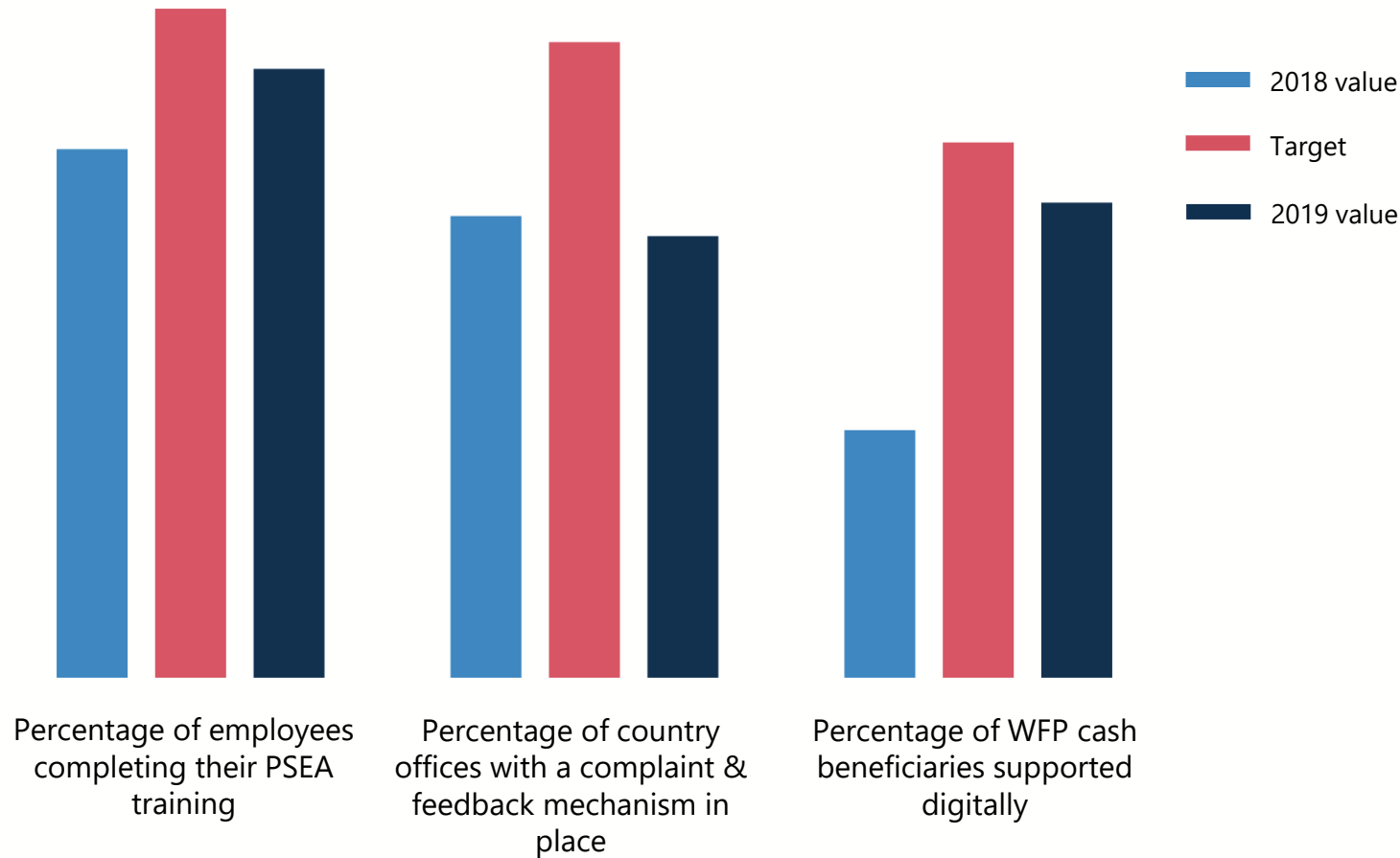
UN system and coordination related performance indicators



- ▶ Reduction in achievement in QCPR reflects the changes being made to instruments introduced in 2019 and still being rolled out
- ▶ Cluster survey satisfaction was high for all clusters in 2019

WFP senior management priorities **Category II KPIs**

Executive thematic priorities



- ▶ Substantial progress made in the percentage of WFP cash beneficiaries supported digitally and completion of the prevention of sexual abuse and exploitation training by employees
- ▶ Decline in the percentage of country offices with a functioning complaint and feedback mechanism (CFM) was due to a greater number of participating country offices compared to 2018 and a change in indicator definition from existence of CFMs to existence of “functioning CFMs”

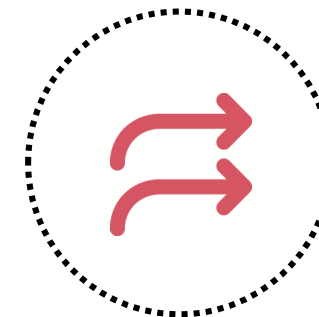
Six centrally managed evaluations presented to EB



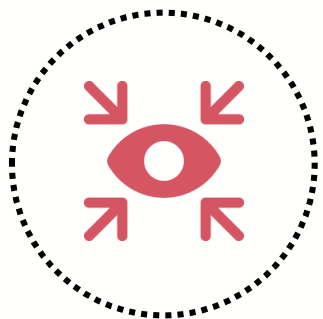
Update of WFP's Safety Nets Policy



People Strategy



Strategic evaluation of WFP's capacity to respond to emergencies



Inter-agency humanitarian response to the drought in Ethiopia



Evaluation on WFP's emergency response in northern Nigeria



Synthesis of evidence from eight country portfolio evaluations in Africa

A white and blue boat with 'WFP World Food Programme' branding is navigating a flooded area with dense vegetation. The boat is partially submerged in water, and a person is visible in the driver's seat. The background shows a line of trees under a cloudy sky.

MANAGEMENT PERFORMANCE: Q&A

GOING FORWARD



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

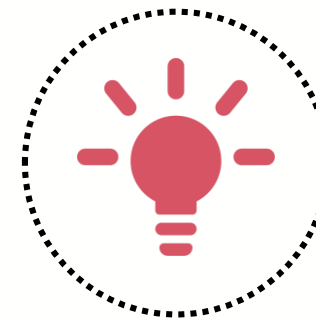
WFP's six corporate priorities to guide the way forward



**Leadership in
emergencies**



**Partnership and funding
for zero hunger**



Digital transformation



Programme excellence



**Simplification and
efficiencies**



**Strategy, governance
and people issues**

GOING FORWARD: Q&A





World Food Programme

Thank You